

# MSc IN MANAGEMENT

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TELFER

CONNECTS YOU TO WHAT MATTERS



# WE CONNECT 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 organisations 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, organisations, 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 more than 25,000 alumni. Our accreditations from the three most demanding international organisations (AACSB, AMBA and EQUIS) underline our recognition as one of the world's top business schools.

# THE TELFER MASTER OF SCIENCE IN MANAGEMENT (MSc)

## CONNECT TO YOUR RESEARCH QUESTION

Every discovery has one common thread: it started with a curious person asking a question. The program helps you make that question the driver of your research.

## LEARN TO WORK ACROSS DISCIPLINES

In management, asking cutting edge research questions and finding out the most relevant answers requires researchers that approach problems from multiple angles. Because of the multidisciplinary nature of management, our program allows researchers to address problems from a variety of perspectives—strategy, economics, organizational behaviour, human resources, marketing, operations, accounting and finance. In doing so, our researchers take on the most important issues faced by today's business leaders, anticipating and devising solutions that help them solve tomorrow's challenges.

## GAIN ADVANCED RESEARCH SKILLS

We provide you with the skills you need to satisfy your curiosity and carry out rigorous research in management. We help you identify areas of reflection, develop your analytical approaches to managerial problems as well as a thorough understanding of management theories and applied concepts. We teach you research methodologies, and encourage your critical thinking about management issues centered around your research question. We help you gain new insights into how businesses become and remain competitive in today's global environment; how they tackle the challenges of innovation, globalization, and sustainable growth in today's business world.

## WORK WITH RESEARCH EXPERTS

Your journey of discovery is guided by our professors that are internationally recognized for their cutting-edge research, and their leadership in their respective management domains. Many of our professors hold prestigious fellowships, professorships and research chairs; serve as editors and reviewers for leading international journals and granting agencies; advise companies and governments. They are looking to work with enquiring, hardworking, and ambitious students who are willing to take on innovative approaches to managerial problems, push back the limits of knowledge, and help organisations strive.

**Right now, our professors are answering cutting-edge questions in an array of fields. Among others:**

- Public policy and management
- IPO financing and venture capital
- Entrepreneurship in technology-based firms
- Leadership for results
- Individual, team and organizational performance
- Mergers, acquisitions and organisational change
- Collaboration with technology suppliers to develop complex products
- Social factors that encourage innovation across geographical distances
- International competitive intelligence and application of knowledge for innovation
- R&D management, technology commercialization, new-product management and technology
- How companies go global, integrate CSR principles and practices, and grow
- Special challenges encountered by entrepreneurs who are women, immigrants and Aboriginals

When you work with our leading professors, they will also guide you in writing research papers to present at renowned conferences and publish in high impact academic journals. Our Graduate Programs Office will assist you in preparing grant applications for prestigious external scholarships such as OGS and Tri-Council funding.

# CONNECT TO MANAGEMENT: ENTREPRENEURSHIP, INNOVATION MANAGEMENT OR FINANCE

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**MOST ORGANISATIONS OPERATE IN A VOLATILE ENVIRONMENT CHARACTERIZED BY RAPIDLY CHANGING TECHNOLOGIES, BY CONTINUALLY EVOLVING CUSTOMER DEMAND, BY MARKETS THAT ARE STEADILY FRAGMENTING, BY INCREASINGLY SOPHISTICATED INTERNATIONAL COMPETITION AND BY GROWING PUBLIC CONCERN ABOUT THE SOCIAL AND ENVIRONMENTAL CONSEQUENCES OF THE ACTIONS THESE ORGANISATIONS TAKE. THIS ENVIRONMENT DEMANDS NEW MANAGERIAL LOGIC AND SKILLS THAT ARE UNDERPINNED BY ENTREPRENEURSHIP, INNOVATION MANAGEMENT AND FINANCE.**

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## **ENTREPRENEURSHIP: DELIVERING VALUE**

Entrepreneurship is the creative search for and exploitation of opportunities in resource-constrained environments. Pursuing and taking advantage of these opportunities to create value is central to success in any organisation, whether they are new ventures, government or not-for-profit organisations or large companies. In the Telfer MSc in Management, we research entrepreneurship to understand how successful organisations use strategy, marketing, finance and HR management to overcome limited resources and deliver value to stakeholders.

## **INNOVATION MANAGEMENT: CREATING NEW VALUE**

Innovation is the creation of value through novelty. Innovation focuses on creating new value through alternative conceptualisations of new and existing: products, processes, business models, supply chains and organisational forms. Firms that lag in innovation, eventually lag in profitability and market share as innovation is the basis for creating value and extracting the associated benefits such as profit. In the Telfer MSc in Management, managing technological and non-technological innovation is not only about economic value, but also social benefits. This field is of increasing importance in academe, government and industry as we must obtain greater impact from our existing resource to obtain sustainable solutions to the grand challenges that face us locally and globally. Therefore, we approach innovation from the perspective of many different traditional management disciplines.

### **FINANCE: MANAGING MONEY**

Finance is about the allocation of assets and liabilities over time under conditions of both certainty and uncertainty. In the Telfer MSc in Management, we primarily research corporate finance by examining mergers and acquisitions, payout policy, capital structure, corporate governance, executive compensation, corporate social responsibility, venture capital and initial public offerings. We work closely with partners in governments and para-public sectors and other corporations. Students working with us have access to our Financial Research and Learning Lab, which hosts a variety of research-quality databases such as CRSP, Compustat, FactSet, Bloomberg, etc.

### **BRINGING RESEARCH TOGETHER**

Bringing together research in entrepreneurship, innovation management and finance provides researchers with insights into the intricacies of the functioning of the wider business environment. This environment is shaped by local, national and international policies, and by changing consumer demands, technological capabilities, workplace relationships and business models. The manner in which organisations interact with each other and with their environments creates opportunities and redefines value. Understanding the mechanics of this interplay is central to understanding entrepreneurship, innovation management and finance.



By joining us, you join a team of accomplished and committed researchers that will provide you with the skills, tools, and opportunities that will allow you to ask cutting-edge research questions, to understand methodologies available to answer those questions, and to identify areas for reflection that will lead to a better understanding of management practices.



## LEARN ABOUT THE LATEST ADVANCES FROM INTERNATIONAL RESEARCHERS

Our Management Research Seminar Series enables you to learn about a diversity of business questions from distinguished academics and policymakers from around the world. The seminar series offers you the opportunity to learn about research methodologies, managerial advances and their implications on research in interrelated management fields that will enrich your own studies.

## APPLY YOUR SKILLS AND KNOWLEDGE

Our optional research practicum is another ideal opportunity for you—regardless of whether you wish to work in the public or private sector, or pursue a PhD. Completed over one semester, the practicum assignment not only makes it possible for you to apply research skills and knowledge to real-world issues, but also helps you expand your professional network and lay the groundwork for a fulfilling research career.

## YOUR FUTURE CAREER

If you're a motivated and ambitious student wondering about the best way to hone your research skills and prepare for a research oriented career (for example, as a research and policy analyst), take up a consulting position in a private- or public-sector organisations, government agencies, or pursue doctoral (PhD) studies, the Telfer School of Management MSc in Management is yours to choose.

**“I learned how to design research projects that are rigorous and precise, but also have clear applications for industry and yield results that are useful for managers and other decision-makers. As highly prolific researchers themselves, the Telfer faculty encourage you to think critically about cutting edge research and theory, and challenge you to push yourself to succeed in ways you never have before.”**

**-Nicholas Bremner (MSc 2011), PhD candidate, University of Western Ontario**

**“The Telfer MSc in Management was a thorough introduction to the world of academic research. There, I had the opportunity to work under leading scholars on topics such as international entrepreneurship and innovation, and was mentored in such a way that I developed practical research skills. Overall, the program prepared me well for my doctoral studies.”**

**- Anika Laperriere (MSc 2013), PhD candidate in Management, Concordia University Montréal**

# CONNECT TO A CLEAR PATH

We enable you to complete your studies within two years. You may start your thesis research at any time, based on the advice of your thesis supervisor and program director.

SESSION I	SESSION II	SESSION III	SESSION IV	SESSION V	SESSION VI
FALL	WINTER	SPRING/SUMMER	FALL	WINTER	SPRING/SUMMER
<b>Minimum of three courses (nine credits):</b> MGT 5100 Research Design Methodologies and Conduct of Research (three credits)  MGT 5300 Foundations of Management Theory (three credits)  Elective (three credits)	<b>Minimum of three courses (nine credits):</b> MGT 5101 Multivariate Research Methods (three credits) or MGT 5102 Qualitative Research Methods (three credits)  Elective(s) (three to six credits)  Thesis proposal in progress	<b>MGT 7999 Thesis (12 credits)</b>			
		Elective if required: Optional research practicum (three credits) or Elective  Thesis proposal completed and defended  Data collection	Data collection, analysis and writing	Analysis and writing	Final draft and defense
<b>MGT 6991 Management Research Seminar Series (MRSS) (compulsory every term until the six attendances have been reached)</b>					

## ADMISSION STANDARDS

Our admission criteria are:

- A four-year undergraduate degree in management (BCom), computer science, economics, social sciences, engineering, mathematics or a related field;
- Non-business applicants must have a foundation in management (equivalent to a minor in business) and may be required to complete some qualifying courses;
- A minimum of B+ (75 percent) cumulative grade-point average;

- Proficient in spoken and written English;
- A competitive score in the GMAT or GRE;
- An interview with the admission committee may be required.

Deadline for applications is January 15<sup>th</sup> for international students and March 1<sup>st</sup> for students from Canada and the United States.

## EARN SCHOLARSHIPS AND APPLY FOR FINANCIAL SUPPORT

Students with excellent academic records could be offered financial support packages. These packages include admission scholarships, teaching or research assistantships, scholarships and research travel grants. We also encourage you to supplement these packages by applying for funding from provincial and federal granting agencies, whose deadlines may be up to one year prior to program entry.

**LEARN MORE**

We want you to discover as much as you can about us.

Visit us online at [telfer.uOttawa.ca/msc](http://telfer.uOttawa.ca/msc).

Email us at [msc@telfer.uOttawa.ca](mailto:msc@telfer.uOttawa.ca).

Call us at 613-562-5884.

Come see us in person in Room 4160 in the Desmarais Building at  
55 Laurier Avenue in Ottawa.

