

HEC MONTRÉAL

OFFICIAL DESCRIPTION 2024-2025

DOCTORATE IN ADMINISTRATION
(PhD) PROGRAM

This document is the official version of the program as of June 2024

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1. GENERAL INFORMATION

1.1. Program specifics

The Doctorate in Administration (PhD) program has been offered by HEC Montréal since 1975, jointly with Concordia University (John Molson School of Business), McGill University (Desautel Faculty of Management) and the Université du Québec à Montréal (École des sciences de la gestion). This joint program allows students admitted to HEC Montréal to take doctoral courses at all four institutions and to have access to all their human and material resources. The joint nature of the program is particularly evident in the course offering and in the supervisory committees that advise and guide students throughout the program. Courses in this program are offered during the day, and mainly in fall and winter terms.

1.1.1. Number of credits

The PhD in Administration is a doctoral program. It comprises a minimum of 90 credits and leads to a degree.

1.1.2. Full-time and part-time studies

Regular students enrolled in the PhD program are considered to be full time. The program requires a minimum residency of 3 years. Each institution agrees that the time spent as a resident at another participating university satisfies its own residency requirements. Students may spend a residency term at a university not participating in the program, with the approval of the Joint Program Committee.

1.2. Specialization in Studies and Research

PhD students are linked to a specialization, depending on their field of interest. The following is a list of 12 specializations offered at HEC Montréal:

1. International Business
2. Organizational Behaviour and Human Resources
3. Applied Economics
4. Finance
5. Logistics and Operations Management
6. Financial Engineering
7. Management, Strategy and Entrepreneurship
8. Marketing
9. Accounting Studies
10. Management Science
11. Data Science
12. Information Technology

1.3. Program mission and learning objectives

The mission of the HEC Montréal PhD in Administration program is to train skilled researchers and academics and to encourage basic and applied research on management issues. The program is intended primarily for master's-level graduates in management or a related field who have an interest in and clear aptitudes for research and teaching and who wish to join the academic community as professors or researchers. Others may be interested in a career in high-level management or research in management consulting firms, private enterprises or the public sector.

Graduates will complete the program equipped with the latest knowledge in their fields of specialization and advanced skills in scientific research applied to the context of organizations and management. In completing a doctoral dissertation, they will have proven their ability to make an independent and original contribution to the advancement of knowledge in management. They will also have been prepared for the responsibilities of university teaching. Lastly, as this is a joint, bilingual program, graduates will have been exposed to a variety of research traditions and perspectives.

With a view to improving program quality, the Office of the PhD Program regularly evaluates the achievement of competencies and learning objectives, using different means. The learning objectives of the doctoral program at HEC Montréal and the skills this program aims to develop are as follows:

Learning objectives:

- Master the state of knowledge specific to the discipline
- Gain a firm command over the relevant research methodologies of the discipline
- Conduct a quality research project
- Communicate in a clear, structured and concise manner with the scientific community
- Demonstrate responsible conduct of research
- Demonstrate an ability to teach university-level courses in management.

Competencies:

- Demonstrate a thorough understanding of the key concepts and theoretical frameworks of the discipline
- Demonstrate a constructive and insightful critical view of the published literature within the discipline
- Demonstrate a thorough understanding of key research methodologies relevant to the discipline
- Adequately justify a research problem
- Achieve a high standard of quality (that is rigorous, exhaustive, transparent and systematic) in undertaking a literature review
- Justify the relevance of methodological choices
- Rigorously apply one or more research methodologies
- Accurately interpret the results of research work
- Contribute in an original way to the development of knowledge within the discipline
- Write a scientific document in a clear, structured and concise manner
- Communicate orally in a clear, structured and concise manner with the scientific community
- Conduct research that respects the major ethical principles in research
- Adhere to the rules of intellectual property, integrity and responsible conduct in research work
- Apply state-of-the-art management education practices

1.4. Program office and organization

The Joint PhD Program Committee, consisting of the directors of the PhD programs at each of the four participating universities, is responsible for deciding on the program structure and it gives the final approval for applicants' admission and study tracks. The Local PhD Program Committee at HEC Montréal, consisting of one representative from each specialization and chaired by the Program Director, is responsible for managing the academic aspects of the program.

2. ADMISSION CRITERIA

2.1. Basic admission criteria for regular students

To be admitted to the PhD program, students must hold a master's degree in management or a related field. Applicants approved by the program administration must be approved by the Joint Program Committee. Before recommending an applicant be admitted, the Program Director checks to make sure that, together, the participating universities have sufficient and available resources to provide the student with a quality education. In particular, the Program Director makes sure that one or more HEC Montréal professors are willing to supervise the student throughout their program.

2.2. Admission criteria for regular students

Applicants seeking admission to the MBA program as a regular student must meet the following requirements:

- a) Hold a master's degree in administration or a related field from a recognized university and have earned excellent grades
- b) Have completed a series of courses that, in the opinion of the Program Director, constitutes sufficient preparation for the program. Candidates without sufficient preparation for their specialization may be required to take preparatory courses (see section 3.1.1).
- c) If they are not Francophone or Anglophone, demonstrate advanced proficiency in English or in French, as per the requirements set out in the *Regulation on Language Requirements at HEC Montreal*.
- d) Take one of the following tests (strong suggestion but not mandatory):
 - Test d'Aptitude aux Études de gestion (TAGE-MAGE)
 - Graduate Management Admission Test (GMAT);
 - Graduate Record Examinations (GRE)

The official results from any of these tests must be submitted with the application. The program administration will not consider test results prior to the validity date for each test.

2.3. Master's to PhD transition for MSc students

Students in the MSc program can be admitted directly to the PhD program without completing all MSc requirements. The decision is up to the Joint Program Committee, subject to the usual admission criteria. These students can have a maximum of two courses taken in a master's program recognized in Phase II, depending on the course syllabi and the grades earned.

To be granted accelerated admission at HEC Montréal, students must:

- a) Have completed at least 9 credits and obtained a GPA significantly higher than the average for their specialization at the time they apply
- b) Be recommended by an associate or full professor at the school who agrees to supervise their doctoral studies
- c) Have completed at least 21 credits in their master's program and have obtained a GPA significantly higher than the average for their specialization at the time they are admitted into the PhD program
- d) Pursue their doctoral studies in the same field of specialization as their master's program or in a related field.

2.4. France-Quebec co-advisorship (cotutelle)

Co-advisorship or “cotutelle” refers to the shared responsibility between HEC Montréal and a French university for training and supervising a PhD student. It is made possible by developing a joint program of studies and appointing a research director at each institution. The research directors, having already established cooperation, jointly supervise the scientific work of the student in question. Students must meet the requirements of both doctoral programs and, if applicable, will receive a diploma from each of the partner institutions.

3. PROGRAM CONTENT

3.1. Structure

The PhD in Administration program comprises a minimum of 90 credits spread out over three phases: preparation (Phase I), specialization (Phase II) and dissertation (Phase III). Each of these phases is described below.

3.1.1. Phase I (Preparation)

The preparation phase of the PhD program is intended to give students the necessary knowledge before undertaking more detailed doctoral courses in the chosen specialization. The knowledge required for the specialization is normally acquired through master’s-level courses. The courses required for the preparation phase are considered non-program courses and do not count toward the 90 credits in the PhD program.

3.1.2. Phase II (Specialization)

In the specialization phase, students focus their studies and work on a field of specialization, with the approval of their Phase II committees. This phase comprises at least 30 credits. It lasts a maximum of two years. Phase II requirements vary from one specialization to another. It comprises between 7 to 12 courses and a comprehensive exam. This phase may also include a first short paper based on original research, depending on the specialization. The requirements for each specialization are set out in the “Student Guide” for each specialization. During Phase II, each student is required to participate in a number of activities in preparation for the fields of teaching or research, including the course ETHI 87019A Responsible Conduct of Research: From Norms to Practice. A full list joint program courses is available on the PhD program website.

Students must have their Phase II content approved by the Local Committee and the Joint Program Committee and make sure it meets all the requirements for their specialization. A doctoral seminar taken outside the joint program may be recognized by the Joint Program Committee, upon presentation of the course syllabus. As mentioned above, Phase II also includes a comprehensive exam, which must consist of two tests, written and oral. The content and format of the comprehensive exam is defined by the Phase II Committee and reflects the student’s specialization (see the “Student Guide” for each specialization for details).

Only associate and full professors with a doctoral degree are eligible to supervise doctoral students and serve a Phase II committee. However, an assistant professor with a doctoral degree may serve as co-director of a Phase II committee if, and only if, the other co-director is an associate or full HEC Montréal professor. An honorary professor can also serve as co-director of a Phase II committee if, and only if, the other co-director is an associate or full HEC Montréal professor.

3.1.3. Phase III (Dissertation)

The dissertation phase comprises 60 credits. When the Phase III committee is formed, students must register their dissertation topic and have it approved by the Joint Program Committee. The dissertation topic may not be changed without authorization by the Phase III committee. Students first prepare a dissertation proposal following the approval of the members of their Phase III committee. This proposal takes the form of an oral presentation made before the members of their committee. It is also open to the public. Then, students prepare their dissertation under the supervision of their Phase III committee. They submit it when approved by all members of the Phase III committee.

A dissertation jury made up of four to five people is then formed. The role of the jury is to objectively evaluate the student's dissertation. Students present their dissertation in public once the dissertation jury has approved it. The dissertation must meet the writing and presentation standards in effect at HEC Montréal.

Only HEC Montréal associate and full professors with a doctoral degree may direct or co-direct PhD students and chair or co-chair Phase III committees. However, an assistant professor at HEC Montréal may serve as co-director if, and only if, the other co-director is an associate or full HEC Montréal professor. An honorary professor can also serve as co-director of a Phase III committee if, and only if, the other co-director is an associate or full HEC Montréal professor. The Program Director may authorize a student to change the composition of their Phase III committee, upon receipt of the student's written request explaining the reasons constituting exceptional grounds, and after consulting the dissertation director.

3.2. Continuation conditions

Students must meet all the conditions as stipulated for their specialization in order to continue in their program.

3.2.1. Approvals

- **Phase II:** Students must have the composition of their Phase II committee, as well as their Phase II content, approved by the Local and Joint Program Committees during their last course session at the latest.
- **Phase III:** Students must have the composition of their Phase III committee, as well as their Phase III content, approved by the Joint Program Committee in the term following the comprehensive exam.

3.2.2. Comprehensive exam

The dates of the two components of the comprehensive exam are determined by the Phase II committee in agreement with the student. The two components of the comprehensive exam must be taken no later than during the term after the student completes their studies. A student who misses this deadline will be considered to have failed the comprehensive exam. If a Program Director determines that a student missed the deadline due to unavoidable circumstances, they may grant the student an extension, not to exceed one term, provided that this extension does not exceed the maximum duration of Phase II. For each component, written and oral, the committee may adjourn the evaluation, only once; in this case, the student must take the examination again within one term.

3.2.3. Dissertation proposal

Students must publicly present their dissertation proposal in Phase III. The date of the presentation is determined by the Phase III Committee members, in agreement with the student. The purpose of the proposal is to confirm their choice of subject, assess progress and identify elements to complete before submitting the dissertation. If the committee deems the dissertation proposal unsatisfactory, it will ask the student to submit a new proposal.

3.2.4. Dissertation

Students submit their dissertation to the program secretariat after obtaining approval by their Phase III Committee. They must be enrolled in the program when they first submit their dissertation. If they are readmitted, they are enrolled for a single term, i.e. the term when the dissertation is submitted.

The PhD program administration appoints a dissertation jury that evaluates the dissertation and decides whether it is satisfactory. Jury decisions are made by majority vote, with the director and the co-directors, if applicable, having only one vote. If the jury accepts the dissertation, the defence can be planned. The dissertation defence may take place three weeks after it is publicly announced. It is held before the dissertation jury and the HEC Montréal Director or his representative. This defence is also open to the public.

The dissertation jury may accept the dissertation or request that minor or major corrections be made. Students must submit the final version of the dissertation to the program secretariat within one month (minor corrections only) or within 12 months (major corrections) after the defence. The dissertation may also be rejected, which will result in the student's automatic dismissal from the program. Students are considered to have completed the program once all the program requirements have been met.

3.2.5. Progress

Students must complete Phase I within one year after being admitted to the program. Dissertations must be submitted within six years after admission to the PhD program.

The program director may grant an extension of at most one year to meet all the program requirements. Extension requests are granted in exceptional cases only and must first be approved by the student's director or co-director.

3.2.6. Exit options

- **Doctoral attestation of studies**

Students who do not finish their PhD program can receive a doctoral attestation of studies, provided that they have:

- a) Earned 30 Phase II course credits
- b) Obtained a cumulative GPA of 3.0 out of 4.3 or higher
- c) Passed the comprehensive exam with a C grade or higher.

- **Possibility for PhD students to obtain an MSc degree**

Students who meet all of the above requirements and who are unable to complete their dissertation may be awarded an MSc degree under certain conditions as described in the official description of the Master of Science in Management (MSc) programs.

3.3. Academic funding

HEC Montréal offers four years of funding to all admitted PhD students, unless they are receiving substantial outside funding. Such funding amounts to at least \$120,000 (\$30,000 per year), primarily in the form of scholarships, in addition to a \$5,000 exemption from tuition fees for engaging in scientific activities. This offer is customized and may include several sources of funding, such as the doctoral program, professors who have agreed to mentor the student, and teaching departments for pedagogical activities encouraged by the program

(teaching assistantships, course loads, etc.). The program director also offers a scholarship supplement for students who request parental leave.

3.3.1. Rules on accumulating external funding

Any additional scholarship obtained further to an individual initiative by the student, as well as any income obtained by exceeding the authorized number of hours and activities, is partially or totally combined with the funding promised upon admission.

- If the annual amount of the scholarship or the income is less than \$20,000, the funding promised upon admission is not reduced.
- If the annual amount of the scholarship or the income is equal to or higher than \$20,000, a minimum of \$15,000 of the funding promised at admission will be provided each year until the end of the fourth year.

Awards the student obtains (e.g., teaching awards, the Esdras-Minville Award) are fully cumulated with but without reducing the funding offered at admission.

3.3.2. Responsibilities of the student community

To maintain funding, all PhD students are required to:

- Make continuous progress and earn satisfactory grades
- Declare all additional sources of funding to the Office of the PhD Program and the dissertation director(s):
 - Other scholarships and awards from HEC Montréal
 - Scholarships from granting agencies or other external organizations
 - Work income (research assistantship, teaching assistantship, course loads, etc.) from HEC or any other employer
- Authorize the payment of scholarships and income by bank transfer and provide their up-to-date banking information and social insurance number
- Attend any scholarship presentation ceremonies to which they are invited
- Attend the [Scholarship Preparation Workshop \(ATEL 87023A\)](#).

In the fall term of the student's second year, it is highly recommended that students apply to funding agencies for grants for which they are eligible.

PhD students must actively participate in HEC Montréal research activities, such as seminars organized by the research units in their discipline. They are expected contribute to several research projects headed by professors and researchers. Research is an essential component of doctoral studies at HEC Montréal. Student research activities are reported in the annual report published by the School's Research and Knowledge Transfer Office. This report, in addition all the School's activities, groups, centres and research chairs, are presented on the School's website under the "Research" tab.

The Office of the PhD Program strongly encourages students at the end of Phase II to join professors in the classroom as teaching assistants and take on one or two teaching commitments thereafter.

4. OTHER REGULATIONS IN FORCE

Students must adhere to the following regulations:

- HEC Montréal's Academic Rules and Regulations
- Regulation regarding the intellectual integrity of students
- Regulation on language requirements at HEC Montréal
- Regulation regarding students' statement of account
- Regulation on the use of information resources.

They must also consult the following policies:

- Politique sur la protection des renseignements personnels des étudiants de HEC Montréal (policy on the confidentiality of personal information for students of HEC Montréal)
- Policy on recognition of prior learning by HEC Montréal
- Politique de la qualité de la communication de HEC Montréal (Policy on the quality of communications at HEC Montréal)
- Policy on Ethical Conduct for Research Involving Humans
- Policy for the Responsible Conduct of Research

Appendix – Structures of PhD Specializations¹

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¹ The official structures are those available on the PhD program website.

PHD IN ADMINISTRATION – INTERNATIONAL AFFAIRS

PHASE I – PREPARATION (IF NECESSARY, MAXIMUM 1 YEAR)

Qualifying courses for the specialization (preparatory courses)

PHASE II – SPECIALIZATION (MAXIMUM 2 YEARS)

1. At least 8 seminars
2. One research article written
3. Comprehensive exam

Education requirements include the following:

COMPULSORY SEMINAR

1 seminar

INTE 80011A Theories of the Multinational Organization

SPECIALIZATION SEMINARS

Minimum 2 seminars

ECON 80003A Globalization and the Economics of Creativity and

ENTR 81001A Regional Innovation, Clusters and Networks

INTE 80001A Global Value Chains

Or any other international business course offered and approved by the joint program, subject to Phase II Committee approval.

METHODOLOGY SEMINARS

At least 3 seminars, including 1 in quantitative and 1 in qualitative methodology

MATH 80005A Applied Network Analysis

MATH 80628A Latent Variable Analysis with Applications in Administrative Sciences

MATH 80667A Experimental Designs and Statistical Methods

MATH 80816A Econometric Causality and Machine Learning for Business Applications

METH 80426A Reading, Doing & Publishing Research in Strategy

METH 80459A Qualitative Research Methods Workshop

METH 80744A Theory Building

METH 80745A Literature Reviews and Knowledge Synthesis

At least 9 seminars or any other equivalent seminar offered in the joint program

PEDAGOGY SEMINAR

1 seminar

MNGT 80470A Teaching in Business Education

At least 9 seminars or any other equivalent seminar offered in the joint program

SEMINAR ON THE RESPONSIBLE CONDUCT OF RESEARCH

1 seminar (compulsory but not credited)

ETHI 87019A Responsible Conduct of Research: From Norms to Practice

PHASE III – DISSERTATION WRITING

1. Public presentation of the dissertation proposal
2. Writing of the dissertation
3. Defense

PHD IN ADMINISTRATION – ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES

PHASE I – PREPARATION (IF NECESSARY, MAXIMUM 1 YEAR)

Qualifying courses for the specialization (preparatory courses)

PHASE II – SPECIALIZATION (MAXIMUM 2 YEARS)

1. At least 11 seminars
2. One research article written
3. Comprehensive exam

Education requirements include the following:

COMPULSORY SEMINARS

2 seminars

MNGT 80463A Job Attitudes & Behaviors
RHRT 80300 Théories fondamentales en ressources humaines et relations industrielles

SPECIALIZATION SEMINARS

Minimum 3 seminars

ADM 993G Séminaire thématique en stratégie de gestion : gestion sociétale de l'entreprise
ADM 9944 Travail, vie et carrière : Identités contemporaines
ADMI 810R Current Topics in Organizational Behaviour
ADMIO 852/4C Seminar in Meso Organizational Behaviour
MNGT 80420A Learning & Innovation through Theories of Organizational Behavior
ORH 9900 L'embauche des talents : Fondements théoriques et enjeux contemporains
RHRT 80301A The Future of Work: Rethinking Organizations and Institutions
Or any other international business course offered and approved by the joint program, subject to Phase II Committee approval.

Or any other equivalent seminar offered in the joint program.

METHODOLOGY SEMINARS

Minimum 4 seminars

ADMI 820W Measurement Factors Analysis and LISREL Modelling
ADMI 870 Research and Methods in Management
MATH 80621 Analyse de données longitudinales et de survie
MATH 80628A Latent Variable Analysis with Applications in Administrative Sciences
MATH 80667A Experimental Designs and Statistical Methods
METH 80426A Reading, Doing & Publishing Research in Strategy
METH 80459A Qualitative Research Methods Workshop
METH 80744A Theory Building
METH 80745A Literature Reviews and Knowledge Synthesis
MRKT 707 Multilevel Modelling
MSCA 683 Applied Multivariate Data Analysis

At least 9 seminars or any other equivalent seminar offered in the joint program

PEDAGOGY SEMINAR

1 seminar

MNGT 80470A Teaching in Business Education

At least 9 seminars or any other equivalent seminar offered in the joint program.

SEMINAR ON THE RESPONSIBLE CONDUCT OF RESEARCH

1 seminar (compulsory but not credited)

ETHI 87019A Responsible Conduct of Research: From Norms to Practice

PHASE III – DISSERTATION WRITING

1. Public presentation of the dissertation proposal
2. Writing of the dissertation
3. Defense

PHD IN ADMINISTRATION – APPLIED ECONOMICS

PHASE I – PREPARATION (IF NECESSARY, MAXIMUM 1 YEAR)

Qualifying courses for the specialization (preparatory courses)

PHASE II – SPECIALIZATION (MAXIMUM 2 YEARS)

1. At least 13 seminars
2. Comprehensive exam

Education requirements include the following:

COMPULSORY SEMINARS

6 seminars

2 in macroeconomics, 2 in microeconomics, and 2 in econometrics selected from the courses offered by Université de Montréal

SPECIALIZATION SEMINARS

Minimum 5 seminars

Seminars in economics or a related discipline among those in the joint PhD program or the courses offered at Université de Montréal

PEDAGOGY SEMINAR

1 seminar

MNGT 80470A Teaching in Business Education

At least 9 seminars or any other equivalent seminar offered in the joint program.

SEMINAR ON THE RESPONSIBLE CONDUCT OF RESEARCH

1 seminar (compulsory but not credited)

ETHI 87019A Responsible Conduct of Research: From Norms to Practice

PHASE III – DISSERTATION WRITING

1. Public presentation of the dissertation proposal
2. Writing of the dissertation
3. Defense

PHD IN ADMINISTRATION – FINANCE

PHASE I – PREPARATION (IF NECESSARY, MAXIMUM 1 YEAR)

Qualifying courses for the specialization (preparatory courses)

PHASE II – SPECIALIZATION (MAXIMUM 2 YEARS)

1. At least 11 seminars
2. One research article written
3. Comprehensive exam

Education requirements include the following:

COMPULSORY SEMINARS

6 seminars

FINA	80222A	Contingent Claims in Incomplete Markets
FINA	80223A	Macro Asset Pricing
FINA	80224A	Continuous-time Corporate Finance
FINE	703	Empirical Research in Finance (McGill)
FINE	706	Introduction to Financial Economics (McGill)
MATH	60646A	Stochastic Calculus

SPECIALIZATION SEMINARS

2 seminars

ADMI	840F	Advanced Topics in Investments and Corporate Finance (Concordia)
ADMI	840X	Financial Theory and Corporate Policy Decisions (Concordia)
ADMI	841J	Derivatives Pricing 1 (Concordia)
ECON	80804A	Behavioral Economics and Finance
ECON	80851A	Theory of Information and Contracts: Advanced Microeconomics
FINE	707	Corporate Finance (McGill)
FINE	710	Fixed Income Securities Theory (McGill)
MATH	80614A	Numerical Methods in Quantitative Finance

Or any other equivalent seminar offered in the joint program or a PhD program at another Montréal university.

METHODOLOGY SEMINAR

1 seminar

Among the econometrics seminars in the joint program or in a doctoral program at a Montréal university.

PEDAGOGY SEMINAR

1 seminar

MNGT 80470A Teaching in Business Education
At least 9 seminars or any other equivalent seminar offered in the joint program.

SEMINAR ON THE RESPONSIBLE CONDUCT OF RESEARCH

1 seminar (compulsory but not credited)

ETHI 87019A Responsible Conduct of Research: From Norms to Practice

PHASE III – DISSERTATION WRITING

1. Public presentation of the dissertation proposal
2. Writing of the dissertation
3. Defense

PHD IN ADMINISTRATION – LOGISTICS AND OPERATIONS MANAGEMENT

PHASE I – PREPARATION (IF NECESSARY, MAXIMUM 1 YEAR)

Qualifying courses for the specialization (preparatory courses)

PHASE II – SPECIALIZATION (MAXIMUM 2 YEARS)

1. At least 8 seminars
2. Comprehensive exam

Education requirements include the following:

COMPULSORY SEMINARS

2 seminars

- OPER 80518A Supply Chain Management
- OPER 80565A Operations Management Seminar: Fundamental Concepts, Theories and New Perspectives

METHODOLOGY SEMINARS

Minimum 2 seminars from the two blocks

Block 1: Maximum 1 seminar

- ADM 9956 Méthodes avancées d'optimisation pour la gestion de systèmes complexes (UQAM)
- COMP 566 Discrete Optimization I (McGill)
- COMP 567 Discrete Optimization II (McGill)
- INDU 6361 Discrete Optimization (Concordia)
- MATH 80618A Sample Efficient Optimization
- MTH 6404 Literature Reviews and Knowledge Synthesis

Block 2: Minimum 1 seminar

- ADM 9957 Optimisation stochastique (UQAM)
- ADM 996A Analyse de données multivariées (UQAM)
- ADMI 820W Measurement Factors Analysis and LISREL Modelling (Concordia)
- ECON 662 Econometrics I
- MATH 60629 Apprentissage automatique I : analyse des mégadonnées et prise de décision
- MATH 60630 Apprentissage automatique II : apprentissage profond
- MATH 80621 Analyse de données longitudinales et de survie
- MATH 80624A Quantitative Risk Management Using Robust Optimization
- MATH 80628A Latent Variable Analysis with Applications in Administrative Sciences
- MATH 80667A Experimental Designs and Statistical Methods
- MATH 80680A Dynamic Optimization in Management
- MATH 80682A Network Optimization in Business
- MATH 80816A Econometric Causality and Machine Learning for Business Applications
- METH 80459A Qualitative Research Methods Workshop
- METH 80745A Literature Reviews and Knowledge Synthesis
- MSCA 683 Applied Multivariate Data Analysis (Concordia)

PEDAGOGY SEMINAR

1 seminar

- MNGT 80470A Teaching in Business Education
- Or any other equivalent seminar offered in the joint program.

SEMINAR ON THE RESPONSIBLE CONDUCT OF RESEARCH

1 seminar (compulsory but not credited)

ETHI 87019A Responsible Conduct of Research: From Norms to Practice

ELECTIVE SEMINARS

Seminars offered in the joint program or by another university that match the student's research interests.

PHASE III – DISSERTATION WRITING

1. Public presentation of the dissertation proposal
2. Writing of the dissertation
3. Defense

PHD IN ADMINISTRATION– FINANCIAL ENGINEERING

PHASE I – PREPARATION (IF NECESSARY, MAXIMUM 1 YEAR)

Qualifying courses for the specialization (preparatory courses)

PHASE II – SPECIALIZATION (MAXIMUM 2 YEARS)

1. At least 8 seminars
2. One research article written
3. Comprehensive exam

Education requirements include the following:

SPECIALIZATION SEMINARS

Minimum 4 seminars

FINA 80222A Contingent Claims in Incomplete Markets
FINA 80224A Continuous-Time Corporate Finance
FINE 706 Introduction to Financial Economics (McGill)
MATH 80614A Numerical Methods in Quantitative Finance
MATH 80622A Analysis of Extreme Values with Application in Financial Engineering
MATH 80637A Special Topics in Financial Engineering
MATH 80680A Dynamic Optimization in Management
Or any other equivalent seminar offered in the joint program.

PEDAGOGY SEMINAR

1 seminar

MNGT 80470A Teaching in Business Education
Or any other equivalent seminar offered in the joint program.

SEMINAR ON THE RESPONSIBLE CONDUCT OF RESEARCH

1 seminar (compulsory but not credited)

ETHI 87019A Responsible Conduct of Research: From Norms to Practice

ELECTIVE SEMINARS

FINA 80223A Macro Asset Pricing
MATH 80816A Econometric Causality and Machine Learning for Business Applications
MATH 80624A Quantitative Risk Management Using Robust Optimization
Or any other seminar that is relevant to the dissertation and offered in the joint program or a PhD program at another university.

PHASE III – DISSERTATION WRITING

1. Public presentation of the dissertation proposal
2. Writing of the dissertation
3. Defense

PHD IN ADMINISTRATION - MANAGEMENT, STRATEGY, AND ENTREPRENEURSHIP

PHASE I – PREPARATION (IF NECESSARY, MAXIMUM 1 YEAR)

Qualifying courses for the specialization (preparatory courses)

PHASE II – SPECIALIZATION (MAXIMUM 2 YEARS)

1. At least 11 seminars
2. Comprehensive exam

Education requirements include the following:

COMPULSORY SEMINARS

3 seminars

MNGT 80410 Théories du management

MNGT 80430 Théories des organisations

MNGT 80445A Theories of Strategy

Or any other equivalent seminar offered in the joint program.

SPECIALIZATION SEMINARS

Minimum 3 seminars

DDRS 80467A Research in Social Responsibility and Sustainability

ENTR 81001A Regional Innovation, Clusters and Networks

ENTR 81065A Contemporary Research in Entrepreneurship

ETHI 80437 Éthique organisationnelle

METH 80424 Fondements, positions et enjeux épistémologiques en gestion

METH 80426A Reading, Doing & Publishing Research in Strategy

MNGT 80431 Anthropologie, culture et organisations

MNGT 80468A Seminar on Family Business Research

Or any other equivalent seminar offered in the joint program.

METHODOLOGY SEMINARS

Minimum 2 seminars

MATH 80005A Applied Network Analysis

MATH 80621 Analyse de données longitudinales et de survie

MATH 80628A Latent Variable Analysis with Applications in Administrative Sciences

MATH 80667A Experimental Designs and Statistical Methods

MATH 80816 Causalité économétrique et apprentissage statistique pour applications en gestion

METH 80744A Theory Building

METH 80745A Literature Reviews and Knowledge Synthesis

METH 80459A Qualitative Research Methods Workshop

Or any other equivalent seminar offered in the joint program.

PEDAGOGY SEMINAR

1 seminar

MNGT 80470A Teaching in Business Education

Or any other equivalent seminar offered in the joint program.

SEMINAR ON THE RESPONSIBLE CONDUCT OF RESEARCH

1 seminar (compulsory but not credited)

ETHI 87019A Responsible Conduct of Research: From Norms to Practice

ELECTIVE SEMINARS

Seminars offered in the joint program or by another university that match the student's research interests.

PHASE III – DISSERTATION WRITING

1. Public presentation of the dissertation proposal
2. Writing of the dissertation
3. Defense

PHD IN ADMINISTRATION – MARKETING

PHASE I – PREPARATION (IF NECESSARY, MAXIMUM 1 YEAR)

Qualifying courses for the specialization (preparatory courses)

PHASE II – SPECIALIZATION (MAXIMUM 2 YEARS)

1. At least 10 seminars
2. One research article written
3. Comprehensive exam

Education requirements include the following:

COMPULSORY SEMINARS

4 seminars

- MARK 80108A Online Consumer Marketing
- MARK 80111A Topics in Consumer Culture Theory
- MARK 80119A Advanced Topics in Marketing
- MARK 80131A Seminar on Service and Relationship Marketing

SPECIALIZATION SEMINARS

Minimum 1 seminar

- MARK 80102A Arts and Cultural Marketing
 - MRKT 702 Advances in Consumer Behaviour (McGill)
 - MRKT 710 Topics in Marketing Strategy (McGill)
- Or any other equivalent seminar offered in the joint program.

METHODOLOGY SEMINARS

Minimum 4 seminars

- MATH 80617A Topics in Pricing Models
- MATH 80621 Analyse de données longitudinales et de survie
- MATH 80667A Experimental Designs and Statistical Methods
- METH 80101A Applied Meta-Analysis
- METH 80109A Textual Analysis and Psychophysiological Measures
- METH 80459A Qualitative Research Methods Workshop
- METH 80744A Theory Building
- METH 80745A Literature Reviews and Knowledge Synthesis
- MGPO 701 Seminar in Qualitative Methods (McGill)

Or any other equivalent seminar offered in the joint program or a PhD program at another Montréal university.

PEDAGOGY SEMINAR

1 seminar

- MNGT 80470A Teaching in Business Education
- Or any other equivalent seminar offered in the joint program.

SEMINAR ON THE RESPONSIBLE CONDUCT OF RESEARCH

1 seminar (compulsory but not credited)

- ETHI87019A Responsible Conduct of Research: From Norms to Practice

PHASE III – DISSERTATION WRITING

1. Public presentation of the dissertation proposal
2. Writing of the dissertation
3. Defense

PHD IN ADMINISTRATION – ACCOUNTING SCIENCES

PHASE I – PREPARATION (IF NECESSARY, MAXIMUM 1 YEAR)

Qualifying courses for the specialization (preparatory courses)

PHASE II – SPECIALIZATION (MAXIMUM 2 YEARS)

1. At least 10 seminars
2. Comprehensive exam

Education requirements include the following:

COMPULSORY SEMINARS

2 seminars

COMP 80921A	Research in Management Control
COMP 80975A	Governance and Financial Accounting

SPECIALIZATION SEMINARS

Minimum 1 seminar

ACCT 706	Research Design in Accounting (McGill)
ADM 9801	Comptabilité, organisation et société
ADMI 861	(Ir)responsible Organization
ADMI 860W	Seminar in Managerial Accounting Theory and Managerial Tax
ADMI 860G	Accounting Research: Financial Reporting and Capital Markets
RHRT 9812	Séminaire sur la recherche en sciences comptables

Or any other equivalent seminar offered in the joint program.

METHODOLOGY SEMINARS

Minimum 1 seminar in qualitative research

METH 80459	Atelier de recherche qualitative en gestion
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Or any other equivalent seminar offered in the joint program

Minimum 1 seminar in quantitative research

MATH 80621	Analyse de données longitudinales et de survie
MATH 80628A	Latent Variable Analysis with Applications in Administrative Sciences
MATH 80667A	Experimental Designs and Statistical Methods
MATH 80816A	Econometric Causality and Machine Learning in Business Applications

Or any other equivalent seminar offered in the joint program.

SEMINAR ON THE RESPONSIBLE CONDUCT OF RESEARCH

1 seminar (compulsory but not credited)

ETHI 87019A	Responsible Conduct of Research: From Norms to Practice
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EPISTEMOLOGY SEMINARS

Minimum 1 seminar

METH 80424	Épistémologie : Science, organisation et société
METH 80426A	Reading, Doing and Publishing Management Research
METH 80744A	Theory Building
METH 80745A	Literature Reviews and Knowledge Synthesis

MNGT 80410 Théories du management
Or any other equivalent seminar offered in the joint program.

PEDAGOGY SEMINAR

1 seminar

MNGT 80470A Teaching in Business Education
Or any other equivalent seminar offered in the joint program.

ELECTIVE SEMINARS

Seminars offered in the joint program or by another university that match the student's research interests.

PHASE III – DISSERTATION WRITING

1. Public presentation of the dissertation proposal
2. Writing of the dissertation
3. Defense

PHD IN ADMINISTRATION – DECISION SCIENCES

PHASE I – PREPARATION (IF NECESSARY, MAXIMUM 1 YEAR)

Qualifying courses for the specialization (preparatory courses)

PHASE II – SPECIALIZATION (MAXIMUM 2 YEARS)

1. At least 7 seminars
2. Comprehensive exam

Education requirements include the following:

SPECIALIZATION SEMINARS

Minimum 4 seminars

MATH 60629A	Machine Learning I: Large-scale Data Analysis and Decision Making	
MATH 80617A	Topics in Pricing	Models
MATH 80618A	Sample Efficient Optimization	
MATH 80624A	Quantitative Risk Management Using Robust Optimization	
MATH 80627A	Complex Networks Analysis	
MATH 80634A	Special Topics in Management Science	
MATH 80655A	Distribution Management	
MATH 80680A	Dynamic Optimization in Management	
MATH 80685A	Applications of Game Theory	

Or any other equivalent seminar offered in the joint program.

PEDAGOGY SEMINAR

1 seminar

MNGT 80470A Teaching in Business Education

Or any other equivalent seminar offered in the joint program.

SEMINAR ON THE RESPONSIBLE CONDUCT OF RESEARCH

1 seminar (compulsory but not credited)

ETHI 87019A Responsible Conduct of Research: From Norms to Practice

ELECTIVE SEMINARS

Seminars offered in the joint program or by another university that match the student's research interests.

PHASE III – DISSERTATION WRITING

1. Public presentation of the dissertation proposal
2. Writing of the dissertation
3. Defense

PHD IN ADMINISTRATION – DATA SCIENCE

PHASE I – PREPARATION (IF NECESSARY, MAXIMUM 1 YEAR)

Qualifying courses for the specialization (preparatory courses)

PHASE II – SPECIALIZATION (MAXIMUM 2 YEARS)

1. At least 7 seminars
2. One research article written
3. Comprehensive exam

Education requirements include the following:

COMPULSORY SEMINARS

4 seminars

MATH 60611A	Advanced Statistical Learning
MATH 60629A	Machine Learning I: Large Scale Data Analysis and Decision Making
MATH 60630A	Machine Learning II: Deep Learning
MATH 80621A	Survival and Longitudinal Data Analysis

SPECIALIZATION SEMINARS

Minimum 2 seminars

MATH 80601	Modélisation bayésienne
MATH 80617A	Topics in Pricing Models
MATH 80618A	Sample Efficient Optimization
MATH 80624A	Quantitative Risk Management Using Robust Optimization
MATH 80627A	Complex Networks Analysis
MATH 80630A	Trustworthy Machine Learning
MATH 80636A	Special Topics in Data Science

Or any other equivalent seminar offered in the joint program or a PhD program at another Montréal university.

PEDAGOGY SEMINAR

1 seminar

MNGT 80470A	Teaching in Business Education
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Or any other equivalent seminar offered in the joint program.

SEMINAR ON THE RESPONSIBLE CONDUCT OF RESEARCH

1 seminar (compulsory but not credited)

ETHI 87019A	Responsible Conduct of Research: From Norms to Practice
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PHASE III – DISSERTATION WRITING

1. Public presentation of the dissertation proposal
2. Writing of the dissertation
3. Defense

PHD IN ADMINISTRATION – INFORMATION TECHNOLOGY

PHASE I – PREPARATION (IF NECESSARY, MAXIMUM 1 YEAR)

Qualifying courses for the specialization (preparatory courses)

PHASE II – SPECIALIZATION (MAXIMUM 2 YEARS)

1. At least 10 seminars
2. One research article written
3. Comprehensive exam

Education requirements include the following:

SPECIALIZATION SEMINARS

Minimum 3 seminars

ADMI	821A	Artificial Intelligence for Business: Methods and Applications
ADMI	8201	Digital innovation: Conceptualization and impacts
INSY	704	Organizational and Individuals Impacts of IT (McGill)
INSY	709	IT and Digital Economy (McGill)
TECH	80721A	Special Topics in Information Technology
TECH	80722A	IT Acceptance and Usage
TECH	80723A	Human-Computer Interaction
TECH	80728A	Strategic Management of IT

Or any other equivalent seminar offered in the joint program.

METHODOLOGY SEMINARS

Minimum 5 seminars

MATH	80667A	Experimental Designs and Statistical Methods
METH	80101A	Applied Meta-Analysis
METH	80109A	Textual Analysis & Psychophysiological Measures
METH	80426A	Reading, Doing & Publishing Research in Strategy
METH	80459A	Qualitative Research Methods Workshop
METH	80744A	Theory Building
METH	80745A	Literature Reviews and Knowledge Synthesis
METH	80746A	Scientific Research Paradigms and Logics of Inquiry in the Management Disciplines
TECH	80724A	Research Methods in IT
TECH	80747A	Information Technologies and Neuroscience

Or any other equivalent seminar offered in the joint program.

PEDAGOGY SEMINAR

1 seminar

MNGT	80470A	Teaching in Business Education
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Or any other equivalent seminar offered in the joint program.

SEMINAR ON THE RESPONSIBLE CONDUCT OF RESEARCH

1 seminar (compulsory but not credited)

ETHI	87019A	Responsible Conduct of Research: From Norms to Practice
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ELECTIVE SEMINARS

Seminars offered in the joint program or by another university that match the student's research interests.

PHASE III – DISSERTATION WRITING

1. Public presentation of the dissertation proposal
2. Writing of the dissertation
3. Defense