

# DOCTORATE IN PHILOSOPHY MANAGEMENT

The Telfer School of Management offers programs leading to graduate diplomas in Organizational Performance Management, Scientific Management and Leadership, and Leadership and Management (offered only in French at the moment), as well as to the degree of Master of Science (MSc) in Management.

The master's program is designed to train experts who can contribute to academic excellence and influence change in society by undertaking and disseminating rigorous academic, applied and policy research in management, particularly in the fields of innovation management and entrepreneurship.

Students in the program may opt to complete a concentration in either one of these two fields. The concentration appears on the transcript.

The PhD program in Management is offered under the auspices of the Telfer School of Management. It is offered on a full-time basis in the following five fields:

- Accounting and Control
- Entrepreneurship
- Finance
- Health Systems
- Organizational Behavior and Human Resources
- Strategy and Organization

Information on the areas and research interests of the professors is posted on the program website.

The PhD program is only being offered in English. However, they are fully bilingual professors and advisors who can support students in French. Moreover, in accordance with University of Ottawa regulations, students have the right to produce their work, their thesis, and to answer examination questions in French or in English.

The program is governed by the academic regulations (<https://www.uottawa.ca/about-us/leadership-governance/policies-regulations/>) in effect for graduate studies.

## Admission Requirements

For the most accurate and up to date information on application deadlines, language tests and other admission requirements, please visit the specific requirements (<https://www.uottawa.ca/graduate-studies/programs-admission/apply/specific-requirements/>) webpage.

To be considered for admission, applicants must:

- Hold a master's degree with thesis in a relevant discipline. Each field has articulated its own list:
  - Accounting or Finance.
  - Entrepreneurship: Management or Social Sciences, and depending on the area of inquiry, applicants with other academic antecedents 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, EBT, or operations research may also be admissible.
- Organizational Behavior and Human Resources: OB/HR or Psychology.
- Have an admission average of at least 8.0 (A-) calculated in accordance with graduate studies regulations.
- Provide the names of two referees who will provide confidential recommendations.
- Provide a CV.
- Identify at least one professor who is a member of the program and whose research interests correspond to theirs.
- Provide an electronic copy of your statement of intent clearly identifying your chosen area of interest (Accounting and Control, Entrepreneurship, Finance, Health Systems, or Organizational Behaviour and Human Resources). The statement of intent should be between 800 and 1000 words.
- Provide competitive GMAT (Graduate Management Admissions Test) or the GRE (Graduate Record Examination) results.
- Provide a writing sample, such as a scholarly paper, between 10 and 15 pages in length.

Exceptionally, applicants holding a master's degree without thesis may be considered provided their file includes scholarly publications or equivalent evidence of their capacity for advanced research.

## Additional Coursework

Students whose master's degree was not in a related discipline may be required to take up to 9 units of additional courses beyond those normally required for the PhD in management. The additional coursework would be selected from the following list:

### Additional Courses (9 units):

MGT 5100	Research Design Methodologies and the Conduct of Research	3 Units
MGT 5300	Foundations of Management	3 Units
3 course units from:		3 Units
MGT 5101	Multivariate Research Methods	
MGT 5102	Qualitative Research Methods	
MHS 5301	Research Design Methodologies and the Conduct of Research	
MHS 6380	Systems Analysis, Modeling and Decision Support in Health	

The additional coursework is defined by the Admissions Committee, in consultation with the potential supervisor, and is specified in the student's offer of admission. Students who are asked to complete 3 additional courses may not simultaneously take PhD courses.

## Language Requirements

The program is offered in English and in French. However, the body of knowledge in Management being mainly in English, all candidates whose first language is not English must submit evidence of proficiency by providing any of the documents in the following list:

- A score of at least 100 on the internet-based Test of English as a Foreign Language (TOEFL). The TOEFL is administered by Educational Testing Service, [www.toefl.org](http://www.toefl.org).

- A score of at least 7 in at least three of the four International English Language Testing System (IELTS) rubrics (Reading, Listening, Writing, Speaking) and at least 6 in the fourth. The IELTS is administered by the British Council: [www.ielts.org](http://www.ielts.org).
- Proof of completion, within the last five years, of a previous degree program in an English language university.
- Proof of recent prolonged residence and employment in an English speaking country (normally at least four of the last six years).

Students whose first language is other than French and who intend to complete the program in French must provide proof of proficiency in that language. The list of acceptable proofs is indicated in the Admission section of the General Regulations in effect for graduate studies.

## Fast-track from Master's to PhD Program

Students enrolled in the MSc program in Management or Health Systems at the University of Ottawa may be allowed to fast-track to the PhD program without being required to write a master's thesis, provided they meet the following conditions:

- Completion of 9 units of master's courses with a minimum average of 8.5.
- Satisfactory progress in the research program.
- Submission and successful defense of a well-developed research proposal.
- Written recommendation from the proposed PhD thesis supervisor (and co-supervisor if applicable) and another professor in the program.

Students must request permission to fast-track during the third term of enrollment or earlier and, if approved, must enroll in the PhD in the fourth term.

## Application Deadline

- January 15
  - Applications for admission are accepted for the Fall term only, and only for full-time study.

## Program Requirements

The requirements of the PhD program in Management include successful completion of 27 units of coursework, a comprehensive examination (oral and written), a thesis proposal, and a thesis, as follows:

### Compulsory Courses:

MGT 7101	Advanced Methodological Foundation of Management Research	3 Units
MGT 7102	Theoretical Foundations of Management	3 Units
3 optional course units in management (MGT) at the graduate level <sup>1</sup>		3 Units

### Field Specific Courses:

9 course units from one of the following options: <sup>2</sup> 9 Units

#### Option 1: Accounting and Control

MGT 8101	Financial Accounting and Reporting
MGT 8102	Accounting and Control
MGT 8103	Special Topics in Accounting and Control Research

#### Option 2: Entrepreneurship

MGT 8104	Theoretical Entrepreneurship Research
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MGT 8105 Entrepreneurship Research

MGT 8106 Special Topics in Entrepreneurship Research

#### Option 3: Finance

MGT 8107 Finance

MGT 8108 Recent Developments in Finance Research

MGT 8109 Special Topics in Finance Research

#### Option 4: Health Systems

MGT 8110 Current Issues in Health Systems Management

MGT 8111 Research Design and Methods for Health Systems Research

MGT 8112 Special Topics in Health Systems Research

#### Option 5: Organizational Behavior and Human Resources

MGT 8113 Fundamentals of Human Resources Management

MGT 8114 Fundamentals of Organizational Behaviour

MGT 8115 Special Topics in Organizational Behaviour and Human Resources Management Research

#### Option 6: Strategy and Organization

MGT 8116 Strategic Management

MGT 8117 Organization Theory

MGT 8118 Special Topics in Strategy and Organization Research

Research methods courses (9 units): 9 Units

MGT 7103 Advanced Quantitative Analyses in Management

MGT 7104 Special Topics in Analysis for Management Research

MGT 7302 Qualitative Research Methods

MGT 7105 Structural Equation Modeling (SEM)

MGT 7106 Hierarchical Linear Modeling (HLM)

MGT 7107 Econometrics for Business Studies

MGT 7108 Optimization and Modeling

MGT 7998 Directed Readings

### Comprehensive Examination:

MGT 9997 Comprehensive Examination <sup>3</sup>

### Thesis Project:

MGT 9998 Thesis Project <sup>4</sup>

### Thesis:

THD 9999 Doctoral Thesis

Note(s)

1

The optional course selected must be from a field of the PhD in Management other than the student's primary field.

2

In collaboration with their TAC (thesis advisory committee), students may take a content course offered by another academic unit, in lieu of a Special Topics course, if deemed a better fit for their thesis research.

3

The Comprehensive Examination is a two-part examination (written and oral) that is overseen by the Thesis Advisory Committee. Once the written exam has been passed, the student proceeds to the oral. A student who fails either component of the exam is allowed to repeat it the following term. A second failure in either component leads to withdrawal from the program. The Comprehensive Examination must normally be completed within five terms of commencing the program and, at the latest, by the end of the sixth term. Failure to sit and pass the examination by the deadline counts as a failure. Further details about the comprehensive exam are posted on the program website.

4

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 term. In the event of failure, the proposal can be resubmitted and defended the following term 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. Further details about the thesis proposal are posted on the program website.

## Transfer from Master's to PhD

To receive the doctorate following the fast-track, students must successfully complete 36 course units (MSc + PhD), the comprehensive examination, the thesis proposal and the thesis.

## Additional Requirements

The requirements outlined above are a minimum. For information about additional courses, please see the "Admission Requirements" section.

## Duration of Program

The requirements of the program are usually fulfilled within four years. The maximum time permitted is six years from the date of initial enrollment in the program, or seven years in the case of students fast-tracked from the master's to the doctorate.

## 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.

## Thesis Advisory Committee (TAC)

During the first term, a thesis advisory committee (composed of the thesis supervisor and at least two other professors) is assigned in consultation with the student. The three committee members must cover at least two of the fields in the program. The composition of the committee must be approved by the Program Director. This committee is responsible for providing advice throughout the program, including on academic integrity and research ethics. The student meets with the TAC at least twice a year and receives a written report from the Committee following each meeting.

## Research

### Research at the University of Ottawa

Located in the heart of Canada's capital, a few steps away from Parliament Hill, the University of Ottawa ranks among Canada's top 10 research universities. Our research is founded on excellence, relevance and impact and is conducted in a spirit of equity, diversity and inclusion.

Our research community thrives in four strategic areas:

- Creating a sustainable environment
- Advancing just societies
- Shaping the digital world
- Enabling lifelong health and wellness

From advancing healthcare solutions to tackling global challenges like climate change, the University of Ottawa's researchers are at the forefront of innovation, making significant contributions to society and beyond.

### Research at the Telfer School of Management

For more information, consult the Professors by area of expertise (<http://www.telfer.uottawa.ca/en/directory/professors-by-area-of-expertise/>) page.

## Courses

### MGT 5100 Research Design Methodologies and the Conduct of Research (3 units)

Introduction to research and scientific inquiry in order to foster a better understanding of the research discovery process. Planning, designing, and conducting a research project; detailed discussion of the research methods and techniques available; selecting research methods and techniques appropriate for the nature of the problem and the objectives of the project. Exposure to various research methodologies including paradigms of social phenomena modeling, qualitative research, mathematical modeling methods, and experimental design approaches including randomized control trials (RCT) design principles.

**Course Component:** Lecture

### MGT 5101 Multivariate Research Methods (3 units)

Multivariate techniques commonly used in social and life sciences. Apply correct techniques to any dataset, properly interpret statistical output, and critique scientific papers using these techniques. Topics include Generalized Linear Models, non-parametric models, multilevel modeling, clustering, factor analysis, and various applications of structural equation modeling.

**Course Component:** Lecture

### MGT 5102 Qualitative Research Methods (3 units)

Designing qualitative studies, collecting and analyzing qualitative data, attaining research credibility, and writing a qualitative research report. Topics will include the case study, ethnography, phenomenology and grounded theory. Introduction to the use of qualitative data analysis software (such as N-Vivo). Critical evaluation of qualitative studies. Courses MGT 7302, MGT 5102 cannot be combined for units.

**Course Component:** Lecture

Exclusion: MGT 7302

**MGT 5200 Foundations for Quantitative Methods (3 units)**

This course gives students a solid understanding of univariate statistics, meaning how to test whether one or more variables each explain significant variance in a single outcome variable. They learn about the general linear model, which incorporates several different statistical models and tests, such as ANOVA, ANCOVA, ordinary least squares (OLS) regression, the t-test, and the F-test. Students learn how the model's parameters (e.g., regression coefficients) are estimated, how statistical tests are used to draw inferences on those estimates, what the assumptions for using those tests are, and how the general linear model can be applied to different types of predictor variables (e.g., continuous, categorical) and data structures (cross-sectional, time series, panel/repeated measures).

**Course Component:** Seminar

**MGT 5300 Foundations of Management (3 units)**

Primary focus on building a strong foundation of the theories and practice of management. Application of key theories used in MSc program's concentration areas. Focus on what constitutes evidence-based practice in management and how it can be facilitated.

**Course Component:** Lecture

**MGT 5301 Predictive analytics (3 units)**

Methodological foundation of predictive and machine learning methods and their applications in behavioral and marketing contexts. The principle of probabilistic modelling and the concept of Bayesian learning. The following methodological topics will be covered: generative models, Kernels, Gaussian models, Gaussian processes, graphical models, and deep learning models. Predictive analytics across a range of behavioral contexts including public health, social media, and digital marketing.

**Course Component:** Seminar

**MGT 5302 Decision analytics (3 units)**

Modelling of complex decision-making processes, where decision environments are subject to change and uncertainty and various decision criteria need to be considered. Modelling tools such as scenario trees, Markov Decision Process (MDP), and Multi-criteria decision analysis (MCDA) with their decision-making applications.

**Course Component:** Seminar

**MGT 5303 Management analytics and case studies (3 units)**

Examination of how analytics can be used to significantly improve various management practices arising from the areas of operations management, revenue management, and risk management. Case studies will cover how to identify new management strategies by following the full process of developing an analytical framework tailored to solve industry-specific problems.

**Course Component:** Seminar

**MGT 5304 Generating marketing insights (3 units)**

Framing questions effectively and choosing data from novel sources, including social media conversations. Analyzing data with maker-like ingenuity and curiosity, using techniques from a well-stocked tool chest of methods to generate deep insights into consumer value perceptions, decision-making and empathy

**Course Component:** Seminar

**MGT 5305 Behavioural insights and interventions (3 units)**

Designing, implementing, and analyzing the impact of behavioural interventions to help people make better decisions without restricting their freedom of choice.

**Course Component:** Seminar

**MGT 5306 Recent topics in marketing (3 units)**

Seminar course focusing on specific emerging themes in marketing.

**Course Component:** Seminar

**MGT 5320 Information Systems Theories (3 units)**

Fundamental and contemporary concepts and theories for understanding IT in the context of business, social, and government organizations. Theories range from explanatory to predictive to practice-based theories. Critical understanding of the roles and impacts that IT can have on organizations at operational, tactical, and strategic levels. Examination of theories in relation to emerging technologies and the concerns that they create for organizations.

**Course Component:** Lecture

**MGT 5322 Information Technology for Management (3 units)**

Assessment of how and which technologies can be leveraged to address varied types of organizational needs in a manner that supports core organizational objectives and processes, including decision-making, knowledge management, business intelligence, strategy development and alignment, and value creation among others. It leverages cutting-edge knowledge of the frameworks, practices, and guidelines for the selection, implementation, and management of IT in a manner that is conducive to financial, environmental, and societal performance with a focus on the ethical implications of IT integration into business.

**Course Component:** Lecture

**MGT 5324 Mastering Digital Technology Implementation: Skills and Strategies (3 units)**

Hands-on dynamics required to implement digital technology in line with specific organizational needs. Skills required to successfully integrate selected technology-enabled solutions into an organization, drawing from recognized and emergent methods and tools for successfully managing the organizational changes resulting from such integration, as well as for effectively integrating new technologies within organizations' existing processes and digital infrastructures.

**Course Component:** Lecture

**MGT 5500 Recherche et méthodologies de recherche (3 crédits)**

Introduction à la recherche et aux travaux scientifiques afin de mieux comprendre la démarche propre aux travaux de recherche. Planification, conception et réalisation d'une étude, l'accent étant mis sur le processus de recherche, examen détaillé des méthodes et techniques de recherche pouvant être utilisées à chaque stade de la recherche tout en liant le choix de ces méthodes et techniques à la nature du problème et aux objectifs de l'étude. Présentation de méthodologies de recherche variées comprenant les paradigmes des sciences sociales pour la modélisation de phénomènes sociaux, les méthodes de recherche qualitatives, les méthodes de modélisation mathématique et la conception d'expériences incluant les principes de conception d'essais contrôlés et randomisés (ECR). Les cours MGT 7501, MGT 5500 ne peuvent être combinés pour l'obtention de crédits.

**Volet :** Cours magistral

Exclusion : MGT 7501

**MGT 5501 Méthodes de recherche multidimensionnelles (3 crédits)**

Ce cours porte sur les diverses techniques multidimensionnelles de base qui sont souvent utilisées en sciences sociales et en sciences de la vie pour permettre à l'étudiant d'appliquer la technique appropriée à un ensemble de données, d'interpréter correctement le produit des progiciels statistiques ainsi que de bien comprendre et analyser les rapports scientifiques qui utilisent ces techniques. Les sujets abordés comprennent notamment l'analyse en composantes principales, l'analyse factorielle, l'analyse multidimensionnelle de la variance, la régression multiple et logistique, l'analyse linéaire logarithmique et l'introduction à la modélisation par équation structurelle.

**Volet :** Cours magistral



**MGT 5502 Méthodes de recherche qualitatives (3 crédits)**

Conception de recherche qualitative, collecte et analyse de données qualitatives, crédibilité dans les travaux de recherche, rédaction de rapports de recherche qualitative. Les sujets abordés sont, entre autres, la phénoménologie, la théorie à base empirique, l'ethnographie et l'étude de cas; l'utilisation de logiciels statistiques permettant d'analyser des données qualitatives (comme N-Vivo); évaluation critique d'études qualitatives. Les cours MGT 5502, MGT 7302 ne peuvent être combinés pour l'obtention de crédits.

**Volet :** Cours magistral

Exclusion : MGT 7302

**MGT 5700 Théorie de la gestion (3 crédits)**

L'emphase est mise sur l'acquisition de connaissances solides sur la théorie et la pratique de la gestion. Présentation des questions de recherche courantes publiées dans la littérature académique en gestion. Pertinence et application des diverses théories aux domaines de l'innovation en gestion et de l'entrepreneuriat.

**Volet :** Cours magistral

**MGT 6101 Theory of Finance (3 units)**

Four themes of finance: features and limitations of the neoclassical paradigm of a firm's decisions; information hazard and signalling; moral hazard and agency; corporate control. Theoretical and empirical issues related to corporate financing decisions, capital acquisition process, corporate governance and compensation design, mergers and acquisitions, risk management and corporate hedging.

**Course Component:** Lecture

**MGT 6102 Financial Risk Management and Derivative Securities (3 units)**

Understanding issues in financial risk management from the perspective of non-financial corporations, focusing on risk measurement and usage of related instruments to hedge risks. How derivative securities, such as options, futures contracts, forward contracts, swaps and interest rate caps, can be valued. Arbitrage relationships, risk-neutral valuation, creation of options synthetically, numerical procedures and the evaluation of credit risk.

**Course Component:** Lecture

**MGT 6110 Entrepreneurial Process and Opportunity Recognition (3 units)**

Current state of research in entrepreneurship, synthesis of scholarly literature, and identification of priorities for future research. Topics will include entrepreneurial processes, opportunity and the nature of exploitation, the emergence of new ventures, financing new ventures, entrepreneurship, economic growth and policy.

**Course Component:** Seminar

**MGT 6111 Venture Capital and Private Equity (3 units)**

Role of venture capital and private equity in the enterprise development process and in the commercialization of innovation. Examination of the following: assembly and investment of early-stage risk capital; operation of venture capital firms' equity and that of private firms; evaluation of investments; portfolio management; non-financial forms of value added provided by venture capital funds. Theory and practical exercises.

**Course Component:** Lecture

**MGT 6112 Social Entrepreneurship and Innovation (3 units)**

Role of social entrepreneurs as change agents striving to create social value through entrepreneurship. Study of the emerging area of social entrepreneurship and related areas where social and economic goals and means are combined. Introduction to the concepts, practices, opportunities, and challenges of social entrepreneurship and related areas. Frameworks and tools for operating effectively in areas of nontraditional entrepreneurship. Engagement of students in a joint learning process to create a deeper understanding of these changing fields.

**Course Component:** Lecture

**MGT 6120 Investment and Portfolio Management (3 units)**

This course covers theory and applications important to make investments and managing a portfolio of financial assets. Students will learn the theoretical foundation of investments and modern portfolio theory and how to apply practical skills to real-world investment decisions. The main topics covered include the following: asset valuation, how to measure risk and return, asset pricing models, market efficiency and anomalies, asset allocation and optimal portfolio selection, active and passive portfolio management, performance evaluation of mutual funds and hedge funds. The primary emphasis of this course is on managing a portfolio of common stocks, but other investments will be included.

**Course Component:** Seminar

**MGT 6121 Application of Empirical Methods in Finance (3 units)**

Quantitative methods for testing financial theories. Experience in rigorous assessment of financial data and models. Topics include testing of asset-pricing models, event-study methodology, modelling of financial data (e.g., ARMA, GARCH), (non-linear) quantile regressions, GMM, causality, natural experiments, matching and selection models. Course delivered through practical examples and extensive use of a statistical software (e.g., EVIEWS, STATA).

**Course Component:** Seminar

**MGT 6122 Advanced Corporate Finance and Empirical Methods (3 units)**

Introduction to corporate finance literature with emphasis on shareholder value creation through sound corporate policies. Topics include dividend policy, capital structure, mergers and acquisitions, executive compensation, financial disclosures, corporate governance (e.g., board structure, ownership structure, private meeting, and political connection).

**Course Component:** Seminar

**MGT 6126 Introduction to Qualitative and Experimental Research in Accounting (3 units)**

Introduces principal themes in qualitative research and experimental/behavioural research in accounting field. Qualitative research topics include accounting standard-setting around the globe, pension accounting, accounting history, Management Control Systems (MCS), and accounting and financial communications in public sector. Experimental (lab-based) behavioural research in accounting addresses several theoretical perspectives, including judgment and decision making, social psychology, cognitive psychology, and incentives.

**Course Component:** Seminar

**MGT 6127 Sustainability Accounting and Control (3 units)**

Overview of relevant theories and empirical research in fields of sustainability accounting and control with international focus. Focus on external communication of sustainability performance including sustainability reporting frameworks, sustainability discourse and disclosure, sustainability rating and assurance and integration of sustainability issues into decision making. Conceptual and empirical research on design of sustainability performance measurement and incentive systems, and link between management control and sustainability strategy.

**Course Component:** Seminar

**MGT 6128 Introduction to Accounting Research: Special Topics and New Developments (3 units)**

Special topics and new developments in accounting research and practice, acknowledging evolving nature of accounting profession and education. Example topics include enterprise risk management and risk reporting, management control innovations, emerging technologies in accounting and disruption, accounting and control in not-for-profit organizations, loan-contracting, and data analytics in auditing and financial reporting.

**Course Component:** Seminar

**MGT 6130 Evidence-Based HROB Interventions (3 units)**

Understanding of methods used and insights gained from recently published intervention research (e.g., new hiring practice, new training program, change in work design, etc.) aimed at improving the health and well-being of employees and their organizations.

**Course Component:** Seminar

**MGT 6131 Current Trends in HROB (3 units)**

Emerging themes in human resource management and organizational behaviour. Example topics include post-pandemic employee and labour relations, recent insights on equity, diversity, and inclusion within organizations, how HR contributes to organizational sustainability, and how to best harness the potential of HR digitization.

**Course Component:** Seminar

**MGT 6160 Systems of Innovation (3 units)**

Examination of the context in which firms and other organizations operate and of the nature and evolution of industries. Survey of research on the nature and evolution of national and regional systems of innovation, and on politically and geographically defined systems that influence the competitiveness of firms and the prosperity of citizens.

**Course Component:** Lecture

**MGT 6161 Managing Corporate Innovations (3 units)**

Strategies and practices of innovation at the corporate level. Topics will include innovation processes and practices, R&D (research and development) management, organizational contexts of innovation management; firm-level theories of innovation management and firm performance; relationships between resources, capabilities, knowledge and skills and innovation, and the nature and influence of inter-organizational relationships (e.g., alliances, joint ventures, acquisitions, networks, ecosystems, etc.) on firms' innovative capacity.

**Course Component:** Lecture

**MGT 6169 Recent Topics in Innovation Management (3 units)**

Seminar course focusing on specific emerging themes in innovation management. Current themes of interest include: commercialization of innovations; inter-organizational collaborations and relationships in innovation management; impact of globally distributed innovation systems on innovation management, innovation performance, and competitiveness.

**Course Component:** Lecture

**MGT 6190 Research Topics in Management (3 units)**

Seminar course focusing on current research issues and topics in management. Topics may change from year to year.

**Course Component:** Lecture

**MGT 6191 Management Research Seminar Series**

Research seminar series with invited speakers. Students enrolled in the thesis option are required to attend at least six seminars during their program and four for students enrolled in the project based option. Graded S (Satisfactory) or NS (Not Satisfactory).

**Course Component:** Seminar

This course is equivalent to MGT 6991.

**MGT 6380 Health Systems (3 units)**

Overview of health care systems, with a particular focus on Canada. Introduction to the development and implementation of health care policy; current issues in the health care sector; complex adaptive systems; integration of care across organizations and professionals; and knowledge dissemination/implementation science.

**Course Component:** Lecture

**MGT 6501 Théorie de la finance (3 crédits)**

Quatre thèmes de la finance : les caractéristiques et limites du paradigme néoclassique de l'entreprise; l'asymétrie d'information et la théorie du signal; l'aléa moral et la théorie de l'agence; le contrôle corporatif. Problématiques théoriques et empiriques reliées aux décisions de financement corporatif, au processus d'acquisition du capital, à la gouvernance d'entreprise et à la conception des programmes de rémunération, aux fusions et acquisitions, à la gestion des risques, et à la couverture de risque dans un contexte corporatif.

**Volet :** Cours magistral

**MGT 6502 Gestion des risques financiers et produits dérivés (3 crédits)**

Comprendre la problématique de la gestion des risques financiers du point de vue d'une société non financière, avec une attention particulière à la mesure du risque et l'utilisation d'instruments pour couvrir les risques. Savoir comment les produits dérivés tels que les options, les contrats à terme (contrats futurs ou forward), les swaps, et les plafonds de taux d'intérêt peuvent être évalués. Les relations d'arbitrage, l'évaluation risque-neutre, la création synthétique d'options, les méthodes numériques et l'évaluation du risque de crédit.

**Volet :** Cours magistral

**MGT 6512 Entrepreneuriat social (3 crédits)**

Les entrepreneurs sociaux sont des agents du changement qui s'efforcent de créer une valeur sociale par l'entrepreneuriat. Étude du nouveau domaine qu'est l'entrepreneuriat social et d'autres domaines connexes où les objectifs et les moyens sociaux et économiques s'entremêlent. Introduction aux concepts, pratiques, possibilités et défis propres à l'entrepreneuriat social et aux domaines qui s'y rattachent. Cadres et outils qui permettent de réussir dans des secteurs non traditionnels de l'entrepreneuriat. Participation des étudiants à une initiative d'apprentissage en commun pour leur permettre de mieux comprendre ces secteurs en évolution.

**Volet :** Cours magistral

**MGT 6560 Systèmes d'innovation (3 crédits)**

Examen du contexte dans lequel les entreprises et les organismes exercent leurs activités, et de la nature et l'évolution des industries. Survol de la recherche sur la nature et l'évolution des systèmes d'innovation régionaux et nationaux, ainsi que les systèmes dont les cadres politiques et géographiques sont bien définis et qui ont une incidence sur la compétitivité des entreprises et la prospérité des citoyens.

**Volet :** Cours magistral

**MGT 6590 Sujets de recherche en gestion (3 crédits)**

Ce cours donné sous forme de séminaire porte sur des questions et des sujets de recherche d'actualité dans le domaine de la gestion. Les sujets traités dans ce cours peuvent changer d'année en année.

**Volet :** Cours magistral

**MGT 6990 Stage de recherche / Praticum Research (3 crédits / 3 units)**

Ce stage s'adresse aux étudiants qui désirent effectuer un projet de recherche auprès d'un organisme comme une entreprise, un ministère ou organisme public, une association à but non lucratif, un groupe de réflexion ou un établissement de recherche. Il a pour but de donner aux étudiants intéressés l'occasion d'appliquer les compétences en recherche acquises dans le cadre de ce programme. / Completion of a research project with an organization such as a company, a government department or agency, a non-profit organization, a think-tank, and other research institutions. Application of research skills acquired during the program.

**Volet / Course Component:** Stage / Work Term

Permission of the Department is required.

**MGT 6991 Séminaires de recherche en gestion / Management Research Seminar Series**

Séminaires de recherche avec la participation de conférenciers invités. Les étudiants doivent assister à au moins six des séminaires des conférenciers invités durant leur programme. Noté S (satisfaisant) ou NS (non satisfaisant). / Research seminar series with invited speakers. Students must attend at least six of the invited speakers' seminars over the duration of their program. Graded S (Satisfactory) or NS (Not Satisfactory).

**Volet / Course Component:** Recherche / Research

**MGT 6997 M.Sc. Research Project (6 crédits / 6 units)**

The Research Project (RP) is a capstone program component that requires students to conduct applied research with a partnering organization or as part of a Telfer faculty member's on-going research project. Students must show the ability to work independently (analysis and report writing) and apply knowledge gained in the MSc seminars to a well-defined practical problem. It is not required that the RP makes an original contribution to scholarly literature. Students are discouraged from collecting primary (original) data from human participants given the time taken to receive ethics approval and the short time frame given to complete the RP (3-4 months).

**Volet / Course Component:** Recherche / Research

**MGT 6998 Lectures dirigées / Directed Readings (3 crédits / 3 units)**

Études avancées dans un domaine de gestion sous la direction d'un professeur et aboutissant à un rapport écrit. L'étudiant peut proposer un sujet de recherche. / Advanced study in an area of management under the supervision of a professor and leading to a major written report. Students may propose research topics.

**Volet / Course Component:** Recherche / Research

Permission of the Department is required.

**MGT 7101 Advanced Methodological Foundation of Management Research (3 units)**

The purpose of this course is to explore the context and traditions of knowledge generation in Management research. Topics include the purpose of social science research; nature and role of theories; ontology and epistemology; theory construction, testing, falsification and inference; metrics of robust research design; "positivist" and "non-positivist" research methodologies; and research ethics. This course considers how to design scholarly research.

**Course Component:** Lecture

**MGT 7102 Theoretical Foundations of Management (3 units)**

The foundations of various management disciplines are examined in the context of emerging and sometimes conflicting theoretical paradigms such as rational exchange process, sustainability, responsible management and need to balance environmental, economic and social outcomes.

**Course Component:** Seminar

**MGT 7103 Advanced Quantitative Analyses in Management (3 units)**

Topics will include measurement, univariate and simple multivariate statistics such as simple linear regression, multiple linear regression, logistic regression, analysis of variance, analysis of covariance, principal components analysis, and exploratory factor analysis. Selection and application of major statistical packages.

**Course Component:** Lecture

**MGT 7104 Special Topics in Analysis for Management Research (1.5 unit)**

Exploration of advanced analytical approaches from the domain perspective. Understanding of the benefits and limitations of each analytical approach and learning about the judgment required across management disciplines in the application of the approach. Application of computer-based implementations of analytical methods. Covering analyses and models used in varied management disciplines.

**Course Component:** Lecture

**MGT 7105 Structural Equation Modeling (SEM) (1.5 unit)**

Structural equation modeling is a multivariate statistical analysis technique that is used to analyze the structural relationship between measured variables and latent constructs. Topics include: concepts and methods underlying SEM; path analysis involving observed variables; confirmatory factor analysis; path analysis involving latent variables; using SEM to evaluate the multidimensionality of a measure; multi-group SEM. Students will gain hands on experience through the practical use of major statistical software.

**Course Component:** Lecture

**MGT 7106 Hierarchical Linear Modeling (HLM) (1.5 unit)**

Hierarchical Linear Modeling is a statistical approach used when data is clustered or nested (e.g., across time, within groups). Topics include: theory and application of hierarchical or multilevel models for clustered data, including linear and logistic models; longitudinal and repeated measures designs; practical aspects of developing models to address research questions and interpreting the findings. Students will gain hands on experience through the practical use of major statistical software.

**Course Component:** Lecture

**MGT 7107 Econometrics for Business Studies (3 units)**

This course is an intermediate level Ph.D. course in econometrics and exposes students to theoretical econometrics concepts, methodological issues that arise when doing empirical research, and empirical applications. The goal is to learn technical skills required to undertake empirical work in different business fields. The main topics covered include: different estimation techniques such as the generalized method of moments (GMM) and the quasi-maximum likelihood (QML); panel data models such as the fixed and the random effects models; the econometrics of qualitative and limited dependent variable such as the logit and probit models, and the Heckman approach; time-series models such as VAR and GARCH models.

**Course Component:** Lecture

**MGT 7108 Optimization and Modeling (3 units)**

This course is designed for students who have already taken courses in optimization and wish to delve deeper. The course will balance providing the theory behind optimization and providing an introduction into methodologies dealing with stochastic, real-world, large scale problems (e.g., decomposition techniques). Topics covered will include convex optimization, stochastic programming, dynamic programming, robust optimization, metaheuristics and machine learning techniques.

**Course Component:** Lecture

**MGT 7302 Qualitative Research Methods (3 units)**

Designing qualitative studies, collecting and analyzing qualitative data, attaining research credibility, and writing a qualitative research report. Topics will include the case study, ethnography, phenomenology and grounded theory. Introduction to the use of qualitative data analysis software (such as N-Vivo). Critical evaluation of qualitative studies. Courses MGT 5102, MGT 7302 cannot be combined for units.

**Course Component:** Lecture

Exclusion: MGT 5102.

**MGT 7501 Fondements méthodologiques avancés de la recherche en gestion (3 crédits)**

The purpose of this course is to explore the context and traditions of knowledge generation in Management research. Topics include the purpose of social science research; nature and role of theories; ontology and epistemology; theory construction, testing, falsification and inference; metrics of robust research design; "positivist" and "non-positivist" research methodologies; and research ethics. This course considers how to design scholarly research.

**Volet :** Cours magistral

Exclusion : MGT 5500.

**MGT 7502 Fondements théoriques de la gestion (3 crédits)**

Les fondements des diverses disciplines en gestion sont examinés dans le contexte des nouveaux paradigmes théoriques et des paradigmes théoriques parfois conflictuels, par exemple le processus d'échange rationnel, la durabilité, la gestion responsable et la nécessité d'équilibrer les résultats environnementaux, économiques et sociaux.

**Volet :** Cours magistral

**MGT 7991 Health Systems Research Internship (6 crédits / 6 units)**

A one-session Research Internship that takes place in another university, research institution, or organization conducting research. Internships are developed or adapted with the thesis supervisor to meet the research learning needs of the student. Students will work under the supervision of an individual at the hosting organization with the guidance of the thesis supervisor. Internship projects must be on a topic or use a research method that is different from the student's thesis to maximize the student's learning and exposure to cutting edge research. At the end of the session of the Internship, students will be required to present a report to their Thesis Committee summarizing the research activities completed during the Internship. The Internship will be evaluated by the thesis supervisor based on the written Internship report to the Thesis Committee. The Internship is graded on a S (Satisfactory) / NS (Not satisfactory) basis.

**Volet / Course Component:** Recherche / Research

**MGT 7998 Lecture dirigée / Directed Readings (3 crédits / 3 units)**

Études avancées dans un domaine de gestion sous la direction d'un professeur et aboutissant à un rapport écrit. L'étudiant peut proposer un sujet de recherche. / Advanced study in an area of management under the supervision of a professor and leading to a major written report. Students may propose research topics.

**Volet / Course Component:** Recherche / Research

**MGT 8101 Financial Accounting and Reporting (3 units)**

The theoretical foundations of accounting research and methodologies are examined. Topics include the role of accounting information in capital markets, earnings management, voluntary disclosure, the impact of accounting on judgment and decisions, accounting standards, setting accounting standards for sustainable development, intangibles and intellectual capital.

**Course Component:** Lecture

**MGT 8102 Accounting and Control (3 units)**

The role of Accounting and other control instruments in ensuring good corporate governance. Topics include executive compensation, ownership structure, the role of the board of directors, effectiveness of internal controls, enterprise risk management, sustainable management, corporate governance requirements and practices in the public and private sectors.

**Course Component:** Lecture

**MGT 8103 Special Topics in Accounting and Control Research (3 units)**

Critical evaluation of studies in targeted domains of accounting and control. Identification and evaluation of new orientations with an in depth analysis of historical developments of the domain. Specific domains explored depend on the professor leading the seminar. Topics are offered on a rotating basis. Presentation and discussion of thesis project and other personal research projects.

**Course Component:** Lecture

**MGT 8104 Theoretical Entrepreneurship Research (3 units)**

Foundation theories of entrepreneurship are examined, including risk and uncertainty, rationales for enterprise growth, innovation process, opportunity recognition, market behaviour, financing new and growing ventures, and entrepreneurship as a social construction.

**Course Component:** Lecture

**MGT 8105 Entrepreneurship Research (3 units)**

This course focuses on selected topics associated with entrepreneurship research, including internationalization processes, entrepreneurial cognition, feminist entrepreneurship, entrepreneurial marketing, financing enterprise growth, public policy issues and entrepreneurship support, science-based, social and environmental entrepreneurship.

**Course Component:** Lecture

**MGT 8106 Special Topics in Entrepreneurship Research (3 units)**

Critical evaluation of studies in targeted domains of entrepreneurship. Identification and evaluation of new orientations with an in-depth analysis of historical developments of the domain. Specific domains explored depend on the professor leading the seminar. Topics are offered on a rotating basis. Presentation and discussion of thesis project and other personal research projects.

**Course Component:** Lecture

**MGT 8107 Finance (3 units)**

Theoretical foundations of corporate finance and governance; capital budgeting and investment/growth strategies; strategy and finance: risk and risk management: options; financing/capital structure decisions; payout/dividend policies; mergers and acquisitions; derivative theory (including theories of capital structure); derivatives and fixed-income securities; and risk capital financing.

**Course Component:** Lecture

**MGT 8108 Recent Developments in Finance Research (3 units)**

Issues in modern finance such as behavioural finance; game-theoretic approaches to corporate finance; ethics in finance, agency theory, regulations and securities agency (e.g., security exchange commission) roles; and financial institutions and services.

**Course Component:** Lecture



**MGT 8109 Special Topics in Finance Research (3 units)**

Critical evaluation of studies in targeted domains of finance. Identification and evaluation of new orientations with an in depth analysis of historical developments of the domain. Specific domains explored depend on the professor leading the seminar, with topics offered on a rotating basis. Presentation and discussion of thesis project and other personal research projects.

**Course Component:** Lecture

**MGT 8110 Current Issues in Health Systems Management (3 units)**

Overview of developments, issues and challenges in health systems management, emphasizing management from a health systems perspective. Emerging innovations and the applications of innovations in health systems.

**Course Component:** Lecture

**MGT 8111 Research Design and Methods for Health Systems Research (3 units)**

Study designs used in healthcare informatics and research, such as experimental designs, observational and predictive studies, and qualitative inquiries. Review of appropriate analytical approaches for each study design.

**Course Component:** Lecture

**MGT 8112 Special Topics in Health Systems Research (3 units)**

Critical evaluation of studies in targeted domains of health systems. Identification and evaluation of new orientations with an in depth analysis of historical developments of the domain. Specific domains explored depend on the professor leading the seminar, with topics are offered on a rotating basis. Presentation and discussion of thesis project and other personal research projects.

**Course Component:** Lecture

**MGT 8113 Fundamentals of Human Resources Management (3 units)**

Examination of the foundational research areas in Human Resources Management practice. Topics include job analysis, employee recruitment, selection and assessment methods, job performance, fairness and bias and psychometric principles.

**Course Component:** Lecture

**MGT 8114 Fundamentals of Organizational Behaviour (3 units)**

Overview of managerial/organizational practices aimed at maximizing work motivation and well-being. Theories of work motivation, leadership, team dynamics, mentoring, occupational health psychology, work-life conflict and facilitation, management of change, and organizational theory.

**Course Component:** Lecture

**MGT 8115 Special Topics in Organizational Behaviour and Human Resources Management Research (3 units)**

Critical evaluation of studies in targeted domains of organizational behaviour and human resources management. Identification and evaluation of new orientations with an in depth analysis of historical developments of the domain. Specific domains explored depend on the professor leading the seminar, with topics are offered on a rotating basis. Presentation and discussion of thesis project and other personal research projects.

**Course Component:** Lecture

**MGT 8116 Strategic Management (3 units)**

This course develops an understanding of the theoretical foundations of research in strategy. The concern is with developing an understanding of competitive behavior in for-profit and not-for-profit organizations, and with understanding the relationships between an organization's environment, its strategy, and performance outcomes. These include areas such as value creation and firm performance, competition and markets, resources and capabilities, and governance and control.

**Course Component:** Lecture

**MGT 8117 Organization Theory (3 units)**

This course provides an overview of the historical roots of organization theory, and a focus on contemporary schools of thought in this area. Topics include resource-based, population ecology, institutional, critical, discursive and practice-based theories. Theoretical and empirical material illustrating various schools of thought will be discussed.

**Course Component:** Lecture

**MGT 8118 Special Topics in Strategy and Organization Research (3 units)**

Critical evaluation of studies in targeted domains of strategy and organization. Identification and evaluation of new orientations with an in-depth analysis of historical developments of the domain. Specific domains explored depend on the professor leading the seminar. Topics are offered on a rotating basis. Presentation and discussion of thesis project and other personal research projects.

**Course Component:** Lecture

**MGT 8501 Comptabilité financière et présentation de l'information financière (3 crédits)**

Les fondements théoriques de la recherche et des méthodes comptables. Les sujets abordés sont : rôle de l'information comptable dans les marchés financiers, gestion du résultat, divulgation volontaire, effets de la comptabilité sur les jugements et les décisions, normes comptables, établissement des normes comptables pour le développement durable, incorporels et capital intellectuel.

**Volet :** Cours magistral

**MGT 8502 Comptabilité et contrôle (3 crédits)**

Le rôle de la comptabilité et d'autres instruments de contrôle dans la bonne gouvernance d'entreprise. Les sujets abordés sont : rémunération des cadres, structure du capital social, rôle du conseil d'administration, efficacité des contrôles internes, gestion du risque d'entreprise, gestion durable, exigences et pratiques relatives à la gouvernance d'entreprise dans les secteurs public et privé.

**Volet :** Cours magistral

**MGT 8503 Thèmes spéciaux de recherche en comptabilité et contrôle (3 crédits)**

Évaluation critique d'études provenant de sujets précis du champ de la comptabilité et du contrôle. L'identification et l'évaluation d'orientations novatrices et analyse poussée des développements historiques du domaine. Les sujets traités varient d'année en année, et sont intimement liés à l'expertise des professeurs du champ. Présentation et discussion du projet de thèse ainsi que d'autres projets de recherche individuels.

**Volet :** Cours magistral

**MGT 8504 Recherche en théories de l'entrepreneuriat (3 crédits)**

Le fondement des théories de l'entrepreneuriat est examiné, dont le risque et l'incertitude, les justifications de la croissance d'entreprise, le processus d'innovation, la reconnaissance des perspectives, l'orientation des marchés, le financement des nouvelles entreprises et des entreprises en expansion et l'entrepreneuriat en tant que construction sociale.

**Volet :** Cours magistral

**MGT 8505 Recherche en entrepreneuriat (3 crédits)**

Sujets choisis sur la recherche en entrepreneuriat, dont les processus d'internationalisation, la cognition entrepreneuriale, l'entrepreneuriat féminin, le marketing entrepreneurial, le financement des entreprises en expansion, les questions de politique publique et le soutien à l'entrepreneuriat, l'entrepreneuriat à vocation scientifique, sociale et environnementale.

**Volet :** Cours magistral

**MGT 8506 Thèmes spéciaux de recherche en entrepreneuriat (3 crédits)**

Évaluation critique d'études provenant de sujets précis du champ de l'entrepreneuriat. L'identification et l'évaluation d'orientations novatrices et analyse poussée des développements historiques du domaine. Les sujets traités varient d'année en année, et sont intimement liés à l'expertise des professeurs du champ. Présentation et discussion du projet de thèse ainsi que d'autres projets de recherche individuels.

**Volet :** Cours magistral

**MGT 8507 Finance (3 crédits)**

Les fondements théoriques de la finance et de la gouvernance d'entreprise, l'établissement du budget des immobilisations et des investissements ainsi que les stratégies de croissance, la stratégie et la finance : risque et gestion du risque : les options, les décisions en matière de financement et de structure du capital, les politiques en matière de versements et de dividendes, les fusions et les acquisitions, la théorie des produits dérivés (y compris les théories de la structure du capital), les produits dérivés et les titres à revenu fixe et le financement du capital de risque.

**Volet :** Cours magistral

**MGT 8508 Développements récents de la recherche en finance (3 crédits)**

Examen des questions découlant de la finance moderne, notamment la finance comportementale, les approches de la théorie des jeux en finance d'entreprise, la déontologie financière, la théorie de la délégation, les rôles des organismes de réglementation des valeurs mobilières (p. ex. commission des valeurs mobilières) et les établissements et les services financiers.

**Volet :** Cours magistral

**MGT 8509 Thèmes spéciaux de recherche en finance (3 crédits)**

Évaluation critique d'études provenant de sujets précis du champ de finance. L'identification et l'évaluation d'orientations novatrices et analyse poussée des développements historiques du domaine. Les sujets traités varient d'année en année, et sont intimement liés à l'expertise des professeurs du champ. Présentation et discussion du projet de thèse ainsi que d'autres projets de recherche individuels.

**Volet :** Cours magistral

**MGT 8510 Problèmes actuels dans la gestion des systèmes de santé (3 crédits)**

Un aperçu des développements, des problèmes et des défis liés à la gestion des systèmes de santé en se concentrant sur la gestion du point de vue des systèmes de santé. Les innovations émergentes et l'application des innovations dans les systèmes de santé seront abordées.

**Volet :** Cours magistral

**MGT 8511 Modèle et méthodes de recherche en systèmes de santé (3 crédits)**

Examen des modèles d'étude utilisés en informatique et en recherche sur les soins de santé. Ces modèles comportent des protocoles expérimentaux, des études d'observation et de prévision et des enquêtes qualitatives. Pour chaque modèle d'étude, des approches analytiques appropriées seront abordées.

**Volet :** Cours magistral

**MGT 8512 Thèmes spéciaux de recherche en systèmes de santé (3 crédits)**

Évaluation critique d'études provenant de sujets précis du champ de systèmes de santé. L'identification et l'évaluation d'orientations novatrices et analyse poussée des développements historiques du domaine. Les sujets traités varient d'année en année, et sont intimement liés à l'expertise des professeurs du champ. Présentation et discussion du projet de thèse ainsi que d'autres projets de recherche individuels.

**Volet :** Cours magistral

**MGT 8513 Principes de base de la gestion des ressources humaines (3 crédits)**

Examen des domaines de recherche fondamentaux dans la pratique de gestion des ressources humaines. Les sujets abordés sont : analyse des emplois, recrutement des employés, méthodes de sélection et d'évaluation, rendement au travail, équité et biais et principes psychométriques.

**Volet :** Cours magistral

**MGT 8514 Principes de base du comportement organisationnel (3 crédits)**

Analyse des techniques de gestion employées dans le but de maximiser la motivation et le mieux-être au travail. Les théories de la motivation au travail, le leadership, la dynamique d'équipe, le mentorat, la psychologie en matière de santé au travail, les conflits et la facilitation travail-famille, la gestion du changement et la théorie organisationnelle.

**Volet :** Cours magistral

**MGT 8515 Thèmes spéciaux de recherche en comportement organisationnel et gestion des ressources humaines (3 crédits)**

Évaluation critique d'études provenant de sujets précis du champ du comportement organisationnel et gestion des ressources humaines. L'identification et l'évaluation d'orientations novatrices et analyse poussée des développements historiques du domaine. Les sujets traités varient d'année en année, et sont intimement liés à l'expertise des professeurs du champ. Présentation et discussion du projet de thèse ainsi que d'autres projets de recherche individuels.

**Volet :** Cours magistral

**MGT 9997 Examen de synthèse / Comprehensive Examination**

**Volet / Course Component:** Cours magistral / Lecture

**MGT 9998 Projet de thèse / Thesis Project**

Projet de thèse / Thesis Project

**Volet / Course Component:** Recherche / Research

Prerequisite : MGT 9997