

# PhD IN MANAGEMENT

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TELFER

CONNECTS YOU TO WHAT MATTERS





THE WORLD IS CHANGING. AND SO IS THE WORLD OF BUSINESS.

AT THE TELFER SCHOOL OF MANAGEMENT  
AT THE UNIVERSITY OF OTTAWA, WE  
UNDERSTAND THIS BECAUSE OUR  
RESEARCH DRIVES THESE CHANGES.

WHATEVER IT IS THAT MATTERS TO YOU, we provide you with all the means to make an impact. We share with you the expertise of our researchers, their extensive networks, and their partnerships with organizations in local, national, and international business communities. What matters to us is to put you at the centre of everything.

Our research-based graduate programs are designed to shape innovative researchers who have a positive impact on the lives of people, organizations, and communities. Whatever your goals, we are always close by to help you reach them.

Our professors are internationally recognized for their cutting-edge research, their out of the box thinking, and their leadership of key research networks. They take on the most important issues faced by today's business leaders, anticipating and devising solutions to tomorrow's challenges, in all fields of management, including our three strategic areas: business analytics and performance, health systems management, and innovation and entrepreneurship.

LOCATED IN THE HEART OF OTTAWA, our school is the proud academic home of some 4,300 students, 88 full-time faculty members and over 25,000 alumni. Our accreditations from the three most demanding international organizations (AACSB, AMBA and EQUIS) underline our recognition as one of the world's top business schools.

# THE TELFER PhD

Multidisciplinary and forward-looking, the Telfer PhD in Management program is unique and challenging. Above all, it carries with it high expectations for students.

Our doctoral students will:

- Work on their research under the guidance of internationally renowned faculty.
- Acquire the knowledge associated with leadership in research.
- Create and disseminate knowledge that makes an impact on management research, and that influences strategy in industry, government, and non-profit organizations.
- Develop the critical thinking and creative abilities that will ensure readiness for a variety of careers.

Our unique approach provides our students with exceptional opportunities for learning and personal development – just one of the many reasons we are so proud of our PhD in Management program.

We are committed to providing you with all the means to make your mark. So tell us, what research questions matter to you?

## STUDENT RESOURCES

### DOCTORAL LEADERSHIP DEVELOPMENT PROGRAM

Our PhD program emphasizes doctoral candidates' holistic development, with personal and professional needs discussed on an ongoing basis between the students and their supervisors, the Program Director and the students' professional mentors.

In parallel with seminars, special workshops focused on personal and professional development take place throughout the PhD program.

Doctoral students will develop the skills that will help them thrive in the workplace, whether they want an academic or an applied research career.

### RESEARCH OFFICE

Our students and faculty members benefit from the support provided by dedicated bilingual staff. Here, all researchers find help with funding opportunities.

### RESEARCH SEMINAR SERIES

A number of seminars that host world-class researchers from top universities and institutes across the world give our students first-hand opportunity to learn from renowned international researchers and to develop their own academic network.

### MANAGEMENT LIBRARY

Whenever our doctoral students need to search through journal databases, our library staff is there to help. Be it a simple literature review or a systematic review focused on a specialized topic, doctoral students can always count on our dedicated librarians.



# RESEARCH COMMUNITY AND FIELDS OF SPECIALIZATION

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OUR PHD ENABLES YOU TO LEARN ALONGSIDE A TEAM OF OUTSTANDING AND PASSIONATE PROFESSORS. OUR FACULTY HAVE WON MANY TEACHING AND RESEARCH AWARDS; THEY HAVE BEEN BESTOWED WITH PROFESSORSHIPS, FELLOWSHIPS AS WELL AS MANY OTHER DISTINCTIONS. OUR FACULTY ARE INTERNATIONALLY RECOGNIZED SCHOLARS, THROUGH THEIR WORK ON EDITORIAL BOARDS OF LEADING ACADEMIC JOURNALS, AND OFFICER POSITIONS OF INTERNATIONAL ASSOCIATIONS. OUR PHD PROGRAM IS BUILT AROUND FIVE FIELDS, AS DESCRIBED BELOW. OUR FACULTY MEMBERS' RESEARCH IS DESCRIBED IN DETAIL ON OUR WEBSITE AT [telfer.uOttawa.ca/phd/research](http://telfer.uOttawa.ca/phd/research)

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## ACCOUNTING AND CONTROL

The Accounting & Control field investigates the questions facing accountants, controllers and financial managers, among others. Students examine reporting, accountability, internal/external controls, regulations, governance requirements and practices, international performance measurement, compensation, risk management, and intellectual capital measurement. We expect all students to understand accounting processes and assimilate current issues in accounting practice – but Telfer students also push beyond the boundaries of traditional accounting, incorporating a thorough economic, financial, organizational or sociological perspective into their work on contemporary accounting issues.

**“Our PhD program in management gives students the opportunity to learn with a group of dynamic professors. Team teaching is used in the seminars, allowing students to benefit from the expertise of various established scholars interested in a wide range of research areas in their field.”**

**-Sylvain Durocher, PhD**

## ENTREPRENEURSHIP

The Entrepreneurship field reflects the burgeoning of small- and medium-sized enterprises (SMEs), which account for a disproportionately large share of net job creation and Canada's economic development, and contribute to the national trade balance when firms expand overseas. Outcomes that are not just related to the creation of new firms – an entrepreneurial orientation can be equally applied to large corporations and public and non-profit sectors where new ideas trigger programs and processes that benefit society as a whole. Entrepreneurship is therefore central to developing effective public policy and educating those engaged in commercialization of technology. All topics are interdisciplinary in nature, including: the entrepreneurial process and cognition, opportunity recognition, emergence of new firms, intrapreneurship, social entrepreneurship, SME policy, and new venture financing.



**“Our PhD program is designed to provide students with ongoing and intensive personal interaction with dedicated and professional academic colleagues. Working together, the program seeks to further develop excellence in both teaching and research so that our PhD graduates get a running start to their academic or professional careers.”**

**-Allan Riding, PhD**

## FINANCE

The Finance field is a core discipline within the Telfer School of Management. Students examine the theoretical and analytical basis of corporate finance, financial instruments, portfolio management, inter-temporal trade-offs, asset valuation and risk management. The field provides students from business, economics and other related disciplines with a means to pursue graduate studies.



## HEALTH SYSTEMS

The Health Systems research is about improving a health system's efficiencies, effectiveness and accountability in order to provide quality services to patients. Research encompasses management perspectives including governance, resourcing, financial systems, performance, organizational behaviour, health informatics, decision support, clinical decision-making, expert systems, and systems analysis and development. A key aspect of health systems research is its interdisciplinary nature – it draws upon research methods and approaches from several fields. Its central objective is to train the next generation of researchers in applying innovative methodologies of scientific discovery to better understand health systems and support decision-making for the cost-effective delivery of health services. The Telfer core faculty researchers involved reflect the multidisciplinary character of the study issues, integrating expertise in health services, health administration, health economics, social science, management, operations research, computer science, and medicine.

**“In our doctoral program, our students learn to challenge themselves intellectually. Upon graduation, they will be able to handle the complex tasks of helping organisations adapt and innovate.”**

**-François Chiocchio, PhD**



## ORGANIZATIONAL BEHAVIOUR & HUMAN RESOURCES

The Organizational Behaviour and Human Resources (OBHR) field focuses on the understanding and management of behaviour in the workplace. Students develop a deep appreciation for the research and insight of subjects dealing with the “human” side of work, such as individual-level topics (e.g., recruitment, selection, job analysis, training and development, learning, motivation,

performance), relational topics (e.g., relationships between individuals at work, mentors-protégés, leaders-followers, teamwork, conflict management, diversity, equity) and organizational-level topics (e.g., organizational learning, change management, compensation systems, industrial relations) as well as topics from complementary disciplines such as psychology and sociology.

**“Our students are ambitious; they are constantly looking to improve their research abilities through their seminar work and their research partnerships with our faculty members. Our faculty members and dedicated staff provide the environment in which our students develop their career goals, whether they are targeting academic or professional careers.”**

**-Silvia Bonaccio, PhD**



# TELFER PhD AT-A-GLANCE

## TELFER PhD

YEAR 1 & 2	COURSES (27 CREDITS) & COMPREHENSIVE EXAMINATION	
YEAR 3	THESIS PROPOSAL & DEFENSE	THESIS WORK
YEAR 4	THESIS WORK & THESIS DEFENSE	

### FULL-TIME, 4 YEARS

Our PhD program is full-time only, and it is not a distance education program.

### FINANCIAL AID AND SCHOLARSHIPS

We provide you with several ways to finance your studies, such as admission scholarships, excellence awards, and teaching and research assistantships. You may supplement these resources with support from provincial and federal granting agencies.

### ADMISSION STANDARDS

Admission requirements for the Telfer PhD are:

- Hold a master's degree with **thesis** in a relevant discipline. Each field has articulated its own list:
  - **Accounting:** Accounting or Finance;
  - **Entrepreneurship:** Management or Social Sciences, and depending on the area of inquiry, applicants with other areas of specialization may also be admissible;
  - **Finance:** Finance or a relevant discipline with a solid understanding of finance theory and how it applies to financial management;
  - **Health Systems:** Health Systems, Nursing, Health Informatics, or Health Sciences. Depending on the area of inquiry, students with a degree in Information Systems, Electronic Business Technology, or Operations Research may also be admissible;
  - **Organizational Behavior (OB) and Human Resources (HR):** OB/HR or Psychology;
- Have a minimum A- (80%) cumulative grade point average (CGPA);
- Submit results for the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE);
- Show English proficiency.

The deadline for applications is January 15 for all candidates.

## LEARN MORE

To learn more about the Telfer PhD, visit [telfer.uOttawa.ca/phd](http://telfer.uOttawa.ca/phd), call the Graduate Programs Office at 613-562-5884 or visit us at the Desmarais Building at 55 Laurier Avenue East (room 4160) in Ottawa to speak with a program officer.

[msc-phd@telfer.uOttawa.ca](mailto:msc-phd@telfer.uOttawa.ca)

## CONNECT WITH US

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