TELFER

Telfer Graduate Student Handbook for Research Programs

2021-2022

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About the Telfer School of Management

The world is changing. And so is the world of business. At the Telfer School of Management at the University of Ottawa, we understand because our research drives these changes.

Whatever it is that matters to you, we provide you with all the means to make an impact. We share with you the expertise of our researchers, their extensive networks, and their partnerships with organizations in local, national, and international business communities. What matters to us is to put you at the centre of everything.

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

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

Located in the heart of Ottawa, our school is the proud academic home of some 4,300 students, 88 full-time faculty members and more than 25,000 alumni. Our accreditations from the three most demanding international organizations (AACSB, AMBA and EQUIS) underline our recognition as one of the world's top business schools.

Telfer Graduate Programs Administrative Staff

Graduate Programs Office
Desmarais 4160
55 Laurier Ave E
Ottawa, Ontario K1N 6N5
613-562-5884
Graduate@telfer.uOttawa.ca

Business hours:
September to May
8:30 a.m. to 4:30 p.m.

June to August
8:30 a.m. to 3:30 p.m.

Academic Assistant
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The Graduate Office operates under the leadership of the Vice-Dean, Undergraduate and Professional Programs. The Vice-Dean, Research assists the Dean by assuming functions related to the development, promotion, planning and coordination of the Faculty's research and academically, each program is led by a Director:

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Our recruitment team is responsible for admissions and recruitment of students for all Telfer graduate programs.

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Telfer Graduate Research Programs Student Association (TGRPSA)

The TGRPSA is your student association who is responsible for advocating for the collective interests of students enrolled in research intensive programs at Telfer (i.e., Masters and PhD Programs). The TGRPSA organizes student-centric social and academic events to help build, and foster, a sense of community within the school and graduate programs. The Association aims to take an active role in university life and community affairs, especially in terms of decision-making processes concerning the students of the graduate research programs.

Contact information:

Position / Results	Name	Email	Phone
President	Claire (Weiqing) Liu	wliu030@uottawa.ca	613-883-3099
VP Finance	Shaila Nusrat Aurin	sauri029@uottawa.ca	1-343-987-0704
VP Academic	Andrew Scarffe	ascarffe@uottawa.ca	1-519-871-6080
MSc Management Rep	Parag Puri	ppuri075@uottawa.ca	+91-9815997965
MSc Health Systems Rep	Sandra Blais-Amyot	sblai056@uottawa.ca	+33-7 51 28 34 09
PhD Rep	Ali Mahdi	amahd083@uottawa.ca	613-261-2732

Students may also contact the association at their general inbox: tgrpsa@uottawa.ca. This inbox is actively monitored.

General Regulations
See the University of Ottawa's website for general regulations governing all graduate programs (passing grade, number of credits per course, examinations, theses, etc.): https://www.uottawa.ca/administration-and-governance/policies-and-regulations. The general regulations include: Part II: Academic Regulations applicable to graduate studies only. This handbook was designed as a guide only and does not intend to replace or supersede the academic regulations and policies.

Communications
The University of Ottawa provides every enrolled student with a uOttawa email address (abcde123@uOttawa.ca). As per University policy, this is the address used for all emails from the University. Professors at the University, when communicating with students enrolled in a class, will also default to the

@uOttawa email address. This is another reason why it is so important to be enrolled for the classes you attend, in order to receive messages from the assigned professor.

You are free to auto-forward your uOttawa email to another email address of your choosing.

Enrolment Procedures
Enrolment procedures may be found at https://www.uottawa.ca/course-enrolment/graduate-students. Note that the responsibility to enrol, cancel enrolment, or to withdraw from a program prior to the published closing dates rests with the student.

Syllabi

As per Senate Academic regulation 8.5, "Professors must supply a course syllabus during the first meeting with the students at the beginning of each course. This course syllabus must include:

- the course description approved by Senate,
- general and specific objectives of the course,
- teaching methods,
- evaluation methods and distribution of grades,
- a list of required and recommended readings,
- a calendar of activities and evaluations,
- the professor's contact information and office hours,
- a reference to the regulation on plagiarism and academic fraud."

Virtual Campus

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

In order to log in to Virtual Campus, follow these steps:

1. Click on the following link: https://tlss.uottawa.ca/site/en/
2. Enter the following info:

   Username: student number

   Password: uoZone password (Infoweb)

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

Time limits

The normal duration for students pursuing a Master's degree full-time is 12 sessions (4 years). The time limit to complete the PhD in Management program is 6 years.

Important deadlines

The important dates and deadlines apply to the entire student population, whether you are studying at the undergraduate, graduate level. Please consult the Important academic dates and deadlines for more information about registration, payment, and cancelation deadlines, start date, etc.

Registration and regulation governing the classification of students

For more details on the classification of students, see www.grad.uOttawa.ca/Default.aspx?tabid=1807&monControl=Inscription

Full-time students must:

    a) be pursuing their studies as a full-time occupation.
    b) identify themselves as full-time graduate students.
    c) be designated by the university as full-time graduate students.
    d) be geographically available and visit the campus regularly.
    e) be considered to be a full-time graduate student by their supervisor.

Note: Full-time students do not work more than 10 hours per week (on campus or outside campus.) Complete details may be found at www.grad.uOttawa.ca/Default.aspx?tabid=1807&monControl=Inscription

Auditor

Students wishing to attend courses without completing assignments and writing examinations must Enrol as auditors. Auditor status must be indicated at the time of registration, from the beginning of the session in which the course is offered. Changes from auditor to credit status, or vice versa, are not accepted after the closing date for course changes of the session concerned. For courses that have been audited, the student's official transcript will show the notation "AUD". Auditors are subject to the attendance requirements set for the course. For information about fees to audit a course go to the University fees webpage.

Courses from another faculty at the University of Ottawa:

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

Please include in your Service request the following Forms/documents:

- COURSE ATTENDANCE FORM
- MODIFICATION / CANCELLATION OF REGISTRATION (GRADUATE STUDIES)
- The course description and the course syllabus.
- Proof of approval to take the out-of-program course from the host professor if applicable (from another U of O faculty)

Carleton University Courses

You may Enrol in courses at Carleton University only when all four conditions apply:
(1) Course is essential to your program.
(2) The course is not offered at your home university.
(3) Course counts towards your degree requirements.
(4) You have received written consent from your home university. Please note that this agreement only applies to courses taken for credit (i.e., visiting students cannot audit courses)
If you meet the conditions mentioned above, you are required to complete the Graduate Student Exchange Form and obtain by e-mail the appropriate signatures from the Carleton University Graduate School for graduate studies (graduate.studies@carleton.ca). Make sure to include the specific course and course code on the form. We require both the course number and section letter for registration purpose.

Please include in your Service request the following Forms/documents:

- COURSE ATTENDANCE FORM
- The course description and the course syllabus
- A note in the Service request Comment box indicating which course the Carleton course is replacing
- Proof of approval to take the Carleton course from the host professor if applicable

Ontario Visiting Graduate Students

The Ontario Visiting Graduate Student (OVGS) Program allows a graduate student enrolled at an Ontario University to complete a graduate course at another **Ontario University**, while remaining enrolled at the

student's own institution. The program allows the student to bypass the usual application and transfer of credit processes. The student pays fees to her/his home university and is classed as a "visiting graduate student" at the host university where she/he pays no fees. Additional fees associated with the course are the student's responsibility.

You will find more information as well as the application form that needs to be completed by following the link below:

Website for information about the OVGS program: https://cou.ca/resources/graduate-studies/
Website for information about Ontario Universities: https://cou.ca/about/universities/

Please include in your Service request the following Forms/documents:

- COURSE ATTENDANCE FORM
- Ontario Visiting Graduate Student (OVGS) Application
- MODIFICATION / CANCELLATION OF REGISTRATION (GRADUATE STUDIES)
- The course description and the course syllabus
- A note in the Service request Comment box indicating which course is being replaced by the course you are taking at the other Ontario university (Name of host University, course code of host university and course code of course being replaced at home university)

Courses at other universities than those listed above - Letter of Permission

A letter of permission allows you to take one or more courses at a university with which the University of Ottawa has no formal agreement. To obtain a letter of permission, you must submit a Service Request.

Once your permissions from your Supervisor, Program Director have been received, the Graduate office will review the course selection and we will contact you by e-mail (usually within 20 business days). If your application is approved, a copy of the letter of permission will be included. Once we have approved the course(s) on the form, you are authorized to take the course(s) and any units or credits you earn will be transferred to your current University of Ottawa program. Your intention to take the course(s) will immediately appear on your transcript. You must present the letter of permission to the host university, along with any other documentation that they require (such as enrolment forms). Please note that the decision to allow you to enroll rests with the Host institution.

To obtain program credits, only courses that meet your degree requirements will be approved. **Note that administrative fees do apply** for letters of permission and additional tuition fees are paid to the host university.

STEP 1: Complete the Letter of Permission application form online (scroll to the bottom of the page to complete the application) AND then move on to STEP 2 – submitting a service request.

STEP 2: Please include in your Service request the following Forms/documents:

- Course attendance form
- The course description and the course syllabus
- A note in the Service request "Comment box" indicating which course is being replaced by the course you are taking at the other university (Name of host University, course code of host university and course code of course being replaced at home university)

Transfers from other programs and universities
All students are normally expected to complete the major part of their program requirements while enrolled in the program at the University of Ottawa. Details about equivalencies and transfers may be found at:

Service Requests

Service requests are electronic requests submitted by graduate students to their supervisor or to the Graduate Program Office. Refer to the Service Request Guide for additional details.

All students must submit the following service requests (as needed):

a. *Exception to the 10-hour-rule*
 Purpose: Request permission to work more than 10 hours a week.
- Form to attach: Request for an exception to the 10-hour rule
- A letter from your supervisor and TAC supporting this request
- When to submit: if required

b. *Extension of time limit*
 Purpose: Extend the time limit to complete the program.
- When to submit: one month before the student's time limit.
  - Doctorate: 6 years
  - Fast-track: 7 years
  - Master: 4 years
- Forms to attach:
  - Request for Extension of the Time Limit
  - Annual Research Progress Report
  - A letter from the student explaining the reasons for the extension, signed by the supervisor (to indicate support of the request).
  - A detailed plan of study to complete the program, signed by the student and supervisor.

c. *Leave of Absence*
 Purpose: A student may apply for temporary leave from his / her studies on medical or compassionate grounds.
- When to submit: Usually due by the third week of the applicable term. Please consult the University's Important Academic Dates and Deadlines for exact dates.
- Forms to attach:
  - Request for leave of absence
  - Annual Research Progress Report
  - If applicable: Additional supporting documentation (ex. medical certificate)

d. *Deferred Mark*
 Purpose: To obtain an extension for the submission of a final grade.
- When to submit: Within 5 working days of the missed assignment or exam.
- Forms to attach:
  - Request for a deferred mark
  - If applicable: Additional supporting documentation (ex. medical certificate)

e. *Voluntarily withdraw from the program*
 For program withdrawal, please consult the University's Important Academic Dates and Deadlines.
- Forms to attach:
  - A letter from the student explaining the reason for withdrawal.
  - MODIFICATION / CANCELLATION OF REGISTRATION FORM (GRADUATE STUDIES)

The student must also submit the following service requests in order to monitor thesis progress:

f. **Add a new supervisor**
Purpose: Add or change a supervisor or co-supervisor to oversee the thesis research.
- When to submit: Submit by the end of the first fall session, and afterwards as required

Note: The name of the supervisor/co-supervisor must be added in the comments box with the preference (primary supervisor or co-supervisor).

g. **Add or modify a thesis title**
Purpose: Add/modify thesis title
- When to submit: as required

Note: The thesis title must be added to the comments box.

h. **List of Examiners for Evaluation of the thesis**
Purpose: Submit the list of examiners to evaluate the thesis proposal and thesis.
- When to submit: one month before the thesis is submitted for evaluation
- Forms to attach:
    - [List of Examiners for the Evaluation of the thesis](#)

i. **Annual Progress Report**
Purpose: To ensure continued and appropriate progress in the student's research program
- When to submit: Minimum once a year or more often if required
- Forms to attach:
    - [Progress Report](#)

The approval process for most requests, include approval from supervisor, co-supervisor (if applicable) and the Program Director. Some requests such as leave of absence, may require Vice-Dean approval as well as approval from the Office of the Vice-Provost.

The Thesis Supervisor

At the time of admission, students have been assigned a supervisor. The supervisor helps acquaint a student with his/her research interests and provides guidance for elective courses selection, and elaboration of the thesis.

The Thesis Co-Supervisor

Several programs have professors who are cross-appointed from the same or other academic units and who welcome opportunities to supervise graduate students in both units. Professors often share research interests with professors in other departments and it may be possible to arrange co-supervision.

[The Annual Research Progress Report](#)

During the Spring/Summer session of the student's first year in the PhD in Management program and the M.Sc programs, and once a year after, any student enrolled in a thesis program must inform the supervisor, program director and the Graduate Office in writing of progress made during the previous year. You can obtain a blank Annual Research Progress Report form from the [Graduate and Postdoctoral Studies](#) website or from the Graduate Programs Office. Once you have prepared your progress report, submit it to your thesis supervisor. The student and/or the supervisor forward the completed report to the appropriate Program for approval via a service request. The report is then submitted to the Graduate Studies Office, as they are stored electronically in the student's file.

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

Research Ethics

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

Convocation and official diploma

Students wishing to receive their official degree diploma from the University of Ottawa must complete a registration for degree form. Those wishing to receive the degree in person during either the spring or fall convocation ceremony must submit the form before a specific deadline (posted on the [University of Ottawa website](#)). Students enrolling for the degree without attending the convocation ceremony will receive their diploma by mail after the Senate has conferred the degree.

Whether the student wishes to receive the diploma at the convocation or by mail, the student must fill out the form requesting that the degree be conferred in order the official diploma.

The degree will not be conferred and no transcript will be issued if a student has not paid all debts to the University.

Transfers from other programs and universities

All students are normally expected to complete the major part of their program requirements while enrolled in the program at the University of Ottawa. Details about equivalencies and transfers may be found at: https://www.uottawa.ca/administration-and-governance/academic-regulation-II-2-graduate-program-requirements

Language rights of students

1) All students have the right to use French or English in their dealings with the central administration and the general services of the University, as well as with the administration of the faculty or school in which they are enrolled.

2) All students have the right to require that a course in which they are enrolled shall be given in the language used to describe the course in the current calendar.

3) Except in language courses and courses in French or English, all students have the right to produce their work and answer examination questions in the official language of their choice.

4) The faculty recognizes that, for academic reasons, students may be required to read some of their course material in French in a course given in English, and vice-versa.

5) Except in cases justified by the nature of the course, students must produce their work and answer examination questions either in English or in French, this being an essential component of education at the University of Ottawa.

Fees

Tuition and incidental fees are subject to annual adjustment by the Board of Governors of the University. Fees rate and regulations are posted on the Web at the following address:

https://www.uottawa.ca/university-fees/

Failure to complete coursework

Students are expected to complete their course requirements on time, that is, by the end of the session in which the course is offered. The final grade must be submitted to the Graduate Programs Office by the date specified by the Office of the Registrar. Only if there are reasons clearly beyond the control of the student (for instance, illness confirmed by a medical certificate that has been validated by the University Health Services) can submission of a final grade be deferred, and then for a maximum of one session. During the period when the grade is not yet submitted, the notation DFR appears on the transcript. To obtain an extension for submission of a final grade, explicit permission from the professor, and the Graduate Programs Office must be

granted. If the final grade is not submitted by the end of the extension period, the DFR grade is changed to an EIN. An EIN is considered a failing grade.

Requests to maintain a grade of DFR on a record beyond the above-mentioned 40-day period must reach the Graduate Programs Office, before the end of the period, with appropriate supporting documentation.

- The student must have a medical note signed by his or her physician and sent directly to the University Health Services.

The following describes grades assigned in the case where coursework remains incomplete:

- ABS (absent, no work submitted) – Awarded to a student who has not attended the course and has not informed the Graduate Programs Office in writing, within two weeks of the start of the course. This symbol is equivalent to a failing grade (F).

- EIN (incomplete) – Awarded when at least one of the compulsory elements of evaluation has not been provided. This symbol is equivalent to a failing grade (F).

Academic fraud and research ethics

Note the text relating to academic fraud, including consequences, in every syllabus. The Senate regulation on fraud can be found here: https://www.uottawa.ca/administration-and-governance/academic-regulation-14-other-important-information

Appeal procedure

General regulations of the University, including examinations, grading, and appeals:
https://www.uottawa.ca/administration-and-governance/103-revision-grades-and-appeal

The University recognizes the right of every student to see, upon request after grading, all documents that have been used to establish their grade for courses in which they are duly enrolled; the documents include those produced by the students themselves or evaluations written by supervisors (as part of work terms, clinical placements or internships).

The University also recognizes students' right to ask for a grade review and to appeal grades. The procedure to be followed is stipulated in Academic Regulation 10.3 which can be accessed at
www.uOttawa.ca/about/academic-regulation-10-grading-system

Student rights and appeals: The Student Appeal Centre is a free service provided by the Student Federation of the University of Ottawa (SFUO) and the Graduate Student Association (GSAED). They offer help and support to students who wish to appeal decisions made by the administration of the University of Ottawa.
https://gsaed.ca/en/about-us/advocacy/

The Office of the Ombudsperson provides impartial and independent advice and information to parties to assist in resolving disputes and problems, with complete confidentiality. The Office of the Ombudsperson does not replace existing channels of assistance or appeal at the University:
www.uOttawa.ca/ombudsperson/

Minimum standards and failures

Students must meet the following requirements throughout their program:

Minimum Standards

Master's Programs: The minimum passing grade in all courses taken as part of a Master's program is 65% (C+). Students who have incurred failures in two courses or a practicum, or any other program requirement, or whose thesis proposal is rejected twice, is withdrawn from the program.

PhD Programs: 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.

Failures

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

Withdrawal

A student who does not make satisfactory progress or who does not fulfil the requirements of the degree program will be withdrawn from the program. Specific reasons for withdrawal include failure to obtain the required marks in two courses (unless otherwise stated in the program's specific regulations); failure to obtain satisfactory marks in a repeated course or in a course substituted for a failed one; unsatisfactory performance in the research program or in field work; failure in the comprehensive examination or thesis proposal; two unsatisfactory progress reports; unsatisfactory research paper or thesis; unsatisfactory defence of the thesis.

Students wishing to withdraw from courses or from a program must inform their academic unit in writing prior to the closing dates. Courses dropped after the closing dates, as well as courses dropped without proper notice, appear on the student's record with the notation "EIN" (incomplete) or "ABS" (absent), which is equivalent to a failing grade.

Student space

MSc Students can access shared desks in room DMS 6132. You are expected to be considerate of others sharing this space. Personal/private activity that could serve as a distraction to others must be avoided or pursued elsewhere. You will be given a key which opens this room. There are no specific spaces assigned to students. Students should not occupy a fixed space on a continuous basis but rather use the space available whenever studying in the lounge. However, students are free to store their books and other study material in a fixed place in storage spaces.

PhD students will be assigned office space, as well as access to DMS 6132 for printer use.

Graduate student lounge

A student lounge is available for the use of all graduate students enrolled in programs administered by the Telfer School of Management (Telfer Graduate Programs). Located at the northeast corner of the building, in DMS 4148, you were given the access code to the lounge when you began the program. Amenities include a fridge, microwave, sink, coffee machine, etc. for student use.

Other available study spaces

The Management Library, DMS 2141

University of Ottawa Morisset Library: There are 25 group study rooms in the Morisset Library, located on the concourse, the fourth floor and the sixth floor. Rooms are available on a first come, first served basis. Rooms may be reserved for a maximum of 3 hours. Reserve a room using this link:
https://biblio.uottawa.ca/en/morisset-library/morisset-library-facilities

Access cards

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

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

Telfer IT Support and Wireless

How to access the wireless network:

1) Connect to the **eduroam** wireless network.

2) When prompted for user credentials
   a. Username: Your uOttawa email address
   b. Password: Your uoAccess (Google Apps) password

For information on how to print from your laptop, printer locations, Google Apps, wireless for iPhone and much more, please visit, the Telfer IT Support at www.telfer.uOttawa.ca/ITSupport or make a request for help via their request help page.

Teaching and research assistantships

Although priority is given to University of Ottawa admission scholarship holders, assistantships are awarded to other full-time students based on the availability of funds.

Students who are employed as teaching assistants, research assistants, markers, proctors, lab monitors, and demonstrators are represented by CUPE (Canadian Union of Public Employees, Local 2626) and are governed by the regulations set out in their Collective Agreement. Full details about CUPE and its regulations are set out here: www.cupe2626.ca

Graduate students at the Telfer School of Management are informed of posted positions via e-mail, directing them to the following website: http://www.telfer.uOttawa.ca/en/careers/positions-for-students

Positions available in the fall are posted in July; those available in the winter are posted in November, and those available in the summer are posted in April.

The 10-hour rule

No student will be permitted to work beyond the 10 hours limit without the express written permission of their supervisor and program director. Even full-time jobs outside the university may be allowed in exceptional cases (however, please note that in this case, no RA or TA will be allowed since the student already has a full-time job). Please find more information here: https://www.uottawa.ca/graduate-studies/students/forms/request-exception and here: https://2626.ca/our_news/you-asked-union-answered-work-hours-limits/

Student Services

For the complete range of student services available, including associations, athletics, clubs, parking, health, housing, bookstore: www.uOttawa.ca/students/

Housing

On-campus housing is reserved mostly for undergraduate students. See www.uOttawa.ca/housing/. Housing Services provide an online housing billboard where available apartments can be searched. www.uOttawa.ca/housing/off-campus-housing.

The University also acts as landlord to almost 120 students by renting out older single houses and divided houses located near the campus: www.uOttawa.ca/housing/compare-residences/houses.

You can also go in person to 90 University, Room 145, where there are resources to help with apartment hunting.

International Students

The International Office provides useful information concerning renewal of permits and visas, the University Health Insurance Plan (UHIP), financial aid, and other details: see https://international.uOttawa.ca/en/study-at-uOttawa/current-students.

Parking and Transportation

Free weekend parking passes are available to graduate students. For more information, see www.uOttawa.ca/parking/parking-services/purchase-permit/students-location/important-information.

The GSAÉD (Graduate Students Association des étudiants diplômés) and the SFUO (Student Federation of the University of Ottawa) have negotiated OC Transpo Universal Bus Passes (called uPass) for all full-time students enroled at the University of Ottawa. These passes are valid in the Fall and Winter semesters, from September to April, and the fee for the passes (greatly reduced over regular fares) are automatically added to your fee account. For information, including the distribution schedule, please visit this website at https://www.uottawa.ca/uottawacard/upass

Health Services

The University of Ottawa offers a primary care clinic serving University of Ottawa and Saint Paul University students, staff and faculty as well as other Ontario residents.

We are proud to also be a Family Health Team (ByWard Family Health Team) with a mission to maintain and improve the health of the University of Ottawa and its surrounding community by providing a patient centred interdisciplinary health care team which delivers prevention, early identification, treatment, care, and support for acute and chronic disease management in an environment that is open and transparent to social, ethnic, or income factors.

Our vision is to create an effective, dynamic Family Health Team (ByWard FHT) in which physicians and allied health professionals work together in a professionally rewarding and sustainable medical practice that delivers high quality, integrated primary care to all segments of our community, including vulnerable populations.

Find out more: www.uOttawa.ca/health

Student Academic Success Service (SASS)

SASS is a network of services and programs that complement classroom learning and support academic and professional goals. See: sass.uottawa.ca/en

- Academic Writing Help Centre: sass.uottawa.ca/en/writing
- Access Service: sass.uottawa.ca/en/access
- Career Development Services: uottawa.ca/career-development-centre/
- Counselling and Coaching Service: sass.uottawa.ca/en/counselling
- Graduate Studies Mentoring Centre: sass.uottawa.ca/en/mentoring/student-mentoring

Altitude

The Altitude professional development program offers students at the master and doctoral levels as well as postdoctoral students unique opportunities to develop core competencies (communication, teaching, research, etc.) outside the classroom in order to get ready for the workforce. All workshops aims to foster students' success in their academic studies and their professional aspirations.

All activities are free, including a diverse choice of workshops, and all graduate and postdoctoral students are welcomed.

Mitacs

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

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

Qualtrics Research Suite

Need to conduct surveys for your course work or projects?

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

Go to the login screen: https://uottawatelfer.az1.qualtrics.com/WRQualtricsControlPanel/

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

Library

Located on the 2nd floor of the Desmarais building, our satellite library offers you quiet spaces and group study spaces where computers are available for research purposes. Consult two dedicated business librarians for research help, access course reserves and browse a core collection of business publications. Learn how to find industry reports, company profiles or financial information and statistics. Consult the library's website at http://biblio.uOttawa.ca/en/management-library for more information including our hours, or contact us directly at: management.library@uOttawa.ca.

Responsibilities of the student

The University of Ottawa is committed to assisting students achieve their goals in regards to academic success. To this end, the University has put into place a support network to help throughout a student's studies; however, students must assume certain responsibilities. They must

- choose a program of study best suited to their personal goals and plan course selections that will satisfy the requirements of their chosen program;
- Enrol, re-Enrol, or withdraw prior to the published closing dates.
- pay, within the prescribed deadlines, any fees associated with their program of study. The fees accruing from registration remain due unless the student withdraws in writing by the deadline.
- attend classes;
- understand what constitutes academic fraud and plagiarism;
- consult academic advisors, whose role is to help students reach their academic goals and to provide guidance in the interpretation of academic regulations and program requirements;
- become familiar with, and respect sessional dates, academic regulations, and procedures;
- be familiar with the regulations of their program and of the applicable regulations of the University of Ottawa
- be aware of and meet deadlines for assignments, scholarship applications, and all other important deadlines.
- maintain clear lines of communication with the administration of the program and keep frequently in touch with the thesis supervisor(s).
- convey any change of status (e.g. illness, withdrawal, etc.) to the proper authority (e.g. chair or program director) as soon as possible.
- adhere to the 10-hour rule concerning employment
- apply for all T.A. positions; they are not automatically considered for them;
- comply with instructions from individuals of the University concerning safety and security in certain classes and laboratories;
- regularly consult their Student Centre (accessible via the uOzone) to confirm registration, final grades and grade reports produced at the end of each session;
- respect the policy on computer and network use;
- regularly consult their e-mail at the address assigned (@uOttawa.ca), which the University will use in all communications with students;
- consult with Access Services in order to make any necessary accommodations for special needs based on established policies;
- conduct themselves in a manner that respects the rights of other members of the University community, the regulations and protocol of the University, and the laws of Canada

List of Forms

APPENDIX A – PHD IN MANAGEMENT

Course Requirements & Progression

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. You can find the official program requirements on the [University of Ottawa's website.](#)

The usual progression in the program is as follows (based on program requirements of students admitted prior to 2021):

	Fall	Winter	Summer	Notes
Year 1	**MGT7101** Methodological Foundations of Management Research (3cr.) **Field Course 1** **Analysis/Method 1: MGT7103** Advanced Quantitative Analysis in Management **Research**	**MGT7102** Theoretical Foundations of Management (3cr.) **Field Course 2** **Analysis/Method 2: (MGT 7103 and/or MGT 7302 and/or MGT 7104A+MGT 7104 B)** • Econometrics/ Modeling seminar • Other seminar offered in other departments **Research**	**Analysis/Method 3** (or in Year 2) **Research**	Early May: • Confirmation for supervisory relationship • Formal partnership agreement between student and supervisor
Year 2	**Elective** Chosen from one of the TSOM PhD fields other than your primary field **Analysis/Method 3** (if not taken) **Identification of TAC** **Research**	**Field Course 3** **Analysis/Method 3** (if not taken) **Research**	**Research** Comprehensive Exam MGT 9997	• Comprehensive exams should normally be finished by the end of the winter semester (5th semester in the program) and at the latest by the end of the summer (6th semester in the program).
Year 3	**Research** **Thesis proposal /MGT 9998 (oral defense)**	**Research** **Thesis proposal / MGT 9998 (oral defense)**	**Research** **THD 9999 Doctoral Thesis**	
Year 4	**Research** **THD 9999 Doctoral Thesis**	**Research** **THD 9999 Doctoral Thesis**	**Research** **THD 9999 Doctoral Thesis** **Thesis Defense**	

All Years	• Workshops: https://altitude.uottawa.ca/en/about, https://www.mygradskills.ca/
	• TSOM Research Seminar Series:
	    o Attend
	    o Present own work during program, especially before conferences
	• Annual research progress report (Graduate Studies) & PhD Tracking Sheet update			

The usual progression in the program is as follows (based on program requirements of students admitted to fall 2021 and later):

	Fall	Winter	Summer	Notes
Year 1	**MGT7101** Advanced Methodological Foundations of Management Research (3un.) **Field Course 1** **Analysis/Method 1: MGT7103** Advanced Quantitative Analysis in Management **Research**	**MGT7102** Theoretical Foundations of Management (3un.) **Field Course 2** **Analysis/Method 2:** • In TSOM • Other seminar offered in other departments **Research**	**Analysis/Method 3** (or in Year 2) **Research**	Early May: • Confirmation for supervisory relationship • Formal partnership agreement between student and supervisor
Year 2	**Field Course 3 (or course in a TSOM PhD field other than your own) (or in Winter Year2)** **Elective** **Analysis/Method 3** (if not taken) **Identification of TAC** **Research**	**Field Course 3 (or course in a TSOM PhD field other than your own) (if not taken)** **Analysis/Method 3** (if not taken) **Research**	**Research** Comprehensive Exam MGT 9997	• Comprehensive exams should normally be finished by the end of the winter term (5th term in the program) and at the latest by the end of the summer (6th term in the program).
Year 3	**Research** **Thesis proposal/ MGT 9998** **(oral defence)**	**Research** **Thesis proposal/ MGT 9998** **(oral defence)**	**Research** **THD 9999 Doctoral Thesis**	
Year 4	**Research** **THD 9999 Doctoral Thesis**	**Research** **THD 9999 Doctoral Thesis**	**Research** **THD 9999 Doctoral Thesis** **(Thesis Defence)**	

All Years	• Workshops: https://altitude.uottawa.ca/en/about, and https://www.mygradskills.ca/
	• TSOM Research Seminar Series:
	   o Attend
	   o Present own work during program, especially before conferences
	• Annual research progress report (Graduate Studies) & PhD Tracking Sheet update			

The TAC

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

Composition of the TAC

- The committee is established by the supervisor(s) in consultation with the student.

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

- The TAC must include at least one member from the Telfer School of Management, in addition to the supervisor and co-supervisor (if applicable.)

- The TAC may include an internal-external committee member.*

- The student submits the TAC Nomination form by the end of the fourth term (before the comprehensive examination) via the service request type "TAC Report".

- The TAC should consist of members (experts) knowledgeable in the areas important to the research topic.

- The PhD Program Director does the final approval of the TAC members.

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

*If you and your supervisor should choose to involve a researcher from another institution in your TAC (for example, a faculty member at UBC), that person can take the place of an internal committee member. They become known as the "internal-external". They do not replace the external member of the thesis defense jury who is only involved at the time of the final thesis defence. Note that the University has an approval process in place for this internal-external member. Once you and your supervisor have a chance to discuss the composition of your TAC, and if you decide to involve a non- UOttawa person in your TAC, you can contact the graduate programs office for details regarding the approval process.

Role of the TAC members

- Participate in a minimum of one TAC meeting with student and supervisor/co-supervisor per year.

- Provide advice on the conduct of the research project.

- Provide guidance to the student on thesis planning, research and writing; be available to discuss ideas or for consultation on any other matter related to the thesis.

- For Entrepreneurship and Health Systems students: Act as examiner of the student's comprehensive examination.

  o Prepare questions for both the written and oral components.

  o Provide a written evaluation of the written component of the exam.

  o Be present during the oral part of the exam.

- Read and provide a written evaluation of the student's thesis proposal.

- Be present at and act as examiner of the student's thesis proposal defense.

- Read and provide a written evaluation of the student's thesis.

- Be present at and act as examiner of the student's thesis defense.

Meetings

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

The Research Topic

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

The thesis topic must be submitted to the Telfer Graduate Office via service request by the end of the sixth term (summer - year 2) latest. The topic must be approved by the student's supervisor and co-supervisor (if applicable).

Comprehensive Exam Structure for Accounting/Finance/OBHR:

 MGT9997 COMPREHENSIVE EXAMINATION

The Comprehensive Examination is a two-part examination (written and oral) that is overseen by the Comprehensive Examination Committee. Once the written exam has been passed, the student proceeds to the oral. The comprehensive examination must be passed before the student can propose his or her thesis.

Timeline

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

Structure

• TSOM PhD Fields will strike a comprehensive exam committee (composed of roughly 4 professors) who will write the questions and grade answers for both the written and oral component.

• All students within a cohort will take the same exams (same questions).

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

• The written component must be passed before the oral component is attempted.

• The oral component takes place roughly 3 weeks after the written exam.

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

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

After the Exam

Once the comprehensive exam has been successfully completed, it is the student's responsibility to obtain the necessary signatures and submit the Comprehensive Exam Report Form via Service Request (under the

service request type TAC report). Once approved by the Supervisor and the Program Director, the Graduate Program Office will post your grade (S/NS).

Comprehensive Exam Structure for Entrepreneurship, Health Systems & Strategy and Organization:

MGT9997 COMPREHENSIVE EXAMINATION

The Comprehensive Examination is a two-part examination (written and oral) that is overseen by the Comprehensive Examination Committee. Once the written exam has been passed, the student proceeds to the oral. The comprehensive examination must be passed before the student can propose his or her thesis.

Timeline

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

Structure

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

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

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

• The student has 2 weeks to submit written answers to his committee. The student must answer all the questions.

• Once the student submits his/her answers to the questions, the committee has one week to evaluate them, and send written comments on the student's work to the thesis supervisor.

• The written component must be passed before the oral component is attempted.

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

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

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

After the Exam

Once the comprehensive exam has been successfully completed, it is the student's responsibility to obtain the necessary signatures and submit the Comprehensive Exam Report Form via Service Request (under the

service request type TAC report). Once approved by the Supervisor and the Program Director, the Graduate Program Office will post your grade (S/NS).

The Thesis Proposal

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

The thesis proposal, prepared under the direction of the thesis supervisor, must be defended to the satisfaction of the Thesis Advisory Committee (TAC). The proposal must normally be successfully completed by the end of the seventh session. In the event of failure, the proposal can be resubmitted and defended the following session at the latest. A second failure leads to withdrawal from the program. The proposal must be successfully defended before submitting it to the Research Ethics Board (if required) and before undertaking any independent data collection.

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

The Thesis

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

Before submitting a thesis for evaluation, the student must complete all other program requirements. A doctoral thesis is read by a board of no fewer than four examiners. The board of examiners is appointed by the Vice-Dean (Research) upon recommendation from the Program Director. This recommendation is sent by the student and supervisor to the Graduate Programs Office, via service request, on the appropriate form and must reach the faculty one month in advance of the expected date of submission of the thesis. The Supervisor should have determined in advance of submitting the form that the proposed examiners are available and willing to read the thesis.

At least one examiner, referred to as an external examiner, must be from outside the University of Ottawa and must be independent from the supervisor and the student. This examiner is approved by the Vice-Dean (Research). The supervisor and student may submit one name, however, we recommend you have a back-up at the ready should your selection be denied.

For information regarding the thesis, consult the "Thesis" section on the Graduate and Postdoctoral Studies' website.

The Final Product

Students have a maximum of one month after the oral defence to make corrections and revisions. Students who cannot meet this deadline must Enrol for the current session.

A written confirmation from the supervisor and/or a member or members of the examining board approving the corrections requested by the jury during the oral defence must be submitted to the Graduate Programs Office, via service request.

The final version of the thesis is submitted electronically. Information on how to submit your thesis can be found on the Graduate and Postdoctoral Studies website. Please note that the University does not provide bound copies of the thesis. A candidate who wishes to have a bound copy must arrange for printing.

The degree will not be conferred unless an acceptable final copy of the thesis has been submitted electronically through uoResearch website. The candidate is responsible for ensuring that the quality of the thesis meets the Library and Archives Canada standards.

Fast Track

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 enrolment or earlier and, if approved, must enrol in the PhD in the fourth term.

  N.B. Requests to fast-track are only granted on an exceptional basis, and upon a committee's evaluation.

APPENDIX B – M.SC. IN MANANGEMENT

Course requirements

To obtain the MSc in Management, students must successfully complete 30 units consisting of:
- 18 units of coursework
    - o   9 units of core courses
    - o   9 units of elective courses
- 12 units for a thesis

Typical sequence (students complete the program in 6 terms (2 years):

Year 1			Year 2		
Fall	**Winter**	**Spring/Summer**	**Fall**	**Winter**	**Spring/Summer**
Minimum of 3 courses (9 units):	**Minimum of 3 courses (9 units):**	**MGT 7999 Thesis (12 units)**			
MGT 5100 Research Design Methodologies and the Conduct of Research (3 units) MGT 5300 Foundations of Management Theory (3 units) Elective (3 units)	MGT 5101 Multivariate Research Methods (3 units) **OR** MGT 5102 Qualitative Research Methods (3 units) Elective(s) (3 to 6 units) Thesis proposal in progress	Elective if required: Data collection Thesis proposal completed and approved	Data collection, analysis, and writing	Analysis and writing	Final draft and defense
MGT 6991 Management Research Seminar Series (MRSS) – compulsory every term until the student has attended the required total of 6 seminars					

The Research Topic

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

The thesis topic must be submitted to the Telfer Graduate Office by the end of the second session (Winter – year one). To this effect, students must complete the "Registration of Thesis Title and Supervisor" form and submit the form via service request. The form must bear the signatures of the student and the thesis supervisor.

The Thesis Proposal

Students working on the thesis proposal must be enrolled to the thesis (THM7999) and maintain registration to the thesis until it is completed. Interruption of registration will not be permitted without an approved leave of absence.

The thesis proposal presentation is an opportunity for the student to present the thesis project to professors and students of the Telfer School of Management, and to receive written and oral feedback.

The student prepares a research proposal of between 20-25 pages maximum (tables of reference not included), double-spaced, paginated, in 12-point font and printed one side only. The document generally contains: a theoretical framework and/or a conceptual framework, a review of literature, a description of the problem, research questions, a methodological framework (design, participants, instruments, procedure and analyses), the contribution of the research to the field of education, and a reference section. The thesis proposal should be in progress during the winter (session II) and completed and defended during the spring/summer (session III).

The process for the MGT Thesis Proposal defense is as following:

1) The Thesis Proposal Defence is arranged by the student's supervisor.
2) Students are expected to prepare and present a clearly defined research proposal in the winter (term 2) or spring (term 3) and no later than the end of the third term.
3) Thesis supervisor needs to identify 2 reviewers who will assess the Thesis proposal and will participate in the defence as Thesis Advisory Committee members.
4) It is suggested that the duration of the student's presentation is about 20 min. Length; structure etc. of the student's thesis proposal defence is left to the Thesis supervisor's discretion. If the Thesis supervisor deems appropriate, the thesis proposal defence presentation could take place in the form of a meeting in the thesis supervisor's office or a different room if preferred. Members of the Thesis Committee need to be present at the defence.
5) The student and thesis supervisor will need to complete Master's Thesis Proposal Report, have it signed by the supervisor and members of the Jury and submit it to the Graduate Office via service request using the service request type TAC report.

The Thesis

The Master's thesis must show that the student is able to work in a scholarly manner and is acquainted with the principal works published on the subject of the thesis. As much as possible, it should be an original contribution. Some disciplines require that the thesis be of publishable quality. The master's thesis is usually about 25,000 words long excluding the bibliography. In some disciplines, the text may be shorter. There is an oral examination for a master's thesis, in the presence of examiners. Topics of thesis research may include management issues identified in the academic literature or real challenges faced by organizations or a combination of these.

The Master's thesis must show that the student is able to work in a scholarly manner and is acquainted with the principal works published on the subject of the thesis. As much as possible, it should be an original contribution. There is an oral examination for a master's thesis, in the presence of examiners. Topics of thesis research may include management issues identified in the academic literature or real challenges faced by organizations or a combination of these.

Before submitting a thesis for evaluation, the student must complete all other program requirements, including the MRSS (MGT 6991). A master's thesis is read by and subsequently defended before a committee of no fewer than two examiners. The examiners of a master's thesis are approved by the Program Director. If a student is enrolled in a collaborative program at least one examiner will normally be approved by the director or coordinator of the collaborative program.

For information regarding the thesis, consult the "Thesis" section on the Graduate and Postdoctoral Studies' website.

The Final Product

Students have a maximum of one month after the oral defence to make corrections and revisions. Students who cannot meet this deadline must Enrol for the current session. A maximum of one session is allowed to submit the corrected/revised copies of the thesis.

A written confirmation from the supervisor and/or a member or members of the examining board approving the corrections requested by the jury during the oral defence must be submitted to the Graduate Programs Office, via service request.

The final version of the thesis is submitted electronically. Information on how to submit your thesis can be found on the Graduate and Postdoctoral Studies website. Please note that the University does not provide bound copies of the thesis. A candidate who wishes to have a bound copy must arrange for printing.

The degree will not be conferred unless an acceptable final copy of the thesis has been submitted electronically through uoResearch website. The candidate is responsible for ensuring that the quality of the thesis meets the Library and Archives Canada standards.

APPENDIX C – M.SC. IN HEALTH SYSTEMS

Course requirements

To obtain the M.Sc. in Health Systems, students must successfully complete 30 units consisting of:

- 12 units of coursework
    - 7.5 units of core courses.
    - 4.5 units of elective courses.
- 6 units for the Health Systems Research Internship
- 12 units for a thesis.

Health Systems Research Seminar Series
In addition, students must enrol continuously in MHS6991 – Health Systems Research Seminar Series from the beginning of their program and must attend at least six (6) seminars in the series. The notation "CTN" (for continuing activity) will be entered for each term until successful completion of the seminar requirements. The thesis supervisor, in the annual progress report of the student, will confirm attendance and active participation.

Internship requirements
The main objective of the Internship is to help students complete their thesis research through enhanced interactions with researchers in the appropriate field of study. Secondary goals are:

- To immerse a student in a research-intensive work environment.
- To prepare student for future work in a research environment.
- To expose to and involve a student in other research projects.

Your supervisor will help you find the best internship placement to help you gain the skills and knowledge required to become an accomplished health-systems researcher. In Winter of Year 1 you will be invited to attend an information session to learn more about the internship and also invited to the post-internship presentations where you will hear from interns from the year before. The MHS 7991 HSR Internship guide can be found [here](#).

Typical program sequence:

Enrolled students complete the program in two years, thus:

Year 1			Year 2		
Fall	**Winter**	**Spring / Summer**	**Fall**	**Winter**	**Spring / Summer**
MHS 5301(3 un.)	MHA course (1.5 un. if required) **or** Elective (3 un.)	MHS 7991 (6 un.) (Internship)	MHS 7999	MHS 7999	MHS 7999
MHS 6380 (3 un.)		MHS 7999			
MHA course (at least 1.5 un.) or Elective (3 un.)					
Completion of courses and preparation for thesis proposal		Thesis research begins; Submission and approval of thesis proposal	Completion of thesis research and defence		
MHS 6991 - **Health Systems Research Seminar – compulsory enrolment every term until the student has attended the required total of 6 seminars**					

The Research Topic

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

The thesis topic must be submitted to the Telfer Graduate Office by the end of the second term (Winter – year one). To this effect, students must complete the "Registration of Thesis Title and Supervisor" form and submit the form via service request. The form must bear the signatures of the student and the thesis supervisor.

The Thesis Proposal

Students working on the thesis proposal must be enrolled to the thesis (THM7999) and maintain registration to the thesis until it is completed. Interruption of registration will not be permitted without an approved leave of absence.

The thesis proposal presentation is an opportunity for the student to present the thesis project to professors and students of the Telfer School of Management, and to receive written and oral feedback.

The student prepares a research proposal of between 20 – 25 pages maximum (tables of reference not included), double-spaced, paginated, in 12-point font and printed one sided only. The document generally contains: a theoretical framework and/or a conceptual framework, a review of literature, a description of the problem, research questions, a methodological framework (design, participants, instruments, procedure and analyses), the contribution of the research to the field of education, and a reference section.

The process for the MHS Thesis Proposal defense is as following:

6) The Thesis Proposal Defence is arranged by the student's supervisor.
7) Students are expected to prepare and present a clearly defined research proposal in the winter (term 2) or spring (term 3) and no later than the end of the third term.
8) Thesis supervisor needs to identify 2 reviewers who will assess the Thesis proposal and will participate in the defence as Thesis Advisory Committee members.

9) It is suggested that the duration of the student's presentation is about 20 min. Length; structure etc. of the student's thesis proposal defence is left to the Thesis supervisor's discretion. If the Thesis supervisor deems appropriate, the thesis proposal defence presentation could take place in the form of a meeting in the thesis supervisor's office or a different room if preferred. Members of the Thesis Committee need to be present at the defence.

10) The student and thesis supervisor will need to complete Master's Thesis Proposal Report, have it signed by the supervisor and members of the Jury and submit it to the Graduate Office via service request using the service request type TAC report.

The Thesis

The Master's thesis must show that the student is able to work in a scholarly manner and is acquainted with the principal works published on the subject of the thesis. As much as possible, it should be an original contribution. There is an oral examination for a master's thesis, in the presence of examiners. Topics of thesis research may include management issues identified in the academic literature or real challenges faced by organizations or a combination of these.

Before submitting a thesis for evaluation, the student must complete all other program requirements, including the MRSS (MHS 6991). A master's thesis is read by and subsequently defended before a committee of no fewer than two examiners. The examiners of a master's thesis are approved by the Program Director. If a student is enrolled in a collaborative program at least one examiner will normally be approved by the director or coordinator of the collaborative program.

For information regarding the thesis, consult the "Thesis" section on the Graduate and Postdoctoral Studies' website.

The Final Product

Students have a maximum of one month after the oral defence to make corrections and revisions. Students who cannot meet this deadline must Enrol for the current session. A maximum of one term is permitted to submit the corrected/revised copies of the thesis.

A written confirmation from the supervisor and/or a member or members of the examining board approving the corrections requested by the jury during the oral defence must be submitted to the Graduate Programs Office, via service request.

The final version of the thesis is submitted electronically. Information on how to submit your thesis can be found on the Graduate and Postdoctoral Studies website. Please note that the University does not provide bound copies of the thesis. A candidate who wishes to have a bound copy must arrange for printing.

The degree will not be conferred unless an acceptable final copy of the thesis has been submitted electronically through uoResearch website. The candidate is responsible for ensuring that the quality of the thesis meets the Library and Archives Canada standards.