

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



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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!

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

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

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

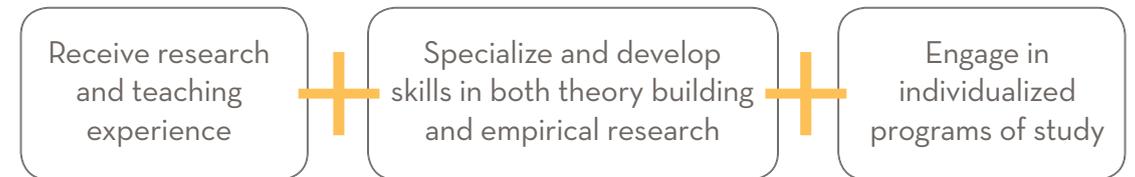
An in-class teaching experience, a mentoring experience, and development of a teaching portfolio

For international students, a Teaching Assistant English program

► cei.umn.edu



Concentrating your skills



Choose from seven areas in business administration to focus your studies:

Accounting ► z.umn.edu/CarlsonPhDAccounting

Finance ► z.umn.edu/CarlsonPhDFinance

Information and Decision Sciences ► z.umn.edu/CarlsonPhDIDSc

Marketing ► z.umn.edu/CarlsonPhDMarketing

Strategic Management and Entrepreneurship ► z.umn.edu/CarlsonPhDSME

Supply Chain and Operations ► z.umn.edu/CarlsonPhDSCO

Work and Organizations ► z.umn.edu/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, and the Ohio State University. To find out more about this exceptional program visit: z.umn.edu/CarlsonPhDAccounting



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 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 2018)

38

Applications



2
Admissions Offers

2
Acceptances

10
Program size

28
Average age in program

328
Average GRE

718
Average GMAT

Accounting Faculty

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

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

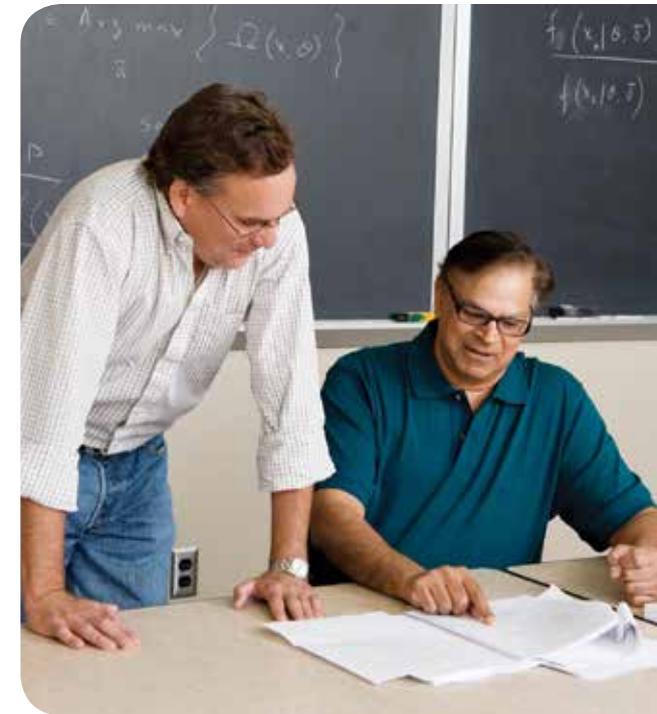
Michael Iselin
Assistant Professor
PhD, The Ohio State University
Areas of Interest: Accounting standards, financial institutions, risk management, corporate disclosure, not-for-profit accounting

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

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
Assistant Professor
PhD, Carnegie Mellon University
Areas of Interest: Financial accounting, financial institutions, higher-order beliefs, global games, industrial organization

Haiwen (Helen) Zhang
Associate Professor,
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



Finance PhD Coordinator

Robert S. Goldstein

*Professor and C Arthur Williams Jr/MN Insurance Industry Chair, Academic Director of MS in Finance Program
PhD, University of California - Berkeley*

Areas of Interest:

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

Curriculum & Courses

The PhD finance concentration requires a strong mastery of economic theory. During the first year students take doctoral-level courses in microeconomic theory, econometric analysis, and four 2-credit finance PhD seminars. Second-year coursework includes additional finance doctoral seminars along with elective courses in accounting, economics or mathematics.

Finance PhD Seminars Offered:

- Fina 8802:** Theory of Capital Markets I: Discrete Time
- Fina 8803:** Theory of Capital Markets II: Continuous Time
- Fina 8804:** Advance Continuous Time Finance
- Fina 8810:** Topics in Asset Pricing
- Fina 8812:** Corporate Finance I
- Fina 8813:** Corporate Finance II
- Fina 8820:** Topics in Corporate Finance
- Fina 8822:** Empirical Methods in Finance
- Fina 8823:** Empirical Corporate Finance
- Fina 8890:** Topics in Finance

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

Frederico Belo
*Associate Professor
PhD, University of Chicago*
Areas of Interest: Empirical and theoretical asset pricing

Murray Z. Frank
*Professor and Piper Jaffray Professor of Finance
PhD, Queens University*
Areas of Interest: Corporate capital structure

Robert S. Goldstein
*Professor and C Arthur Williams Jr/MN Insurance Industry Chair, Academic Director of MS in Finance Program
PhD, University of California - Berkeley*
Areas of Interest: Term structure of interest rates, credit risk, capital structure theory, general equilibrium

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 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
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

Admissions Statistics (Fall 2018)

66

Applications



5
Admissions Offers

2
Acceptances

15
Program size

28
Average age in program

324
Average GRE

713
Average GMAT

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 outlets
- Innovations in curriculum
- Number and quality of our graduates
- Faculty leadership in professional societies and journals
- Developed major organizational links between faculty and practitioners

Our faculty are focused on conducting theoretical and empirical research that addresses the role, impact, and development of IT innovations from a business perspective in business process, organizational, and market contexts. This provides a wealth of research opportunities for faculty and doctoral students! For more information about this program visit: z.umn.edu/CarlsonPhDIDSc



Information & Decision Sciences PhD Coordinator

Yuqing (Ching) Ren

Associate Professor
PhD, Carnegie Mellon University

Areas of Interest:

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

Curriculum & Courses

Students take a minimum of 40 semester 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, which must include at least 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 8721:** Behavioral Decision Theory
- IDSc 8801:** Special Topics

Admissions Statistics (Fall 2018)

34

Applications



5
Admissions Offers

3
Acceptances

10
Program size

29
Average age in program

323
Average GRE

710
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: Personalization technologies and data mining, electronic markets

Sofia Bapna
Assistant Professor
PhD, University of Minnesota

Areas of Interest: Strategies used by entrepreneurial ventures in digital contexts such as equity crowdfunding and online social networks, to influence their legitimacy and to acquire resources

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 the internet, health IT and economics, social media, online advertising, and e-commerce

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

Brad Greenwood
Associate Professor
PhD, University of Maryland-College Park
Areas of Interest: Consequences of innovation, population health, information systems economics, healthcare IT, entrepreneurship, information availability

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
Associate Professor & 3M Fellow in Business Analytics; Academic Director, Master of Science 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, distributed collaboration, human robot interactions, mobile technologies, computational modeling of groups and organizations

Soumya Sen
Assistant Professor & Mary and Jim Lawrence Fellow
PhD, University of Pennsylvania, The Wharton School
Areas of Interest: Network economics, e-commerce platforms, social networks, sustainability methods: analytical models in microeconomics, optimization, marketing, empirical studies and consumer trials

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

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



Marketing PhD Coordinator

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

Curriculum & Courses

Students complete all MKTG PhD seminars in their chosen track (behavioral or quantitative) and at least 12 credits from the other track (quantitative or behavioral) and at least 16 credits in supporting/minor field coursework, including 12 credits in methods courses (which can overlap with the supporting field coursework). Minimum number of required degree program credits 40.

Marketing PhD seminars offered alternating years:

- Mktg 8809:** Consumer Behavior Research Methods
- Mktg 8810:** Consumer Behavior Special Topics (topic areas ranging from Branding to Social Influence and Consumer Well-Being)
- Mktg 8811:** Consumer Attitudes and Persuasion I
- Mktg 8812:** Consumer Attitudes and Persuasion II
- Mktg 8813/14:** Consumer Judgment and Decision Making I & II
- Mktg 8831:** Seminar in Inter-Organizational Relations
- Mktg 8842/8843:** Quantitative Modeling I & II
- Mktg 8851:** Marketing Management and Strategy I
- Mktg 8852:** Marketing Management and Strategy II
- Mktg 8890:** Marketing Topics Seminar

Admissions Statistics (Fall 2018)

52

Applications



3

Admissions Offers

3

Acceptances

13

Program size

29

Average age in program

325

Average GRE

731

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

Assistant Professor PhD, University of Minnesota

Areas of Interest: Decision neuroscience, neuromarketing, judgement and decision making, choice, 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

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

Maria Ana Vitorino

Associate Professor PhD, University of Chicago

Areas of Interest: Empirical industrial organization, pricing, entry and market structure, game theory, regulation, finance, advertising

Kathleen D. Vohs

Professor and Land O'Lakes Chair in Marketing; 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

Song Yao

Associate Professor PhD, Duke University

Areas of Interest: Quantitative modeling in marketing, dynamic structural models

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—recently rated in the top 10 in terms of research nationwide—focuses on leadership, strategy and entrepreneurship, connecting the external worlds of competition and collaboration with the critical process of knowledge creation and innovation within organizations. Our program draws on world-renowned scholars in strategic management, entrepreneurship, international business, organization theory, and innovation. Each student develops an individualized program of study combining coursework with active involvement in faculty research, research seminars, a weekly PhD workshop, and teaching opportunities. This prepares our students to conduct high level research as well as find academic placements at top research universities worldwide. For more information about this program visit: z.umn.edu/CarlsonPhDSME



Strategic Management & Entrepreneurship
PhD Coordinator

Gurneeta Vasudeva Singh

Associate Professor
PhD, George Washington University

Areas of Interest: Knowledge-building strategies, technology alliances, geography of innovation, national institutions

Curriculum & Courses

The Strategic Management and Entrepreneurship department requires its students to take four or five of the department's core PhD courses. Typically students will take both strategy courses as well as organization theory and theory building courses; they then choose one or two of the remaining courses. Beyond the departmental courses listed here, special seminars are offered from time to time. Students also take from eight to eleven additional classes outside the SME department in order to deepen their knowledge and preparedness.

SME PhD Seminars Offered:

- Seminar in Strategy Content
- Seminar in Strategy Process
- Seminar in Entrepreneurship
- Theory Building and Research Design
- Seminar in International Management
- Seminar in Organizational Theory
- Other Topics in Strategy and Entrepreneurship, as designed by professors

Admissions Statistics (Fall 2018)

44

Applications



3

Admissions Offers

2

Acceptances

15

Program size

32

Average age in program

330

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 Brenner
Professor
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
PhD, University of Pennsylvania, The Wharton School
Areas of Interest: Corporate strategy, technology strategy and private equity/venture capital

Jiao Luo, Assistant Professor
PhD, Columbia Business School
Areas of Interest: Organization theory, strategic management, network, trust, learning, relational exchange, reputation, illegitimacy, institutionalization

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

Alfred Marcus
Professor and Edson Spencer Endowed Chair in Strategy and Technological Leadership
PhD, 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, Pond Family Chair in the Teaching and Advancement of Free Enterprise Principles
PhD, University of Michigan
Areas of Interest: Corporate strategy choice and performance, the management and economics of international expansion

Paul Vaaler
Associate Professor and Director of the Center for Integrative Leadership
PhD, University of Minnesota
Areas of Interest: Risk and investment in emerging market countries, performance stability in turbulent industries

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

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

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
Department Chair, 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



Supply Chain & Operations
PhD Coordinator

Kevin Linderman

Professor and Curtis L. Carlson
Professor in Supply Chain and
Operations
PhD, Case Western Reserve
University

Areas of interest:

Six Sigma, quality management,
knowledge management, process
improvement, process control,
operations management

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 2018)

18

Applications



2
Admissions
Offers

2
Acceptances

13
Program size

31
Average age
in program

321
Average GRE

714
Average GMAT

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

Arthur V. Hill
Professor, John and Nancy Lindahl Professorship for Excellence in Business Education
PhD, Purdue University

Areas of Interest: Operations management, process improvement, lean thinking, supply chain management, production and inventory management, international operations management

Ximin (Natalie) Huang
Assistant Professor
PhD, Georgia Institute of Technology

Areas of Interest: Sustainable operations, environmental legislation, product recovery strategies and economics, supply chain management

Kevin Linderman
Professor and Curtis L. Carlson Professor in Supply Chain and Operations
PhD, Case Western Reserve University

Areas of Interest: Six Sigma, quality management, knowledge management, process improvement, process control, operations management

Mili Mehotra
Assistant Professor
PhD, University of Texas, Dallas

Areas of Interest: Socially-Responsible operations, health care operations, supply chain analytics, supply chain management, discrete models in operations management: in particular, service operations, production planning, and logistics

Susan Meyer Goldstein
Associate Professor
PhD, The Ohio State University
Areas of interest: Service design, service process management, health care management and quality

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

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

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

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



Work & Organizations
PhD Coordinator

Aaron Sojourner

Associate Professor
PhD, Northwestern University

Areas of Interest:
Human capital, personnel economics in education, labor unions

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.

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
Department Chair; Professor and Industrial Relations Land Grant Chair
PhD, Princeton University
Areas of Interest: Labor unions and worker voice, theories of work, and conflict resolution

Elizabeth Campbell
Assistant Professor
PhD, University of Maryland, College Park
Areas of interest: Consequences of high performance and proactivity, interpersonal processes, states, and interactions within workgroups and teams; variance and disparity in collective motives, expertise, and status; multilevel phenomena with workgroups and teams

Michelle Duffy
Professor, Vernon Health Chair
PhD, University of Arkansas
Areas of interest: Workplace envy, social undermining, mood and affective texture of individuals and teams, moral emotions, employee well-being

Theresa M. Glomb
Professor and The Toro Company-David M. Lilly Chair in Human Resources
PhD, University of Illinois, Urbana-Champaign
Areas of Interest: Emotions and emotional labor in organizations, worker well-being; workplace victimization

John D. Kammeyer-Mueller
Professor, Curtis L. Carlson Professor of Industrial Relations, 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
Professor
PhD, University of Wisconsin, Madison
Areas of Interest: Team composition and its effects including cultural diversity and knowledge variety; shared cognitive structures among team members; knowledge recognition, integration and action by team members; teams in entrepreneurship; teams in healthcare; and charter school boards

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

Admissions Statistics (Fall 2018)

54
Applications



3
Admissions Offers
1
Acceptances

12
Program size
32
Average age in program

318
Average GRE

688
Average GMAT



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

▶ www.grad.umn.edu/admissions/applynow

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

What does it take?

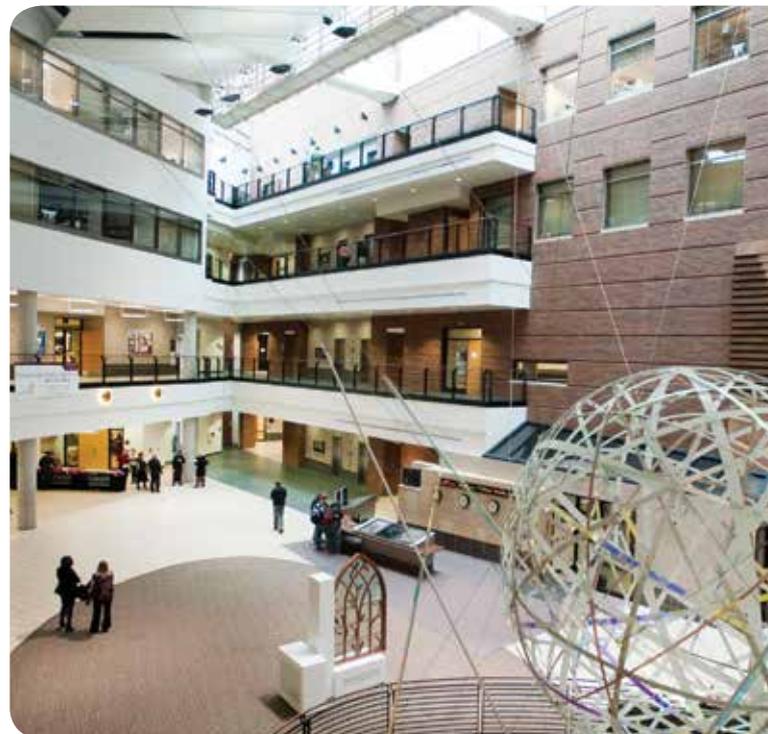
Admission to the Carlson School PhD program in business administration is based on:

- 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



Placements

Accounting		
2018	Iman Sheibany Chao Tang	University of Utah (visiting) Hong Kong University of Science and Technology
2017	Aysa Dordzhieva Rachel Thompson	University of Texas–Austin University of Texas–El Paso
2016	Yuanyuan Ma Jonathan Nam	California State – Fullerton Hong Kong Polytechnic University
Finance		
2018	Ding Luo Ali Sanati	City University of Hong Kong American University–Washington DC
2017	John Pokorny Yue Qiu	Cornerstone Research Temple University
2016	Junyan Shen	Iowa State University
Information and Decision Sciences		
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
2017	Chengxin Cao JaeHwuen Jung Ali Mahdavi Adeli	Iowa State University Temple University University of Memphis
2015	Zhuojun Gu Ben Mitchell Loxley Wang	Penn State Univ (visiting) Consultant in Texas ALG Intellectual Property LLC
Marketing		
2018	Nicholas Olson Marco Qin Zuhui Xiao	Texas A&M University Temple University University of Wisconsin–Milwaukee
2016	Jennifer Stoner Chiraag Mittal	University of North Dakota Texas A&M
2015	Xiaolin Li Yajin Wang	University of Texas–Dallas University of Maryland–College Park
Strategic Management & Entrepreneurship		
2018	Pankaj Kumar	Virginia Polytechnic Institute and State University
2017	Cameron Miller	Syracuse University
2016	Sofia Bapna Yoonhee Choi	University of Minnesota California State–Long Beach
Supply Chain & Operations		
2018	Rick Hardcopf Pettis Kent Quang (Jason) Nguyen	Utah State University Loyola University Chicago University of New South Wales–Sydney, Australia
2016	Xiaojin (Jim) Liu	University of Virginia Post-Doc
2015	George Ball Suvrat Dhanorkar Ujjal Mukherjee	Indiana University Penn State University University of Illinois-Urbana/Champaign
Work & Organizations		
2018	Gregory Beaver Sima Sajjadiani	Suffolk University University of British Columbia
2017	Jin Park Lingtao Yu	Zayed University (United Arab Emirates) University of British Columbia
2016	Yeonka Kim Karyn Dossinger	University of Wisconsin–LaCrosse Suffolk University

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

Finance

“Carlson is an ideal place for pursuing doctoral studies in finance. The faculty are very supportive of students’ research. I learned a lot through the collaboration with my advisor and received much useful feedback from the faculty members on my early-stage projects at weekly brownbag seminars. There are also regular seminars with top-notch speakers from other universities, which keep me informed about the research frontiers. Student peers are also helpful and stimulating; my research benefitted a lot from numerous discussions with them. In addition, there are many opportunities to be exposed to the frontier of macroeconomic research, such as taking courses and attending seminars and conferences in the economics department. I truly believe that Carlson Finance is a great place

to prepare you for a successful academic career.”

Ding Luo, 2018, *City University of Hong Kong*

“I feel extremely lucky to have spent my PhD years in Carlson. The Finance faculty are very supportive and approachable. They care a lot for PhD students’ progress and offer insightful advice whenever needed. I have learned so much on how to do research from the discussions with the faculty and by working with my advisors. The department invites speakers from various top institutions around the world for seminars. I benefitted a lot from learning their cutting-edge research and receiving their feedback on my own papers. The staff at Carlson are very supportive and helped me a lot during the last five years. I strongly believe that Carlson is an excellent choice for anyone who wants to pursue a doctorate degree in finance.”

Yue Qiu, 2017
Temple University

Information & Decision Sciences

“While Carlson’s PhD program provides an enriching research experience in many ways, for me, two features stand out the most. In terms of diversity of research interests, 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. Hence, as a doctoral student, you can engage in a confluence of research topics. As a result, one is never short of either the ideas or the available resources to develop

them into interesting research questions. Also, the dedication of the Carlson faculty members to doctoral students is truly remarkable. As I am stepping into the shoes of a PhD adviser in my own job, I cannot help but appreciate it even more. I am certain that in the years to come, Carlson’s PhD program will soar to even greater heights.”

Swanand Deodhar, 2018
Indian Institute of Management- Ahmedabad

“The doctoral program allowed me to explore my research interests rigorously with the great support of accomplished and dedicated faculty members. I am grateful for my time in the program which not only continuously offered exposure to up-to-date research but also provided an opportunity to network with the broader academic community.”

JaeHwuen Jung, 2017
Temple University

Marketing

“Carlson has everything that helps its PhD students thrive: rigorous training, supportive faculty, and a friendly cohort. As a PhD student, I took courses from both the business and the economics department, where I had the great opportunity to learn from and interact with the best researchers in the field. Faculty are always open to chatting and have given me enormous support throughout my PhD program—intellectually, emotionally, and materially. I also learned a lot from my fellow PhD students. Every week we have a brown bag meeting in which students can share their research ideas and get useful feedback.

All of these resources have been invaluable to my academic career.”

Marco Qin, 2018
Temple University

“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

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

Yoonhee Choi, 2016
California State—Long Beach

“Carlson stands out in three ways. First, the SME faculty have tremendous experience and expertise training PhD students to become independent scholars. A specific case in point is Prof. Aks Zaheer. Despite being a

heavily-cited scholar and a very successful teacher with a densely-packed schedule, he is extremely humble, patient, and willing to train students with no prior research experience right from the beginning without compromising on the rigor of research. Second, the SME brand name has grown by leaps and bounds with the school rising in research ranking under the able Carlson School leadership, thus helping students during their job search. Third, the staff, both within the department and at the library, are very supportive, enabling a rich research ecosystem in which students can contribute and grow.”

Pankaj Kumar, 2018
Virginia Tech

Supply Chain & Operations

“I was surrounded by faculty and staff who were always eager to help...every effort is made to make sure that the students are protected and nurtured, so they can focus on doing what they are expected to do—excellent research! The Supply Chain & Operations (SCO) Department has a prolific group of dedicated scholars, working on groundbreaking research with a widespread impact on business and society. From healthcare to manufacturing and from analytical modeling to data-driven empirical research, SCO faculty and PhD students work on a diverse array of problems that have direct relevance for practitioners. As I reflect back on my years in the program, it feels amazing to know how much the Carlson PhD develops your abilities as a thinker, scholar and teacher.”

Suvrat Dhanorkar, 2015
Pennsylvania State University

Work & Organizations

“Achieving a PhD in business administration in the Work and Organizations Department at the Carlson School has been a

great experience for me. Having completed an intense curriculum taught by professors who are leading researchers in their fields, and having engaged in research with those faculty members, I now have the tools necessary to be successful in whatever course my career in management science takes...I was happily surprised at how friendly and supportive the faculty and staff at the Carlson School were...the collegial nature of my classmates made the accomplishment of the degree a much more manageable and enjoyable process...”

John-Gabriel Licht, 2015
St. Norbert College

“Being a PhD student in the Work and Organizations department has been the best educational and professional experience of my life and has helped me to land my dream job. On top of the exceptional educational and research resources to which I was so lucky to have access, I have had the rare opportunity of benefitting from the brilliant guidance and generous assistance my mentors offered. They taught me everything I know about conducting and presenting research, and they made my experience as a doctoral student an incredibly rewarding one. Most importantly, they showed me how to be a responsible, caring, and conscientious scholar. To me, what distinguishes WOrg is its people and its collegial and supportive culture. The faculty and staff members and my fellow PhD students have been essential to my educational journey in unique ways. I will be forever grateful to each and every one of 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

54
MEN

34
WOMEN

30

Average age
in program

Demographics for
current students

88

STUDENTS
TOTAL



22

U.S. STUDENTS

+



66

INTERNATIONAL
STUDENTS

15

INCOMING
STUDENTS

324

Average GRE

714

Average GMAT

Class
entering 2018

306

APPLICANTS

23

Admissions
Offers

15

INCOMING
STUDENTS

For more information

Website: carlsonschool.umn.edu/degrees/phd

Email: csom-phd@umn.edu

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

Melissa Grass Program assistant
612-624-5065 • grass062@umn.edu

Important websites

PhD Financial Aid z.umn.edu/CarlsonPhDTuition

Graduate School grad.umn.edu

Housing Services housing.umn.edu

Health Services bhs.umn.edu/east-bank-clinic/index.htm



The University of Minnesota is:

Founded in the faith that we are ennobled by understanding
Dedicated to the advancement of learning and the search for truth
Devoted to the instruction of youth and the welfare of the State



TEACHING
FACULTY
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RESEARCH
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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