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Telfer Guidelines and Resources for **Ph.D. in Management**

2022–2023

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Contents

1. Program Requirements	1
1.1 Compulsory Courses	1
1.2 Methods and Analysis Courses.....	1
1.3 Concentration Courses	2
1.4 Elective.....	2
1.5 MGT 9997- Comprehensive Exam.....	2
1.5.A Comprehensive Exam Structure for Accounting/Finance/OBHR:	3
1.5.B Comprehensive Exam Structure for Entrepreneurship/Health Systems/Strategy and Organization:.....	3
1.6 MGT 9998- Thesis Proposal	4
1.7 THD 9999- Thesis	5
1.7.A Resources and Regulations	5
1.7.B Thesis Procedures.....	5
1.8 Milestones	6
1.8.A Progress Reports	6
1.8.B Thesis Topic	6
1.8.C TAC.....	6
2. Out-of-Program Enrolment	8
2.1. Courses from Another Faculty at the University of Ottawa	8
2.2 Carleton University Courses	8
2.3 Ontario Visiting Graduate Student.....	9
2.4 Courses at Other Universities - Letter of Permission.....	9
3. Student Spaces	10
3.1 Ph.D. Rooms.....	10
3.2 PhD Student Lounge.....	10
3.3 Access Cards	10
4. Resources and Regulations	10
4.1 Minimum Standards.....	10
4.2 Failures.....	10

4.3 Time Limit.....	10
4.4 Virtual Campus	11
4.5 Research Ethics	11
4.6 Academic Support.....	11
4.8 Library	12
4.9 Service Request Guide	12
5. Recommended Course Sequence	13

1. Program Requirements

Students enrolled in the PhD in Management program must successfully complete 27 units of coursework, a comprehensive examination (oral and written), a thesis proposal, and a thesis.

Most courses are offered once a year, in the Fall or Winter semester. Some courses are only offered every other year. It is important that you enroll in your required courses when they are offered. Please consult your supervisor for advice on which courses you should enroll in.

1.1 Compulsory Courses

All students must successfully complete the following **two courses**:

MGT 7101 - Advanced Methodological Foundations of Management Research (3 units)

MGT 7102 - Theoretical Foundations of Management (3 units)

1.2 Methods and Analysis Courses

All students must successfully complete a minimum of **9 units** of research methods and analysis courses. Students may choose from the following courses:

MGT 7103 - Advanced Quantitative Analysis in Management (3 Units)

MGT 7105 - Structural Equation Modeling (Sem) (1.5 Unit)*

MGT 7106 - Hierarchical Linear Modeling (HLM) (1.5 Unit)*

MGT 7107 - Econometrics for Business Studies (3 Units)

MGT 7108 - Optimization and Modeling (3 Units)*

MGT 7302 - Qualitative Research Methods (3 Units)

*These courses are offered every other year.

1.3 Concentration Courses

Students must successfully complete 9 units (3 courses) of advanced courses in their chosen field of study.

Accounting Courses	<p>MGT 8101 - Financial Accounting and Reporting (3 Units)</p> <p>MGT 8102 - Accounting and Control (3 Units)</p> <p>MGT 8103 - Special Topics in Accounting & Control Research (3 Units)*</p>
Entrepreneurship Courses	<p>MGT 8104 - Theoretical Entrepreneurship Research (3 Units)</p> <p>MGT 8105 - Entrepreneurship Research (3 Units)</p> <p>One course chosen from another field (3 units)</p>
Finance Courses	<p>MGT 8107 - Finance (3 Units)</p> <p>MGT 8108 - Recent Developments in Finance Research (3 Units)</p> <p>MGT 8109 - Special Topics in Finance Research (3 Units)*</p>
Health Systems Courses	<p>MGT 8110 - Current Issues In Health Systems Management: Systems, Informatics and Analytics (3 Units)</p> <p>MGT 8110B - Current Issues in Health Systems Management: Macro and Micro Level Health Organization and Management</p> <p>One course chosen from another field (3 units)</p>
Organizational Behaviour & Human Resources Courses	<p>MGT 8113 - Fundamentals of Human Resources (3 Units)</p> <p>MGT 8114 - Fundamentals of Organizational Behavior (3 Units)</p> <p>One course chosen from another field (3 units)</p>
Strategy & Organization Courses	<p>MGT 8116 - Strategic Management (3 Units)</p> <p>MGT 8117 - Organization Theory (3 Units)</p> <p>One course chosen from another field (3 units)</p>

*These courses are offered every other year.

1.4 Elective

All students will take one Ph.D. level free **elective course (3 units)** selected from the PhD in Management or another program.

1.5 MGT 9997- Comprehensive Exam

The Comprehensive Examination is a two-part examination (written and oral) that is overseen by the Comprehensive Examination Committee. Once the written exam has been passed, the student proceeds to

the oral. The comprehensive examination must be passed before the student can propose his or her thesis. Students must complete all 27 units of coursework before taking the comprehensive exams.

1.5.A Comprehensive Exam Structure for Accounting/Finance/OBHR:

Students prepare for the comprehensive exam in their second year, and the exam will take place in their 5th semester. Specifically, the comprehensive exam will take place at the end of the Winter semester of their second year.

Structure:

The Ph.D. Fields will strike a comprehensive exam committee (composed of roughly 4 professors) who will write the questions and grade answers for both the written and oral components. All students within a cohort will take the same exams (same questions).

Students are not given a reading list. The reading lists from their field seminars can be a starting point and specific journals can be suggested to students. Students are expected to generate their own list of readings, which is part of the learning process.

The written component must be passed before the oral component is attempted. The oral component takes place roughly 3 weeks after the written exam.

- Written component:
 - Day 1: day long, in class, and closed book exam with questions focused on content (theory) and methods/analysis. Some choice allowed amongst questions.
 - Days 2-5: open book broad integration question such as integrate concept 1 with theory 2, develop hypotheses, design a study to test the hypotheses, highlight the strengths and limitations of your design, propose an analysis plan.

A student who does not pass the written component will start the process again at the end of the summer semester (6th semester of the program). A student who does not pass the oral component will retake the oral defense only.

After the Exam

Once the comprehensive exam has been successfully completed, it is the student's responsibility to obtain the necessary signatures and submit the [Comprehensive Exam Report Form](#) as a **Comprehensive Exam Service Request**. Once approved by the Supervisor and the Program Director, the Graduate Program Office will post your grade (S/NS).

1.5.B Comprehensive Exam Structure for Entrepreneurship/Health Systems/Strategy and Organization:

Students prepare for the comprehensive exam in their second year, and the exam will take place in their 5th semester. Specifically, the comprehensive exam will take place at the end of the Winter semester of their second year.

Structure

Given the nature of the Entrepreneurship, Strategy and Organization, and Health Systems fields, the content of the comprehensive exams will be different for each student.

At the end of the Fall semester of their second year, the students and his/her supervisor will agree on three or four areas of study that the student will be tested on. The student will propose a list of readings for his/her comprehensive exam. The members of the student's comprehensive advisory committee (who can be the same as the thesis advisory committee, which includes the student's supervisor) will review the list of readings, make additions/suggestions, and approve the list.

During the Winter semester of the student's second year, the thesis supervisor seeks a question (or two) from each member of the comprehensive advisory committee to be included in the comprehensive exam. The supervisor approves the questions or modifies them in consultation with the other members of the committee. A list of 3-4 questions is provided to the student at the end of the Winter semester in the second year.

The student has 2 weeks to submit written answers to his committee. The student must answer all the questions. Once the student submits his/her answers to the questions, the committee has one week to evaluate them, and send written comments on the student's work to the thesis supervisor.

The written component must be passed before the oral component is attempted. One week later (assuming the student has passed the written component), the oral exam takes place, during which all members of the committee must be present. The committee members deliberate after the student's oral presentation and make a decision about the student's performance.

A student who does not pass the written component will start the process again at the end of the summer semester (6th semester of the program).

A student who does not pass the oral component may be required to either retake the oral defense only or both the written and oral components at the committee's discretion.

After the Exam

Once the comprehensive exam has been successfully completed, it is the student's responsibility to obtain the necessary signatures and submit the Comprehensive Exam Report Form as a **Comprehensive Exam Service Request**. Once approved by the Supervisor and the Program Director, the Graduate Program Office will post your grade (S/NS).

1.6 MGT 9998- Thesis Proposal

Students working on the thesis proposal must be enrolled in the thesis proposal course code (MGT 9998) and maintain registration to the thesis proposal until it is completed. Interruption of registration will not be permitted without an approved leave of absence.

The thesis proposal, prepared under the direction of the thesis supervisor, must be defended to the satisfaction of the Thesis Advisory Committee (TAC). The proposal must normally be successfully completed by the end of the seventh session. In the event of failure, the proposal can be resubmitted and defended in the following session at the latest. A second failure leads to withdrawal from the program.

The proposal must be successfully defended before submitting it to the Research Ethics Board (if required) and before undertaking any independent data collection.

Once the Thesis Proposal has been successfully completed, it is the student's responsibility to obtain the necessary signatures and submit the [Thesis Proposal Approval form](#) and/or the [Thesis Proposal After Corrections Approval form](#) (if applicable) via a Service Request. Once approved by the Supervisor and the Program Director, the Graduate Program Office will post your grade (S/NS).

1.7 THD 9999- Thesis

The doctoral thesis must make a significant contribution to knowledge in a field of study, embody the results of original investigation and analysis, and be of such quality as to merit publication. The doctoral thesis may build upon and continue the work done by a student in their (or the) master's thesis but must go significantly beyond and be substantially different from that thesis. There is an oral defence for a doctoral thesis, in presence of examiners.

1.7.A Resources and Regulations

- Students can find information about the different kinds of theses at [Writing Your Thesis](#).
- The [Thesis Toolbox](#) provides tools that can help students stay on track and maintain their motivation.
- [UoResearch](#) provides information about how the thesis should be formatted.
- [Academic Regulation II-7](#) shares the rules and regulations surrounding the thesis and oral defence.

1.7.B Thesis Procedures

Students should submit the [List of Examiners for Final Thesis](#) as a **List of examiners for evaluation of the thesis** Service Request at least one month before they intend to submit their written thesis for evaluation. They should have a minimum of 4 examiners. At least one examiner, referred to as an external examiner, must be from outside the University of Ottawa. The external examiner's CV should be attached to the Service Request. See [Submission and Evaluation](#) for more information.

Once the List of Examiners is approved, the thesis can be submitted for formal evaluation. The thesis should be submitted as an **Initial submission for evaluation** Service Request. See [Important Academic Dates and Deadlines](#) for the deadlines to submit the thesis and receive financial credits.

The Graduate Office will distribute the thesis to the examiners for evaluation. They will have 6 weeks to complete their evaluation. When all the evaluations are submitted, an Evaluation Report will be sent to the student and their supervisor.

During the Evaluation Period, a doodle poll will be sent to student, their supervisors, and examiners to decide on a tentative thesis defence date. The Graduate Office will also find a chair for the defence.

Students should submit a **Thesis Defence {Oral}** Service Request within 5 days of receiving the Evaluation Report to show that they would like to move forward with their oral defence.

Once the **Thesis Defence {Oral}** Service Request is submitted, an official invitation to the thesis defence will be sent out. Students are permitted to share the invitation with any guests they'd like. See [Oral Defence](#) for more information about the process and verdicts.

Once the oral defence is completed, the Graduate Office will contact the student to confirm their verdict and give them instructions on when and how to submit their final thesis. The final thesis should first be submitted as an **Attestation of final version of your thesis** Service Request. Once this Service Request is approved, the student can deposit their final thesis with [uoResearch](#). See [Final Submission](#) for more information.

1.8 Milestones

Milestones are mandatory documents or information that must be submitted as Service Requests throughout your program.

1.8.A Progress Reports

During the Spring/Summer session of the student's first year in the PhD in Management program, and once a year after, any student enrolled in a thesis program must inform the supervisor, program director and the Graduate Office in writing of progress made during the previous year. Once you have prepared your [progress report](#), submit it to your thesis supervisor. The student submits the completed report to the Graduate Studies Office as a **Progress Report** Service Request.

The report is intended as a monitoring and self-evaluation tool. It provides an opportunity for the program director to check on the progress of all students preparing a thesis. It should also be noted that in order for a student to continue in a program, the student's progress reports must be deemed satisfactory. The student shall be withdrawn from the program in the event of two unsatisfactory reports. ([Academic Regulation II-4 - Graduate research: supervision, ethics](#))

Students should also complete a [Tracking Sheet](#) and submit it with their Progress Report. The Tracking Sheet is intended to help students and supervisors plot out which courses are necessary and when they should be taken. Students should include the courses they have completed and the courses they intend to complete on their tracking sheet.

1.8.B Thesis Topic

The thesis topic may be chosen by the student or proposed by the thesis supervisor but must be accepted by both. A pertinent thesis topic corresponds to the research interests of the student and to the areas of specialization of the thesis supervisor.

The thesis topic must be submitted to the Telfer Graduate Office by the end of the second year (Spring/Summer year two). Students must submit their thesis topic through an **Add or Modify Thesis Title** Service Request by typing their thesis topic in the comment box.

1.8.C TAC

Each academic unit has its own protocol for the thesis advisory committee. At the Telfer School of Management, the thesis advisory committee is assembled before the end of the student's fourth semester in the program.

Composition of the TAC

The committee is established by the supervisor(s) in consultation with the student. The TAC is composed of 2-3 members in addition to the student's supervisor and co-supervisor (if applicable.)

The TAC must include at least one member from the Telfer School of Management, in addition to the supervisor and co-supervisor (if applicable.) The TAC may include members from outside of Telfer. Their CV should be included in the Service Request.

Students should submit the [TAC Nomination form](#) by the end of the fourth term (before the comprehensive examination) as a **Thesis Advisory Committee (TAC) Service Request**.

Role of the TAC members

- Participate in a minimum of one TAC meeting with student and supervisor/co-supervisor per year.
- Provide advice on the conduct of the research project.
- Provide guidance to the student on thesis planning, research and writing; be available to discuss ideas or for consultation on any other matter related to the thesis.
- **For Entrepreneurship, Health Systems, and Strategy and Organization: Act as examiner of the student's comprehensive examination.**
 - o Prepare questions for both the written and oral components.
 - o Provide a written evaluation of the written component of the exam.
 - o Be present during the oral part of the exam.
- Read and provide a written evaluation of the student's thesis proposal.
- Be present at and act as an examiner of the student's thesis proposal defense.
- Read and provide a written evaluation of the student's thesis.
- Be present at and act as an examiner of the student's thesis defense.

Meetings

The supervisor/co-supervisor must attend all TAC meetings.

Thesis advisory committees meet according to a schedule set by the committee itself. Meetings usually take place every 6 or 12 months and the student is usually responsible for initiating them. When concerns about the progress of the research arise, the supervisor and/or academic unit may require meetings at more frequent intervals.

2. Out-of-Program Enrolment

Students may request to take courses outside of their program. Their request must be approved by their supervisor and the program director. These requests are submitted as Service Requests. See the [Service Request Guide](#) for information on creating Service Requests.

2.1. Courses from Another Faculty at the University of Ottawa

These are courses that students may want to take but are not part of their program. Students can obtain credits for these courses, but they do not count toward the program requirements unless an exception has been granted. Students must obtain the approval of their thesis supervisor, the host professor for the course in question, and the Program Director before enrolment. No additional tuition fees are applicable.

See the [Service Request Guide](#) for instructions on how to request approval to have one of these courses count towards the PhD program through an **Enrolment Service Request**.

2.2 Carleton University Courses

Students may enrol in courses at Carleton University only when all four conditions apply:

- Course is essential to their program.
- The course is not offered at their home university.
- Course counts towards their degree requirements.
- They have consent from their faculty.

Students interested in enrolling in a course at Carleton should follow these steps:

1. To request enrolment at Carleton, students must first complete the application form found at the bottom of this [webpage](#).
2. After the application form has been submitted, students should create an **Enrolment Service Request** (subtype: Enrolment modification/cancellation) with the following documents attached:
 - [Modification/Cancellation of Registration Form](#)
 - a note in the comment box explaining which program requirement this course will satisfy.

Once the Graduate Office receives the student's application form, it will be attached to the student's Service Request.

3. If the Service Request is approved, the application form with the necessary details and signatures added, will be returned to the student. The form should be emailed to **graduate.studies@carleton.ca**. It is recommended that students also submit an unofficial copy of their transcript, which is available in uoZone. See [How to register for a course at Carleton \(step 3\)](#) for more information.
4. If Carleton accepts the registration request, they will return the application form with the necessary details and signatures added.
5. Students must send the completed application form to the Telfer Graduate Office (graduate@Telfer.uOttawa.ca) to finalize their registration. This must be done by the Carleton registration deadlines. At this point, students must also pay the required fees.

2.3 Ontario Visiting Graduate Student

The [Ontario Visiting Graduate Student \(OVGS\) Program](#) allows a graduate student enrolled at an Ontario university to complete a graduate course at another Ontario university, while remaining registered at the student's own institution. The program allows the student to bypass the usual application and transfer of credit processes.

The student pays fees to her/his home university and is classed as a "visiting graduate student" at the host university where she/he pays no fees. Additional fees associated with the course are the student's responsibility.

See the [Service Request Guide](#) for instructions on how to request approval to have one of these courses count towards your program through an **Ontario Visiting Graduate Students (OVGS) Service Request**.

2.4 Courses at Other Universities - Letter of Permission

For various reasons, students may want or need to take courses at another university. If this is the case, they will need to apply for an official Letter of Permission from the University of Ottawa. The following information explains the process and how to apply.

1. Review the information and fill out the application form found here:
<https://www.uottawa.ca/course-enrolment/permission-letter>
2. The application form will be sent directly to the student's faculty for review.
3. Create an **Enrolment Service Request** with the following documents attached:
 - [Modification/Cancellation of Registration Form](#)
 - Course description
 - a note in the comment box explaining which program requirement this course will satisfy.
4. The student's supervisor and the program director will review the request. If approved, the Graduate Office will issue a Letter of Permissions.

3. Student Spaces

Telfer has reserved specific spaces for the use of our PhD Students.

3.1 Ph.D. Rooms

PhD students have access to office/study spaces. They can be found on the 5th, 6th, and 7th floors of Desmarais. Students can book through <https://uobooked-telfer-grad.uottawa.ca>.

3.2 PhD Student Lounge

A student lounge is available for the use of all PhD students enrolled in programs administered by the Telfer School of Management (Telfer Graduate Programs). Located on the fifth floor of the building, in DMS 5155, you were given the access code to the lounge when you began the program. Amenities include a fridge, microwave, tables, chairs, etc. for student use.

3.3 Access Cards

On your first day of the program, access cards are provided. These cards give you 24-hour access to the Desmarais Building:

- 4th floor fire doors (Graduate Student Lounge is beyond these doors).
- Computer lab on the 2nd floor.
- Elevators (restricted to Graduate Program related floors).
- The ground floor entrances (when locked, e.g., statutory holidays, between the hours of 11:00 p.m. and 7:30 a.m.).

4. Resources and Regulations

See the University of Ottawa's website for general regulations governing all graduate programs (passing grade, number of credits per course, examinations, theses, etc.): <https://www.uottawa.ca/administration-and-governance/policies-and-regulations>.

4.1 Minimum Standards

The passing grade in all courses is 70% (B). Students who fail two courses (equivalent to 6 units), the comprehensive exam, the thesis proposal, the thesis or whose progress is deemed unsatisfactory must withdraw from the program.

4.2 Failures

A student who fails in a course at the graduate level must either repeat it or take another course specified by the academic unit. Unless otherwise stated in the program's specific regulations, a student who has two failures on the record of his qualifying, diploma, master or doctoral program is withdrawn from the program. Supplemental exams are not permitted at the graduate level.

4.3 Time Limit

The time limit to complete the PhD in Management program is 6 years.

4.4 Virtual Campus

Brightspace/Virtual Campus is a learning management system that allows professors to share syllabi, communicate with enrolled students, receive assignments, and provide grades, all in a secure environment.

To log in to Virtual Campus, follow these steps:

1. Click on the following link: <https://tlss.uottawa.ca/site/en/>

2. Enter the following info:

Username: student number

Password: uoZone password (Infoweb).

If you cannot login to Virtual Campus, do not hesitate to contact the Centre for Mediated Teaching and Learning at 613-562-5800 (ext.6555).

4.5 Research Ethics

Once the **research proposal** is accepted, the student applies for ethics approval for the research project from the University of Ottawa's Research Ethics Board, if the thesis involves primary data collection. This approval is necessary for any research project. Failure to comply with this requirement will result in severe academic sanctions. For information on how to apply for ethics approval, see [Research Ethics Board](#). The student must also submit a copy of the [Thesis Proposal Approval form](#) along with their application.

4.6 Academic Support

[Academic GPS](#) provides students with various forms of support. For instance, students can make **writing appointments**, during which they receive mentoring from more experienced peers on how to improve their academic writing skills.

[Academic Accommodations](#) ensures full access and participation in the learning environment with dignity, autonomy, and without impediment.

4.7 Mitacs

Mitacs powers research & development by connecting industry with the best post-secondary institutions to solve business challenges — in Canada and internationally. For 20 years, Mitacs has funded cutting-edge research, created job opportunities for graduate students and helped companies reach their business goals, achieving results that have bolstered the Canadian economy.

In addition to research or internship opportunities for graduate students, Mitacs also offers professional skills development courses. To learn more, go to: mitacs.ca/en/programs/training/about-training

Qualtrics Research Suite

Need to conduct surveys for your course work or projects?

As a Telfer Graduate student, you may create your own account for Qualtrics Research Suite directly from the login screen. Make sure to use your @uOttawa.ca email account when creating your account.

Note that Qualtrics offers extensive online text and video user documentation such as survey templates and examples, tools to help you calculate sample size, as well as 24/7 unlimited support via phone, chat or email. For all survey-related questions and issues, Qualtrics provides direct support to help users construct, deploy, and report on surveys. You may contact them directly by phone 1-800-340-9194, email: support@qualtrics.com or at www.qualtrics.com/support/

4.8 Library

Management library (2nd floor of Desmarais building): <https://telfer.uottawa.ca/en/management-library/>

The Management library's research librarians (see link above) are critically valuable to any M.Sc. student seeking assistance on how to conduct the best possible literature search.

Morrisette library (main campus library): <https://biblio.uottawa.ca/en/morriset-library>

4.9 Service Request Guide

An instruction guide to creating Services Requests and the different types of Service Requests is available on the [Telfer Ph.D. Student Handbook, Forms, and Guidelines page](#).

5. Recommended Course Sequence

	Fall	Winter	Spring/Summer
Year 1	<ul style="list-style-type: none"> •MGT 7101 •Field Course #1 •MGT 7103/ Methods & Analysis Course #1 	<ul style="list-style-type: none"> •MGT 7102 •Field Course #2 •Methods & Analysis Course #2 	Progress Report Due
Year 2	<ul style="list-style-type: none"> •Field Course #3 •Methods & Analysis Course #3 •Elective <p style="text-align: right;">TAC Due</p>	<ul style="list-style-type: none"> •MGT 9997-Comprehensive Exam <p><i>Prepare for your comprehensive exams and take them at the end of the semester.</i></p>	<ul style="list-style-type: none"> •MGT 9997-Comprehensive Exam <p><i>Complete your comprehensive exams.</i></p> <p style="text-align: center;">Thesis Topic due Progress Report Due</p>
Year 3	<ul style="list-style-type: none"> •MGT 9998-Thesis Proposal <p><i>Begin writing your proposal.</i></p>	<ul style="list-style-type: none"> •MGT 9998-Thesis Proposal <p><i>Defend your proposal.</i></p>	<ul style="list-style-type: none"> •THD 9999-Doctoral Thesis <p>Progress Report Due</p>
Year 4	<ul style="list-style-type: none"> •THD 9999-Doctoral Thesis 	<ul style="list-style-type: none"> •THD 9999-Doctoral Thesis 	<ul style="list-style-type: none"> •THD 9999-Doctoral Thesis <p><i>Thesis Defence</i></p>
All Years	<ul style="list-style-type: none"> • Workshops: Altitude and https://www.mygradskills.ca/ • Telfer Research Seminar Series: <ul style="list-style-type: none"> ◦Attend ◦Present you work during the program, especially before a conference. 		