

STRATEGY  
QUALITY MANAGEMENT  
INDUSTRIAL RELATIONS  
FACULTY THEORY  
DATA MINING  
MARKETING RESEARCH  
KNOWLEDGE CREATION TEACHING  
BUSINESS ETHICS  
CAPITAL MARKETS

CARLSON SCHOOL  
OF MANAGEMENT  
UNIVERSITY OF MINNESOTA

# 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 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!

A handwritten signature in black ink that reads 'Shawn Curley'.

Dr. Shawn Curley, *Director*  
*PhD Program in Business Administration*

# The Carlson School PhD

## Research

### Expanding knowledge

Carlson School PhD students have the opportunity to:

Pursue rigorous, high-quality research with faculty members who are recognized for their own cutting-edge research programs

Begin research training early in their program, generally in the first year of graduate study

Acquire specialized knowledge and expertise that prepares them to join the faculty of major research institutions



## Teaching

### Disseminating knowledge

The PhD program offers students rich teaching opportunities. As a foundation, PhD students participate in the Teaching Initiative Program (TIP). TIP uses a variety of activities to develop student competence and confidence in instructional abilities. These include:

Teaching workshops provided by University of Minnesota staff and coordinated by the Carlson School's PhD program office

An in-class teaching experience, a mentoring experience, and development of a teaching portfolio

For international students, a Teaching Assistant English program

► [cei.umn.edu](http://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](http://z.umn.edu/CarlsonPhDAccounting)

Finance ▶ [z.umn.edu/CarlsonPhDFinance](http://z.umn.edu/CarlsonPhDFinance)

Information and Decision Sciences ▶ [z.umn.edu/CarlsonPhDIDSc](http://z.umn.edu/CarlsonPhDIDSc)

Marketing ▶ [z.umn.edu/CarlsonPhDMarketing](http://z.umn.edu/CarlsonPhDMarketing)

Strategic Management and Entrepreneurship ▶ [z.umn.edu/CarlsonPhDSME](http://z.umn.edu/CarlsonPhDSME)

Supply Chain and Operations ▶ [z.umn.edu/CarlsonPhDSCO](http://z.umn.edu/CarlsonPhDSCO)

Work and Organizations ▶ [z.umn.edu/CarlsonPhDWorg](http://z.umn.edu/CarlsonPhDWorg)

# Accounting

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, University of Utah, and the Ohio State University. To find out more about this exceptional program visit: [z.umn.edu/CarlsonPhDAccounting](http://z.umn.edu/CarlsonPhDAccounting)



Accounting PhD Coordinator

**Haiwen (Helen) Zhang**

*Associate Professor, Carl  
L. Nelson Professorship in  
Accounting  
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 8823: Topics in Capital Markets III
- Acct 8831: Topics in Analytical Research I
- Acct 8832: Topics in Analytical Research II
- Acct 8833: Topics in Analytical Research III

## Admissions Statistics (Fall 2020)

39

Applications



3

Admissions  
Offers

2

Acceptances

13

Program size

29

Average age  
in program

323

Average GRE

730

Average GMAT

## 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, Honeywell Professorship in Accounting*

*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*

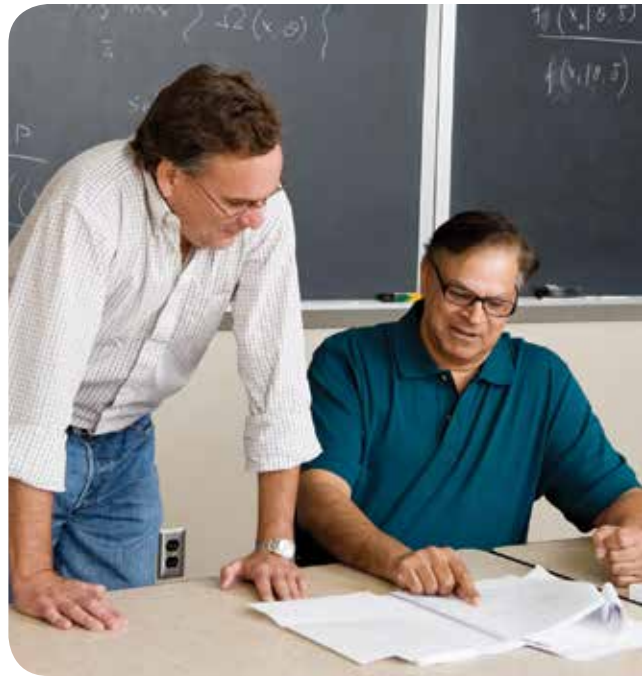
**Areas of Interest:** Executive compensation & corporate governance, debt contracting, and international accounting

Paul Ma

*Assistant Professor*

*PhD, Stanford University*

**Areas of Interest:** Financial disclosure, empirical asset pricing, behavioral finance



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

*Department Chair; Professor and Frederick H. Grose Chair in Accounting*

*PhD, Columbia University*

**Areas of Interest:** Capital markets, financial reporting, and corporate finance

Gaoqing Zhang

*Associate Professor*

*PhD, Carnegie Mellon University*

**Areas of Interest:** Financial accounting, financial institutions, higher-order beliefs, global games, industrial organization

Haiwen (Helen) Zhang

*Associate Professor, Carl L. Nelson Professorship in Accounting*

*PhD, University of Minnesota*

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

# 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](https://z.umn.edu/CarlsonPhDFinance)



Finance PhD Coordinator

**Robert S. Goldstein**

*Professor and Piper Jaffray  
Chair in Finance  
PhD, University of  
California - Berkeley*

**Areas of Interest:**

Term structure of interest rates, credit risk, capital structure theory, general equilibrium

## 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 8820:** Topics in Corporate Finance
- Fina 8822:** Empirical Methods in Finance
- Fina 8823:** Empirical Corporate Finance
- Fina 8890:** Topics in Finance

## Admissions Statistics (Fall 2020)

73

Applications



4

Admissions Offers

2

Acceptances

18

Program size

29

Average age in program

326

Average GRE

723

Average GMAT



## Finance Faculty

Hengjie Ai

*Associate Professor*

*PhD, University of Minnesota*

**Areas of Interest:** Financial economics, macroeconomics, economic theory

Gordon J. Alexander

*Professor Emeritus 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 Endowed Faculty Fellow in Finance*

*PhD, Queens University*

**Areas of Interest:** Corporate capital structure

Robert S. Goldstein

*Professor and Piper Jaffray Chair in Finance*

*PhD, University of California - Berkeley*

**Areas of Interest:** Term structure of interest rates, credit risk, capital structure theory, general equilibrium

Xiaoji 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

Pinar Karaca Mandic

*Professor, C. Arthur Williams Jr. Professor in Healthcare risk management, Academic Director, Medical Industry Leadership Institute*

Stephen Parente

*Professor and Minnesota Insurance Industry Chair of Health Finance, Associate Dean of MBA Program, Carlson Global Institute Director, Medical Industry MBA (MIMBA)*

*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 Program, Arthur R Upgren Professor of 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

*Professor and John Spooner Chair in Investment Management*

*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/CarlsonPhDIDSc](http://z.umn.edu/CarlsonPhDIDSc)



Information & Decision  
Sciences PhD Coordinator

**Yuqing (Ching) Ren**

Associate Professor  
PhD, Carnegie Mellon University

**Areas of Interest:**

Human robot collaboration, social media, online communities, mindful use of smartphones

## 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 8721). In addition, 16 credits of methods and supporting field courses are required, including eight credits of research methods courses. These credits must be 5000-level or above and can include such courses as multivariate statistics, regression analysis, structural equation modeling, experimental design, econometrics, microeconomics, game theory, artificial intelligence, data mining, machine learning, etc.

### IDSc PhD Seminars Offered:

**IDSc 8511:** Conceptual Topics and Research Methods in IDSc

**IDSc 8521:** Information System Development

**IDSc 8531:** Organizational Theory and Research in Information Systems

**IDSc 8541:** Intro to Economics of Information Systems

**IDSc 8620:** Data Mining and Personalization

**IDSc 8640:** Social Media and Online Communities

**IDSc 8721:** Behavioral Decision Theory

## Admissions Statistics (Fall 2020)

37  
Applications



4  
Admissions  
Offers  
3  
Acceptances

16  
Program size  
29  
Average age  
in program

320  
Average GRE

723  
Average GMAT

## 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 Burtch

*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, digital security

De Liu

*Xian Dong Eric Jing Professor, Academic Director, Master of Science in Business Analytics  
PhD, University of Texas-Austin*

**Areas of Interest:** gamification, social production of content, AI and chatbots, crowdfunding, auction and contests, economics of online frauds

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 III

*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

# Marketing

The PhD program is central to the activities of the marketing department. The scholarly reputation of the department has historically been among the highest in the discipline. The nationally-renowned marketing faculty represent a diverse set of research interests ranging from consumer behavior to marketing strategy. The program is structured flexibly with students developing an individualized program of study with a common orientation to marketing methods and issues, but also affording opportunities for specialized study in either a behavioral or quantitative track. Students develop conceptual, analytical, and research skills that are blended with knowledge of marketing phenomena through structured courses, doctoral seminars, and individual projects in marketing and related social sciences. For more information about this program visit: [z.umn.edu/CarlsonPhDMarketing](http://z.umn.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 8890:** Marketing Topics Seminar

## Admissions Statistics (Fall 2020)

66

Applications



9

Admissions  
Offers

3

Acceptances

18

Program size

30

Average age  
in program

326

Average GRE

730

Average GMAT

## Marketing Faculty

Rohini Ahluwalia

*Professor and Curtis L. Carlson Trust Professor of Marketing*

*PhD, The Ohio State University*

**Areas of Interest:** Persuasion, consumer information processing, advertising and branding, consumer processing of negative information, consumer well-being

Mark Bergen

*Professor and James D. Watkins Chair in Marketing*

*PhD, University of Minnesota*

**Areas of Interest:** Pricing, channels of distribution and marketing strategy

Tony Cui

*Professor, Deputy Associate Dean for Global DBA and Margaret J. Holden and Dorothy A. Werlich Endowed Professorship in Marketing*

*PhD, University of Pennsylvania, The Wharton School*

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

Vladas Griskevicius

*Department Chair; Professor and Carlson Family Chair*

*PhD, Arizona State University*

**Areas of Interest:** Evolution and consumer behavior, emotions, charity, and conspicuous consumption

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

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

Irene Nahm

*PhD, University of Houston*

**Areas of Interest:** Multichannel Strategy, Business-to-Business Markets, Customer Relationship Management, Sales Force Management, and State-Dependence in Sales Performance

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

*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

Alison Jing Xu

*Assistant Professor*

*PhD, University of Illinois, Urbana-Champaign*

**Areas of Interest:** Judgment and decision-making processes, behavioral mind-sets, generalized motivation, sensory experience and decision making, risk perceptions, persuasion

Linli Xu

*Assistant Professor*

*PhD, University of Southern California*

**Areas of Interest:** Principles of marketing, marketing management, marketing research, advertising strategy, market demand and sales forecasting

Yi Zhu

*Assistant Professor*

*PhD, University of Southern California*

**Areas of Interest:** E-commerce, online auctions, advertising and media, quantitative marketing, industrial organization, new product development, Chinese economy

# Strategic Management & Entrepreneurship

The Department of Strategic Management and Entrepreneurship at the Carlson School—consistently 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](http://z.umn.edu/CarlsonPhDSME)



Strategic Management & Entrepreneurship  
PhD Coordinator

## Assem Kaul

Associate Professor, The Mosaic Company—Jim Prokopanko  
Professor for Corporate Responsibility

### Areas of Interest:

Corporate strategy, technology and innovation, nonmarket strategy, multinational strategy, entrepreneurship

## 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 2020)

29

Applications



4

Admissions Offers

3

Acceptances

14

Program size

33

Average age in program

328

Average GRE

713

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

*Department Chair, Professor, John and Nancy Lindahl Professor for Excellent in Business Education  
PhD, Columbia University*

**Areas of Interest:** Organization theory, strategy, technology and innovation, organizational change, process management

Sunasir Dutta

*Assistant Professor  
PhD, Stanford University*

**Areas of Interest:** Organization theory, social entrepreneurship, strategies of change in organizations and markets, collective action

Dan Forbes

*Associate Professor  
PhD, New York University*

**Areas of Interest:** Corporate governance, new venture strategy, social psychology of entrepreneurship, strategic decision-making

Russell Funk

*Assistant Professor  
PhD, University of Michigan*

**Areas of Interest:** Technology strategy, innovation management, entrepreneurship, social networks, economic geography, data science

Aseem Kaul

*Associate Professor, The Mosaic Company—Jim Prokopanko Professor for Corporate Responsibility  
PhD, University of Pennsylvania, The Wharton School*

**Areas of Interest:** Corporate strategy, technology and innovation, nonmarket strategy, multinational strategy, entrepreneurship

Jiao Luo

*Associate Professor  
PhD, Columbia Business School*

**Areas of Interest:** Organization theory, nonmarket strategy, corporate social responsibility, corporate philanthropy, social impact

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, 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, Curtis L. Carlson Chair in Corporate Strategy  
PhD, University of Michigan*

**Areas of Interest:** Corporate strategy choice and performance, the management and economics of international expansion

Paul Vaaler

*Professor, John & Bruce Mooty Chair in Law & Business  
PhD, University of Minnesota*

**Areas of Interest:** Risk 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 Waldfogel

*Associate Dean of MBA Programs, Professor and Fredrick 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-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

*Robert E. Buuck Chair in Entrepreneurship; Academic Director of the Gary S. Holmes Center for Entrepreneurial Studies  
PhD, University of Mississippi*

**Areas in Interest:** Entrepreneurship in global contexts, technology strategy, nascent industries, innovation

# Supply Chain & Operations

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



Supply Chain & Operations  
PhD Coordinator

## Rachna Shah

Associate Professor  
PhD, The Ohio State University

### Areas of Interest:

Lean thinking, process improvement in hospital and healthcare delivery, operational failures, causes of drug shortages, environmental management, econometric and psychometric methods

## Curriculum & Courses

Students in the SCO PhD Program are required to take a minimum of 40 course credits during their PhD Program. These include SCO PhD seminars during their first two years which can add up to 24 credits, and an additional set of elective/supporting courses during or beyond the first two years.

### 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 2020)

42

Applications



3

Admissions  
Offers

2

Acceptances

16

Program size

30

Average age  
in program

327

Average GRE

698

Average GMAT





## Supply Chain & Operations Faculty

Hailong Cui

*Assistant Professor*

*PhD, University of Southern California*

**Areas of Interest:** Product returns, E-Commerce; Incentive Mechanisms, Sustainable Operations; Online Platforms, Restaurant Operations

Karen Donohue

*Professor, Board of Oversees Professorship, Curtis L.*

*Carlson Endowed Chair in Supply Chain Operations*

*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, omnichannel retailing, operations/marketing interface, consumer returns

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

Susan Meyer Goldstein

*Associate Professor*

*PhD, The Ohio State University*

**Areas of interest:** Service design, service process management, health care management and quality

Anant Mishra

*Associate Professor*

*PhD, University of Minnesota*

**Areas of interest:** New Product Development, Crowdsourcing, Project Management, Public Sector Operations, Global Sourcing, and Developing Economies

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, optimization, quality and process improvement, AI and deep learning in manufacturing

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

Rachna Shah

*Professor*

*PhD, The Ohio State University*

**Areas of Interest:** Lean operations, operational failures (e.g. product recalls), role of inspection, compliance, certification, and penalties and awards, in automotive, pharmaceutical, medical device, and hospitals and nursing homes, settings

Kingshuk K. Sinha

*Department Chair, Professor, and Elmer L. Andersen*

*Chair in Sustainable Supply Chain*

*PhD, University of Texas, Austin*

**Areas of Interest:** Technology and Innovation Management, Health Care Supply Chain Management, Global Supply Chain Management, Responsible Supply Chain Management, and Big Data Analytics

# 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

**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

## 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 2020)

54

Applications



7

Admissions  
Offers

3

Acceptances

14

Program size

31

Average age  
in program

318

Average GRE

685

Average GMAT

## Work & Organizations Faculty

Abdifatah 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.

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

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

*Department Chair; Professor*

*PhD, University of Wisconsin, Madison*

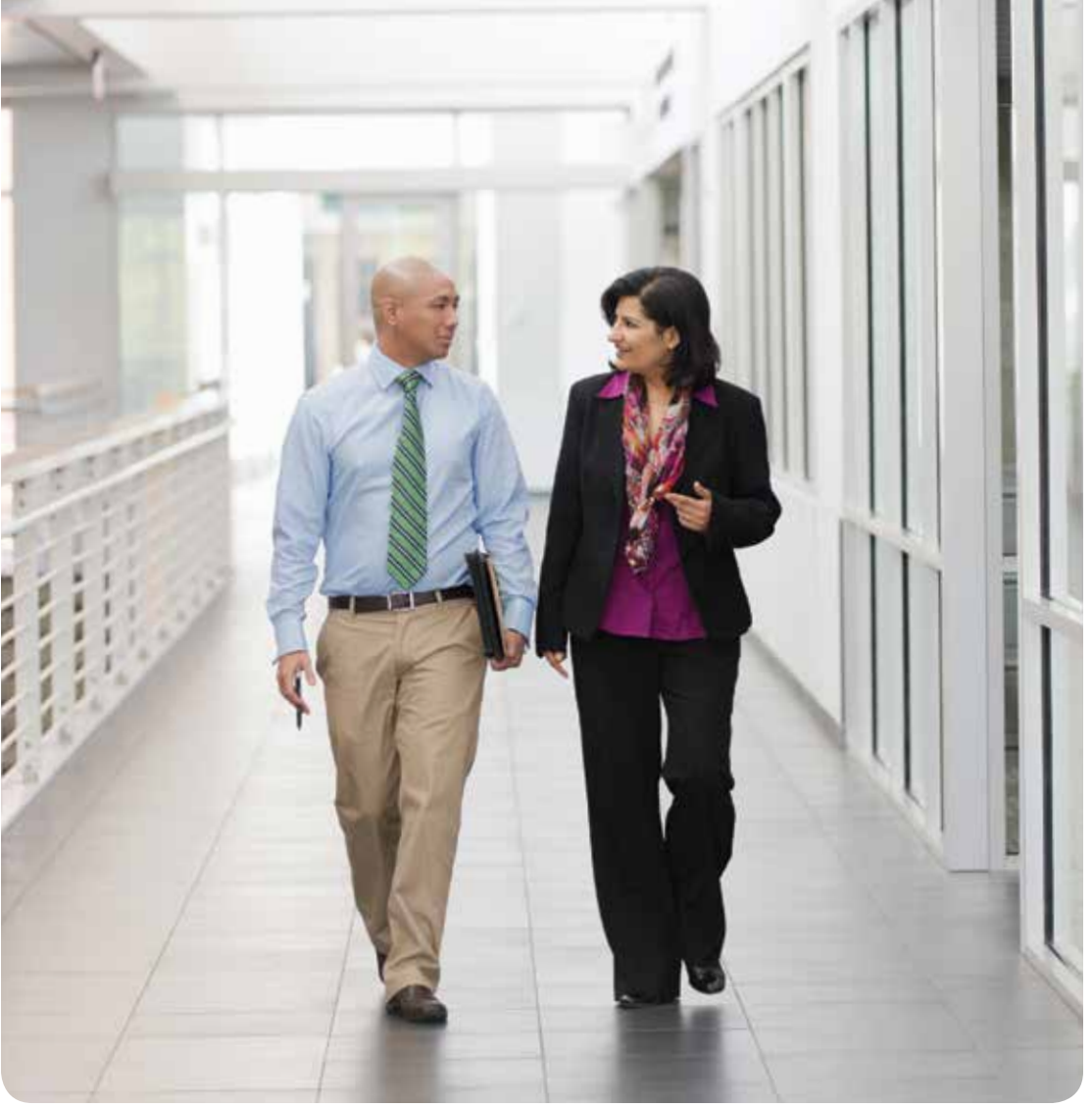
**Areas of Interest:** Team composition and its effects including cultural diversity and knowledge variety; shared cognitive structures among team members; knowledge recognition, integration and action by team members; teams in entrepreneurship; teams in healthcare; and charter school boards

Le "Betty" Zhou

*Associate Professor*

*PhD, University of Florida*

**Areas of interest:** Leadership, work groups and teams, workplace training and development



## Progressing through the program

All students who enter the doctoral program in business administration complete the following steps to earn their degree:

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



- 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)

## 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.

## 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

▶ [choose.umn.edu/apply/](https://choose.umn.edu/apply/)

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/CarlsonPhDAdmitProcess](https://z.umn.edu/CarlsonPhDAdmitProcess)

## 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

▶ [z.umn.edu/CarlsonPhDAdmissions](https://z.umn.edu/CarlsonPhDAdmissions)



# Placements

Accounting		
2020	Jacob Raleigh	Monash University
2019	Andrew Fluharty Xiaoli Guo	University of Minnesota - Duluth University of North Dakota
2018	Iman Sheibany Chao Tang	University of Utah (visiting) Hong Kong University of Science and Technology
Finance		
2020	Yao Deng Xuelin Li	University of Connecticut University of South Carolina
2019	Kaushalendra Kishore Jincheng Tong Wei Zhang	Centre for Advanced Financial Research and Learning (Mumbai) University of Toronto West Texas A&M University
2018	Ding Luo Ali Sanati	City University of Hong Kong American University–Washington DC
Information and Decision Sciences		
2020	Yash Babar Yaqiong Wang	University of Wisconsin-Madison Santa Clara University
2019	Zhihong Ke	Clemson University
2018	Swanand Deodhar Ali Mahdavi Probal Mojumder Zach Sheffler Mochen Yang	Indian Institute of Management–Ahmedabad University of Memphis University of Southern California, Post-Doc University of Massachusetts–Amherst Indiana University
Marketing		
2020	Yilong Liang Ruitong Wang	University of Science and Technology of China Tongji University
2019	Maria Rodas	University of Southern California
2018	Nicholas Olson Marco Qin Zuhui Xiao	Texas A&M University Temple University University of Wisconsin–Milwaukee
Strategic Management & Entrepreneurship		
2020	Min Jung Kim Rosa Kim	University of Illinois-Urbana-Champaign Oklahoma State University (visiting professor)
2019	Keyman Dennie Kim Paul Nary Nicholas Poggioli Gui Deng Say	University of Virginia - Darden University of Pennsylvania University of Michigan - Erb Institute (post-doc) Singapore Management University
2018	Pankaj Kumar	Virginia Polytechnic Institute and State University
Supply Chain & Operations		
2020	Amir Karimi	University of Texas-San Antonio
2019	Kedong Chen Sehwon Kang	Old Dominion University Tilburg University (Netherlands)
2018	Rick Hardcopf Pettis Kent Quang (Jason) Nguyen	Utah State University Loyola University Chicago University of New South Wales–Sydney, Australia
Work & Organizations		
2020	Liz Adair Tianna Barnes	California State University-Monterey Bay University of Pennsylvania (post-doc)
2019	Greg Beaver	Suffolk University
2018	Sima Sajjadiani	University of British Columbia

# Testimonials

## Accounting

“The PhD Program at the Carlson School is an excellent place to acquire research skills as it offers a balanced curriculum that gives exposure to both analytical and empirical methodologies and covers a great range of research areas. The program encourages students to start working on their own ideas as early as possible and provides freedom to explore and experiment in a very supportive environment. This helped me tremendously to shape my own research interests, develop my thesis, and start my academic career.”

Aysa Dordzhieva, 2017  
*University of Texas-Austin*

“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*

## Finance

“I’ve spent the most rewarding time at the Carlson School as a PhD student. We receive cutting-edge education and rigorous training in financial economics. World-class faculty care and guide our research with tremendous patience. The department atmosphere is extremely friendly

and supportive of us attending conferences and summer research camps. Life in Minnesota is colorful and there are always fun outdoor activities every season. I couldn’t ask for more from the program and strongly recommend the Carlson School for your PhD journey.”

Yao Deng, 2020  
*University of Connecticut*

“The Carlson School faculty are a great help when students seek feedback on research projects. The Economics Department, the Federal Reserve Bank of Minneapolis and the Carlson School together form a “Research Triangle” for anyone interested in financial economics. The seminars at these places and opportunities to meet with excellent scholars benefit students’ research and career development a great deal. I strongly recommend the Carlson School to anyone considering a research career in finance and economics.”

Jincheng Tong, 2019  
*University of Toronto*

## Information & Decision Sciences

“The Carlson School has been an epicenter of academic research activity in management information systems for decades. Not only does it boast of distinguished scholars as its faculty but it has also shaped the careers of hundreds of IS scholars who now hold prestigious leadership positions in universities across the world. You get access to these people and their wonderful minds through an IDSc PhD here. The program offers excellent infrastructural support and access, diversity in the student pool, teaching

resources and opportunities, and an affordable, cultured, and safe and friendly city to live in. Perhaps the greatest virtue of the IDSc program is a feeling of scholarly camaraderie across the faculty and PhD students, encouraging the free questioning of ideas and frequent intellectual debates.”

Yash Babar, 2020  
*University of Wisconsin-Madison*

“The PhD in Information and Decision Sciences gave me the tools and connections that I needed to develop as a researcher, while also affording 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*

## 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.”

Maria Rodas, 2019  
*University of Southern California*



“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*

### **Strategic Management & Entrepreneurship**

“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.”

Paul Nary, 2019  
*The Wharton School, University of  
Pennsylvania*

“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.”

Gui Deng Say, 2018  
*Singapore Management University*

### **Supply Chain & Operations**

“The Department of Supply Chain and Operations is renowned for conducting rigorous research that not only advances the academic body of knowledge, but also contributes significantly to the betterment of business and society. The PhD program teaches you the nuts and bolts of conducting this type of research through interactive seminars and mentorship programs, preparing you to become a fully independent scholar. No matter what real-world problems you are motivated by, you will be sure to receive relentless dedication and support from esteemed faculty members who are experts in their areas of study at the Carlson School.”

Amir Karimi, 2020  
*University of Texas-San Antonio*

“The Supply Chain & Operations 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. It is

amazing how much the Carlson PhD develops your abilities as a thinker, scholar and teacher.”

Suvrat Dhanorkar, 2015  
*Pennsylvania State University*

### **Work & Organizations**

“My experience in the Carlson School PhD program has been nothing short of amazing. Joining the program was one of the best decisions I’ve ever made. I have developed so much both professionally and personally during my time here. I am continuously impressed by the brilliance, competence and kindness of the faculty and my fellow students, and by the resources available to support student research. I appreciate the cooperative culture we foster here and how prepared I feel to start my career in academia.”

Liz Adair, 2020  
*California State University-  
Monterey Bay*

“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 Sajjadiani, 2018  
*University of British Columbia*

## PhD by the Numbers



Class entering 2020

340

APPLICANTS



34

Admissions Offers



18

INCOMING STUDENTS

29  
Average age in program

Demographics for current students

91  
STUDENTS TOTAL



18

U.S. STUDENTS

+



73

INTERNATIONAL STUDENTS

324

Average GRE

718

Average GMAT

### For more information

Website: [carlsonschool.umn.edu/degrees/phd](http://carlsonschool.umn.edu/degrees/phd)

Email: [csom-phd@umn.edu](mailto:csom-phd@umn.edu)

**Sandy Herzan** Associate director  
612-624-0875 • [herza002@umn.edu](mailto:herza002@umn.edu)

**Mishy Wang** Program assistant  
612-624-5065 • [wang5785@umn.edu](mailto:wang5785@umn.edu)

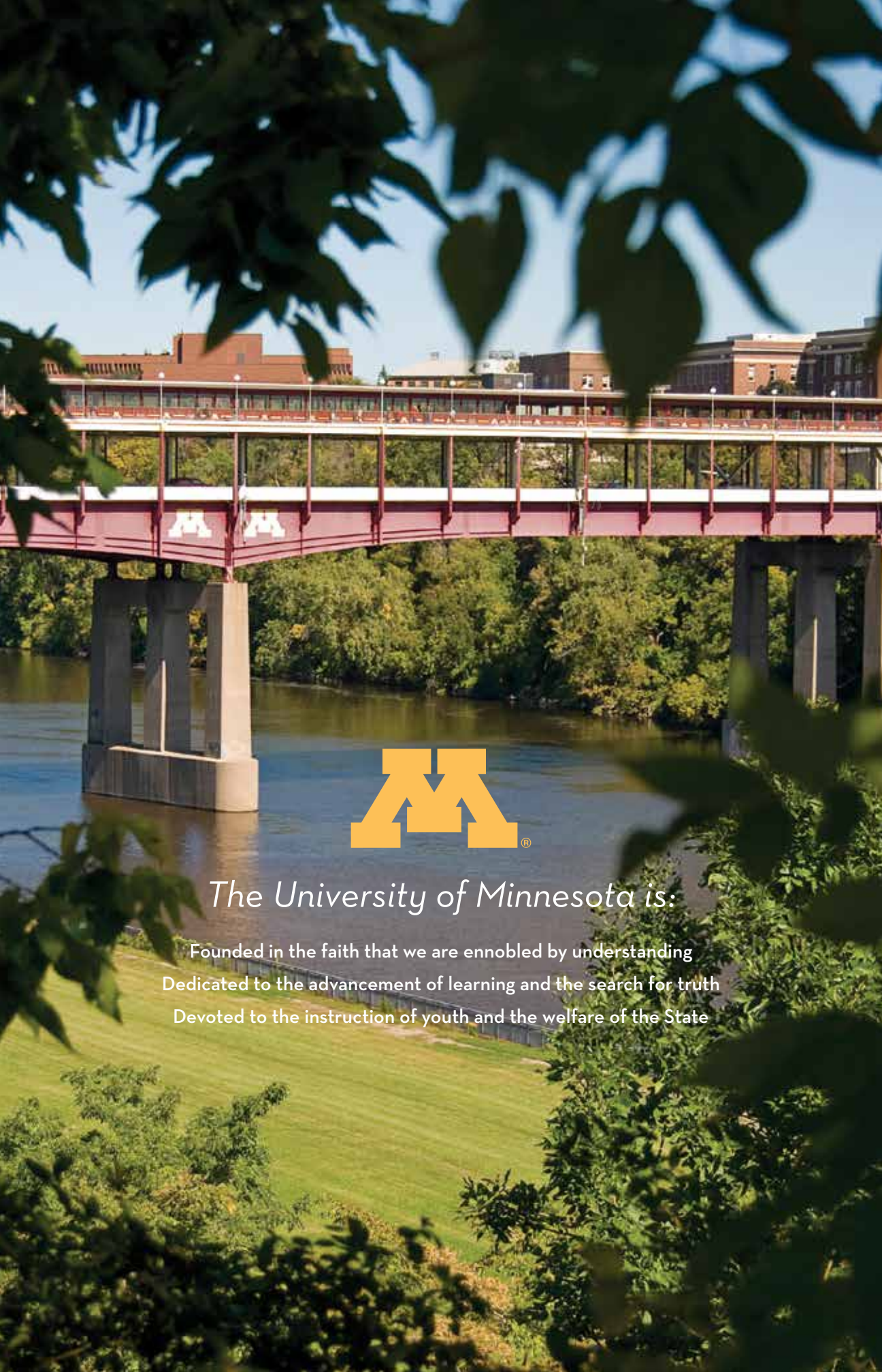
#### Important websites

PhD Financial Aid [z.umn.edu/CarlsonPhDTuition](http://z.umn.edu/CarlsonPhDTuition)

Graduate School [grad.umn.edu](http://grad.umn.edu)

Housing Services [housing.umn.edu](http://housing.umn.edu)

Health Services [bhs.umn.edu/east-bank-clinic/index.htm](http://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



TEACHING  
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RESEARCH  
THEORY  
KNOWLEDGE CREATION  
TEACHING  
QUALITY MANAGEMENT BUSINESS ETHICS  
CAPITAL MARKETS  
FACULTY THEORY  
KNOWLEDGE CREATION  
E-COMMERCE

**PhD in Business Administration**  
*Carlson School of Management*  
University of Minnesota

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Minneapolis, MN 55455-0438

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carlsonschool.umn.edu/degrees/phd

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