

# PhD Program in Business Administration

**CARLSON**  
SCHOOL OF MANAGEMENT  
UNIVERSITY OF MINNESOTA

UNIVERSITY OF MINNESOTA  
**Driven to Discover<sup>SM</sup>**





# 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 home to a strong, diverse business community featuring eighteen *Fortune* 500 companies, as well as numerous cultural and recreational opportunities. The school's unique combination of resources makes it 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 six concentration areas in business administration for deeper study: Accounting, Finance, Information and Decision Sciences, Marketing, Operations and Management Science, and Strategic Management and Organization.

In support, the Carlson School provides stipends, tuition, and qualification for health insurance coverage to all new PhD students. Funding is offered for five years, as long as the student continues to make good progress in the program.

A handwritten signature in black ink that reads "Shawn Curley". The signature is fluid and cursive.

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

# 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 six areas in business administration to focus your studies:

## Accounting

Students develop specialized expertise in conducting research on specific accounting issues and a breadth of knowledge that allows them to engage in a meaningful dialogue with other academics and practicing accountants.

> [carlsonschool.umn.edu/phd/accounting](http://carlsonschool.umn.edu/phd/accounting)

## Finance

The finance concentration emphasizes theoretical economics and requires strong interests and abilities in quantitative methods, mathematics, and economics, and more specifically, linear algebra, calculus, and statistics.

> [carlsonschool.umn.edu/phd/finance](http://carlsonschool.umn.edu/phd/finance)

## Information and decision sciences

This concentration is among the top-ranked programs in the country and addresses both management information systems (MIS) and decision sciences.

> [carlsonschool.umn.edu/phd/ids](http://carlsonschool.umn.edu/phd/ids)

## Marketing and logistics management

Students gain a broad understanding of marketing research, as well as a deep understanding in their specific area of interest.

> [carlsonschool.umn.edu/phd/marketing](http://carlsonschool.umn.edu/phd/marketing)

## Operations and management science

Research focuses on the understanding and development of practices that enable manufacturing and service organizations across the supply chain to use human resources, equipment, materials, and capital effectively.

> [carlsonschool.umn.edu/phd/oms](http://carlsonschool.umn.edu/phd/oms)

## Strategic management and organization

Students begin their program of study by examining the major theories and current research in each of the main areas within the department: strategic management and organizational studies. Students then further focus on one of these major areas.

> [carlsonschool.umn.edu/phd/smo](http://carlsonschool.umn.edu/phd/smo)



## Research

### Expanding knowledge

Carlson School PhD students have the opportunity to:

- > Learn to pursue rigorous, high-quality research from 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. Students balance research and teaching experiences based on individual interests and program requirements. 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

> [carlsonschool.umn.edu/phd/teaching](http://carlsonschool.umn.edu/phd/teaching) or [umn.edu/ohr/teachlearn](http://umn.edu/ohr/teachlearn)







## Progressing through the program

All students who enter the doctoral program in business administration complete the following steps to the 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 database design
- > 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

## **Accounting Research Center**

The Accounting Research Center (ARC) raises and uses funds to promote quality leading-edge research in accounting. The center provides scholarships to doctoral students on a competitive basis and finds conferences where research results are presented.

## **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.

## **Gary S. Holmes Center for Entrepreneurship**

The Gary S. Holmes Center for Entrepreneurship is forging 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 Leadership in Quality**

Started in 1993 with sponsorships from several Minnesota companies, the Joseph M. Juran Center for Leadership in Quality has become the intellectual home of the quality movement, supporting conferences, fellowships, research, leader education, and learning resources.

## **Management Information Systems Research Center**

Founded in 1968, the Management Information Systems Research Center (MISRC) is a strong complement to the Carlson School's internationally recognized department of Information and Decision Sciences. The center is supported cooperatively by a number of large companies headquartered in the Twin Cities. It is committed to promoting research on MIS topics as well as educating and developing 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. The institute creates and enhances industry-relevant curriculum, develops and supports doctoral student and faculty research and designs unparalleled executive education programs.

## **Strategic Management Research Center**

Created in 1984, the Strategic Management Research Center works closely with the business community to provide a supportive environment and framework for the study, generation, and dissemination of knowledge about key strategic management issues to managers, consultants, students, and researchers. With the ongoing support of corporations and government agencies, the center participates in a variety of research endeavors.

## **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, International Multifoods, 3M, Medtronic, Ecolab, Land O' Lakes, Best Buy, Cargill, and Carlson Companies. In fact, the metropolitan area ranks fifth nationally in the number of *Fortune* 500 companies per capita.

## **Strong Supporting Programs**

PhD students benefit from the strength of various academic programs on campus such as economics, statistics, and psychology.

# What does it take?

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

- > An assessment of the applicant's potential for scholarship, research, and teaching
- > Evidence of a commitment to a career based on a PhD
- > The ability to complete a rigorous program of study

Applicants must have a bachelor's degree or its foreign equivalent from a recognized college or university. While there is no set formula for determining admission to the doctoral program, most incoming students have:

- > Excellent academic records
- > 3 strong letters of recommendation
- > Competitive GMAT/GRE scores. Median of admitted students' scores over the last three years were 740 (GMAT) and 1380 (GRE).

> [carlsonschool.umn.edu/phd/admission](http://carlsonschool.umn.edu/phd/admission)





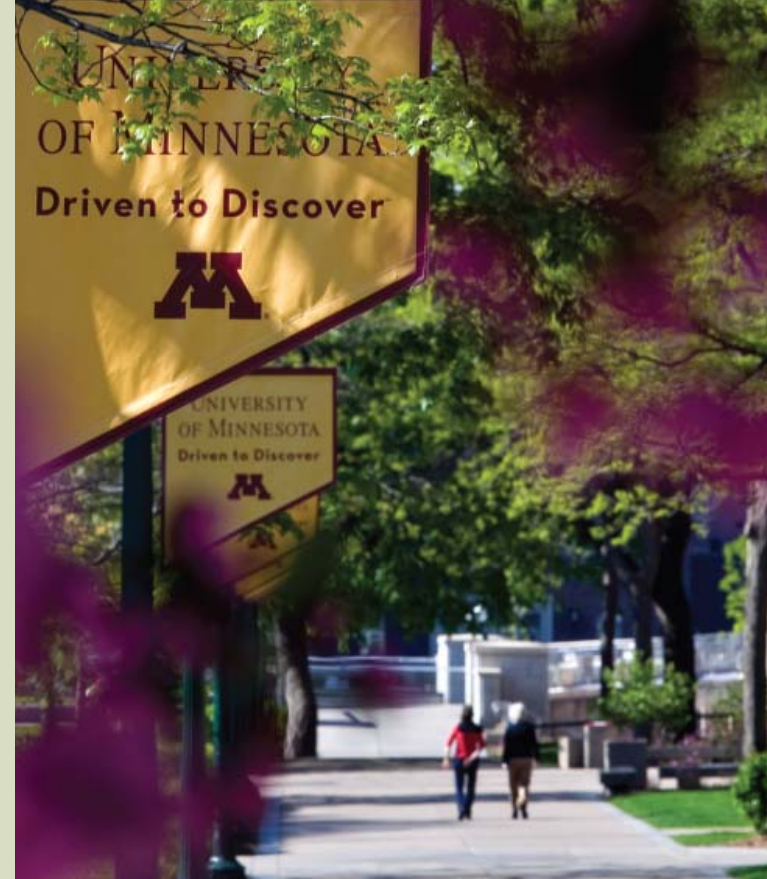
# Application procedures

Prospective students must submit an online application by December 31 for fall admission consideration. A complete application includes the following:

- > Graduate school online application
  - > [grad.umn.edu/prospective\\_students/apply\\_online.html](http://grad.umn.edu/prospective_students/apply_online.html)
- > Official transcripts from all college and university coursework
- > Official GMAT or GRE score report
- > Official English-language assessment score report (if applicable)
- > Statement of purpose/personal goal statement
- > Three letters of recommendation
- > Application fee

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

> [carlsonschool.umn.edu/phd/instructions](http://carlsonschool.umn.edu/phd/instructions)



## For more information



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### 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

### Important websites

PhD Financial Aid > [carlsonschool.umn.edu/phd/financialaid](http://carlsonschool.umn.edu/phd/financialaid)  
Graduate School > [grad.umn.edu](http://grad.umn.edu)  
Housing Services > [housing.umn.edu](http://housing.umn.edu)  
Health Services > [bhs.umn.edu/services](http://bhs.umn.edu/services)  
Living in Minnesota > [carlsonschool.umn.edu/aboutMN](http://carlsonschool.umn.edu/aboutMN)



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