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Objective

The Sprott PhD student handbook is intended to act as a guide for all in-program Sprott PhD students as they move through their degree. This document brings together key information, advice and guidelines for students at every stage of the program and is important for students to regularly revisit.
Administrative Items

Campus Card
carleton.ca/campuscard
New students must be registered before obtaining a Campus Card. The card is essential in order to access many services on campus such as the library.

MyCarleton Account
portal.carleton.ca
This portal provides a single point access to services for students, faculty, and staff. Due to FIPPA regulations, instructors and staff must communicate with students through a Carleton email account which is created through the portal.

Computer Lab
The computer lab is located in 922 Dunton Tower. A printer is also available at this location.

A second computer lab is located in 302 Dunton Tower.

PhD Student Lounge
The PhD student lounge is located in 1021 Dunton Tower. Students may obtain a key from the PhD Administrator. Please note a $20.00 refundable deposit is required.

Office Space
Limited shared office space is provided on the 9th, 10th and 17th floors of Dunton Tower. The PhD Administrator will contact students regarding their office assignments.

Parking Services
carleton.ca/parking
Contact Parking Services for parking passes and lockers.
Graduate Studies Procedures

The Graduate Calendar provides the complete source for regulations. calendar.carleton.ca/grad

Status
Full- or part-time status is established at the time of admission to the program. Graduate Students admitted and registered as full-time students will be required to continue in and complete their program as full-time students, and will be assessed full-time fees for the duration of their program; graduate students admitted and registered as part-time students will be required to continue and complete their program as part-time students, and will be assessed part-time fees for the duration of their program.

A part-time graduate student will not register in more than 1.25 credits per term, including audit courses.

Change of Status from Full-Time to Part-Time
Students who have valid reasons for changing status from full-time to part-time prior to registration for a term may apply for permission by completing an Academic Change Form available at gradstudents.carleton.ca/forms-policies/, accompanied by a statement from the PhD Director (and the thesis supervisor, if there is one) in support of their request.
It is understood that such a status change will be granted only in exceptional cases (e.g., for medical or other special reasons).

Annual Progress Reports
Students must meet their supervisor and complete the PhD Student Annual Progress Report. If the progress report is not complete or the student’s growth is deemed unsatisfactory, the School may recommend that the student withdraw.
Registration Policies

Continuous Registration
Students ready to undertake the comprehensive examination (BUSI 6908), thesis proposal (BUSI 6907), or thesis (BUSI 6909), must stay continuously registered until completion or risk loss of status that will require a request to be reinstated.

Leave of Absence (LOA)
For an administration charge, students with exceptional circumstances may apply for an exemption from registration for 1 term by completing an Academic Change Form available at gradstudents.carleton.ca/forms-policies/. The program completion time limit will be extended by the duration of the leave taken. Students on leave do not pay fees; as a result, they cannot access university services or awards.

Loss of Status
Students will lose their status for:
- failing to register in 3 terms consecutively
- failing to continuously register in the comprehensive examination, thesis proposal, or thesis

Missed Registration Deadline
A request for late or retroactive registration is done by completing a Registration Change Form available at gradstudents.carleton.ca/forms-policies/.

Reinstatement
Students who fail to observe continuous registration must apply for reinstatement and are required to pay a charge equivalent to 1.0 credit tuition fee for each term in which they did not register. A request for reinstatement is done by completing an Academic Change Form available at gradstudents.carleton.ca/forms-policies/, accompanied by a statement from the PhD Director (and the thesis supervisor, if there is one) in support of their request.

Registration Withdrawal
Students wanting to terminate their registration must notify the School in writing. A refund will be granted if notification is received within the
required period. Students are reminded to consider the financial implications of withdrawal.

Auditing a Course
Students may audit a course with approval from the Professor and the PhD Director; students may audit up to 1.0 credit during the program. The Audit Request Form is available at gradstudents.carleton.ca/forms-policies/.

Exchange
The permission of the student’s thesis supervisor and the PhD Director must be obtained before taking credits at another university. Courses taken on exchange must be at the graduate level, part of the program requirements and not exceed credit hour maximums.

There are several exchange agreements with other institutions:

- The Ontario Visiting Graduate Student Program permits students to attend universities in Ontario. The Ontario Visiting Graduate Student Form is available at gradstudents.carleton.ca/forms-policies/. Students may take up to 1.0 credit at another university.
- The University of Ottawa Exchange program permits students to take up to 1.0 credit at the 5000 level and up to 2.0 credits at the 6000 level (not to exceed 2.0 credits total). Exchange forms are available from the PhD Administrator or the Faculty of Graduate Studies and Postdoctoral Affairs.
- The Carleton International out-of-country exchange program permits students to take courses for transfer credit at other universities provided they apply and meet the criteria for exchange as outlined through Carleton International.

Applying to Graduate
Once in their final term, students must apply to graduate through Carleton Central. The deadlines are as follows:

- March 1 for Spring Convocation
- September 1 for Fall Convocation
• December 1 for Winter Convocation (no ceremony – Winter graduates are invited to the Spring ceremony)

**Program Requirements**

<table>
<thead>
<tr>
<th>1. Coursework</th>
<th>For students admitted prior to Fall 2015: 5.0 credits comprised of the following:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0 credit: research and analysis methods</td>
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</tr>
<tr>
<td>1.5 credits: seminars in functional areas of business (including a 2-course sequence)</td>
<td>1.5 credits: seminars in functional areas of business (including a 2-course sequence)</td>
</tr>
<tr>
<td>1.0 credit: advanced course electives in business</td>
<td>1.5 credits: approved free electives</td>
</tr>
<tr>
<td>1.0 credit: approved free electives</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>For students admitted Fall 2015 and beyond: 5.0 credits comprised of the following:</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
<tr>
<td>1.5 credits: seminars in functional areas of business (including a 2-course sequence)</td>
</tr>
<tr>
<td>1.5 credits: approved free electives</td>
</tr>
</tbody>
</table>

| 2. Research Seminar Paste | Attendance in the Sprott Seminar series (minimum of 15) |

<table>
<thead>
<tr>
<th>3. Teaching Education &amp; Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in 6 teaching seminars</td>
</tr>
<tr>
<td>Illustrate sufficient experience in a classroom setting (or provide evidence of satisfactory teaching experience)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Comprehensive Examination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successful completion of both the written and oral components of the comprehensive examination</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Proposal &amp; Thesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presentation and oral defence of the thesis proposal (0.5 credits)</td>
</tr>
<tr>
<td>A thesis normally equivalent to 5.0 credits, which must be defended at an oral examination</td>
</tr>
</tbody>
</table>
The Graduate Calendar provides course descriptions (calendar.carleton.ca/grad/courses/BUSI/index.html). A student’s thesis supervisor and the PhD Director are the best resource for course recommendations. Details on specific coursework requirements can be found below depending on the term of admission.

For students admitted prior to Fall 2015:

<table>
<thead>
<tr>
<th>Program Requirement</th>
<th>Course</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.0 credit in Research and Analysis Methods</strong></td>
<td></td>
</tr>
<tr>
<td>Research Methodology in Business</td>
<td>BUSI 6902</td>
</tr>
<tr>
<td>Advanced Statistical Methods for Business Research</td>
<td>BUSI 6905</td>
</tr>
<tr>
<td><strong>1.5 credits of Advanced Functional Area Seminars:</strong></td>
<td></td>
</tr>
<tr>
<td>including at least one two-course sequence, from the following doctoral seminar courses:</td>
<td></td>
</tr>
<tr>
<td>Seminar in Accounting I</td>
<td>BUSI 6000</td>
</tr>
<tr>
<td>Seminar in Accounting II</td>
<td>BUSI 6001</td>
</tr>
<tr>
<td>Seminar in Management I: Modern Organization Theory</td>
<td>BUSI 6100</td>
</tr>
<tr>
<td>Seminar in Management II: Current Topics in Organizational Behaviour</td>
<td>BUSI 6101</td>
</tr>
<tr>
<td>Seminar in Marketing I: Management and Strategy</td>
<td>BUSI 6200</td>
</tr>
<tr>
<td>Seminar in Marketing II: Consumer Behaviour</td>
<td>BUSI 6201</td>
</tr>
<tr>
<td>Seminar in Management of Production/Operations I:</td>
<td>BUSI 6300</td>
</tr>
<tr>
<td>Strategic Management of Production Systems</td>
<td>BUSI 6301</td>
</tr>
<tr>
<td>Seminar in Management of Production/Operations II:</td>
<td></td>
</tr>
<tr>
<td>Production/Technology/Strategy Interface</td>
<td></td>
</tr>
<tr>
<td>Seminar in Information Systems I: Research Issues</td>
<td>BUSI 6400</td>
</tr>
<tr>
<td>Seminar in Information Systems II: Current Trends</td>
<td>BUSI 6401</td>
</tr>
<tr>
<td>Seminar in Finance I: Topical Issues in Investments</td>
<td>BUSI 6500</td>
</tr>
<tr>
<td>Seminar in Finance II: Theories and Empirical Methods in Corporate Finance</td>
<td>BUSI 6501</td>
</tr>
<tr>
<td>Seminar in International Business I: International Markets and Strategy (formerly BUSI 6804)</td>
<td>BUSI 6700</td>
</tr>
<tr>
<td>Seminar in International Business II: Managing in a Global Environment</td>
<td>BUSI 6705</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Requirement</th>
<th>Course</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.0 credits of Advanced Course Electives:</strong></td>
<td></td>
</tr>
<tr>
<td>Systems Optimization: Methods and Models (formerly BUSI 6703)</td>
<td>BUSI 6303</td>
</tr>
<tr>
<td>Managing the Change Process (formerly BUSI 6704)</td>
<td>BUSI 6104</td>
</tr>
<tr>
<td>Management of Innovation and Technology (formerly BUSI 6801)</td>
<td>BUSI 6304</td>
</tr>
<tr>
<td>Women in Management (formerly BUSI 6802)</td>
<td>BUSI 6105</td>
</tr>
<tr>
<td>Seminar in Strategic Management (formerly BUSI 6803)</td>
<td>BUSI 6103</td>
</tr>
</tbody>
</table>
Advanced Methods and Models of Management Science (formerly BUSI 6906) | BUSI 6306
Entrepreneurship (formerly BUSI 6806) | BUSI 6600
Qualitative Research Design | BUSI 6900
Quantitative Research Design | BUSI 6904

**1.0 credits of free electives:** The remaining 1.0 credit electives, chosen with the approval of the thesis supervisor to assist in the thesis research process, normally are chosen from the courses listed above. Courses may be chosen from outside the School (5000 or 6000 level) in a supporting discipline or in the area of statistics with permission.

For students admitted Fall 2015 and beyond:

<table>
<thead>
<tr>
<th>Program Requirement</th>
<th>Course</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.5 credits in Research and Analysis Methods:</strong> BUSI 6902 and BUSI 6905 are mandatory</td>
<td></td>
</tr>
<tr>
<td>Research Methodology in Business</td>
<td>BUSI 6902</td>
</tr>
<tr>
<td>Qualitative Research Design</td>
<td>BUSI 6903</td>
</tr>
<tr>
<td>Quantitative Research Design</td>
<td>BUSI 6904</td>
</tr>
<tr>
<td>Advanced Statistical Methods for Business Research</td>
<td>BUSI 6905</td>
</tr>
</tbody>
</table>

**1.5 credits of Advanced Functional Area Seminars:** Including at least one two-course sequence, from the following doctoral seminar courses:

| Seminar in Accounting I | BUSI 6000 |
| Seminar in Accounting II | BUSI 6001 |
| Seminar in Management I: Modern Organization Theory | BUSI 6100 |
| Seminar in Management II: Current Topics in Organizational Behaviour | BUSI 6101 |
| Seminar in Strategic Management | BUSI 6103 |
| Seminar in Marketing I: Management and Strategy | BUSI 6200 |
| Seminar in Marketing II: Consumer Behaviour | BUSI 6201 |
| Seminar in Management of Production/Operations I: Strategic Management of Production Systems | BUSI 6300 |
| Seminar in Management of Production/Operations II: Production/Technology/Strategy Interface | BUSI 6301 |
| Seminar in Information Systems I: Research Issues | BUSI 6400 |
| Seminar in Information Systems II: Current Trends | BUSI 6401 |
| Seminar in Finance I: Topical Issues in Investments | BUSI 6500 |
| Seminar in Finance II: Theories and Empirical Methods in Corporate Finance | BUSI 6501 |
| Entrepreneurship | BUSI 6600 |
| Seminar in International Business I: International Markets and Strategy (formerly BUSI 6804) | BUSI 6700 |
1.5 credits of Advanced Course Electives that are chosen with the approval of the thesis supervisor to assist in the thesis research process. Courses may be chosen from the list below, from the lists above or from outside the School in a supporting discipline with permission:

- Special Topics in Accounting: BUSI 6009
- Managing the Change Process: BUSI 6104
- Women in Management: BUSI 6105
- Special Topics in Management: BUSI 6109
- Special Topics in Marketing: BUSI 6209
- Systems Optimization: Methods and Models: BUSI 6303
- Management of Innovation and Technology: BUSI 6304
- Advanced Methods and Models of Management Science: BUSI 6306
- Special Topics in Operations Management: BUSI 6309
- Special Topics in Information Systems: BUSI 6409
- Special Topics in Finance: BUSI 6509
- Special Topics in International Business: BUSI 6709
- Directed Readings: BUSI 6900
- Special Topics: BUSI 6901

Note: A student may register in up to 1.0 credit at the 5000 level.

**Academic Standing**

Students must obtain a grade of B- or better in each course credited towards the degree.

**Research Seminar**

The Sprott Research Committee organizes a series of seminars. Attendance is part of the annual Progress Report and students must attend a minimum of 15 seminars and provide proof of their attendance through a form available from the PhD Administrator or from the Sprott PhD website.

**Teaching Education and Experience**

Students must register and attend at least 5 workshops in the Sprott PhD Teaching Certificate program offered by the Educational Development Centre (EDC) and the Sprott School of Business. Teaching requirements are satisfied through:
either teaching a course and obtaining acceptable evaluations or;
with the approval of the instructor, observing a course, and teaching
1 or more sessions.

Note: Teaching a course follows the completion of the Comprehensive
Examination.

Comprehensive Examination
The comprehensive examination provides the opportunity for Ph.D.
candidates to demonstrate key capabilities needed to successfully
undertake a dissertation in line with the goals of the program. The
successful completion of the comprehensive signals readiness to
proceed to the dissertation.

Classic Version (for students admitted prior to 2015)
Form available online at: https://sprott.carleton.ca/wp-
content/files/PhD-Comprehensive-Examination-Procedures-and-
Approval-Form-Classic.pdf

Overview:
Through the comprehensive examination process, the candidate
demonstrates the ability to critically master the literature in a specific
topic area with interdisciplinary concern and managerial application
outcomes. The comprehensive requires the preparation and oral
defense of a written essay which critically and analytically reviews the
literature proposing directions for further research and applications for
practitioners.
Since this comprehensive is an examination, it is appropriate for the
student to ask for advice on general issues pertaining to content and
structure, but it is not appropriate for faculty to review drafts of the
comprehensive exam and offer suggestions as we do in assisting
students in the preparation of their theses. Students should be able to
demonstrate they are able to work on their own.

Procedure:
By the start of the 6th term (full-time students), and by the start of the
12th term (part-time students); and upon the completion of all required
coursework, doctoral students must indicate their intention to prepare
for the comprehensive examination by registering in the course (BUSI
6908) and informing the PhD Director and potential supervisor/mentor.
Together, the director, supervisor/mentor, and student will discuss possible topics and potential committee members. A comprehensive examination committee must be comprised of a minimum of 3 faculty members from the Sprott School of Business. One member should be the student’s mentor or supervisor, one additional member from the student’s area of focus, and at least one from outside the disciplinary area. The committee members will work together to set and assess the comprehensive examination.

Prospective committee members will be asked to serve this role by the PhD Director. Once established, the student will submit the Comprehensive Committee Approval Form to their supervisor/mentor with Part 1 completed. Additionally, the student will provide a written proposal for the comprehensive including the rationale and outline of the topic to be covered in the essay with indication of the scope of the literature to be reviewed. The topic must not be the same as for the student’s intended thesis area.

The committee members will meet to review this document and make recommendations concerning its acceptance as the basis for the examination or amendments to the proposal. Once approved, each committee will sign off in Part 2.

The committee will also decide on the related but peripheral topics that the student is expected to know and that will be examined in the oral part of the comprehensive examination. These breadth areas will be indicated in Part 3.

By submitting the completed form to the PhD Administrator, the title, breadth areas, and members of the student’s examination committee are proposed for approval by the PhD Director. Once approved, the student will be notified of their suggested oral examination date (typically 1 term or 3.5 months).

Together with their supervisor/mentor, students must schedule their oral examination with their committee members. Once a date and time is agreed upon by all members, the student or supervisor/mentor must notify the PhD Administrator so that a room can be booked, and a Chair
can be secured. At this point, an official notice will be circulated to all members of the examination board.

**Written Component:**

It is expected that:

1. The student will complete a research essay that is primarily a comprehensive, analytical review of the literature on the topic of the examination.

2. The student will be expected to organize this review in a coherent fashion. The paper must demonstrate a thorough knowledge of the field including classic pieces of work as well as work on the forefront of knowledge in the area. The student must demonstrate the ability to analyze what has been done, identify gaps, propose new research directions and generally offer a comprehensive view of how the area has developed and how it fits with other areas of business.

3. The paper will be in the neighborhood of 80-120 pages. This length is offered as a general guideline. Deviations are expected because of the variety of topics and possible approaches. In past, most comprehensive papers have been in the 80-120 pages range.

4. Student will submit copies of the paper for the committee members to the School’s PhD Administrator at least two weeks prior to the oral examination.

*Note: In case the committee finds that the written report does not meet expectations, the student may be asked to revise and resubmit the written report.*

**Oral Component:**

It is expected that:

1. The oral examination associated with the comprehensive requirement will take approximately 3 hours (a break during the exam will likely be appropriate).

2. The student will make a brief presentation of the essay (15 minutes max.). An initial round or two of questions will focus on the content (broadly defined) of the research paper. Other rounds will be broader and can touch on other peripheral areas that the student would be expected to know about.
**Possible Outcomes of the Comprehensive Examination:**
A number of possible outcomes might occur - several of the most likely ones and their consequences are outlined below.

1. Student passes both the written and oral examination components.
2. Student fails both the written and the oral components of the examination. In this case, student is offered the opportunity to attempt the examination one more time only within one year of the first attempt.
3. Student fails the written component but passes the oral examination. The examining board may recommend that the student be offered the opportunity to submit one rewrite that must be completed within no more than 3 months. The revised version would be graded pass or fail by the committee members when evaluated. No repeat oral is required.
4. Student fails the oral examination component but passes the written component. The examining board may recommend that the student be offered the opportunity to retake the oral examination one more time within three months of the first oral.

**Notes:** In decision making by the committee, the majority rule applies. Students must pass the comprehensive examination before defending the thesis proposal; continuous registration is required in BUSI 6908 until the student successfully completes the comprehensive examination.

**Seminal Works Version (for students admitted Fall 2015 and beyond)**
Form available online at: [https://sprott.carleton.ca/wp-content/files/PhD-Comprehensive-Examination-Procedures-and-Approval-Form-Seminal-Works.pdf](https://sprott.carleton.ca/wp-content/files/PhD-Comprehensive-Examination-Procedures-and-Approval-Form-Seminal-Works.pdf)

**Overview:**
Through the comprehensive examination process, the candidate demonstrates the ability to critically master the material in research methodology, in an area of specialization, and in material covering seminal and important works in the Management discipline. The comprehensive requires students to answer examination questions in a complete and comprehensive way. Answers should demonstrate high-level analytical ability and knowledge.

**Procedure:**
The comprehensive examination must be completed successfully before the Ph.D. proposal defense is scheduled. They will be scheduled once per year (normally between June 1 and October 31). A three week period for the comprehensives will be determined each year by the Ph.D. Office, after assessing the requirements for the pool of students scheduled to take the exam. Students registering for the comprehensive examination will have completed all courses necessary to fulfill the program requirements. This normally occurs within 6 terms (24 months) of initial registration for full-time students and 12 terms (48 months) for part-time students. Full-time students must complete the exam within 8 terms (32 months) since registration while part-time students must do so within 16 terms (64 months). In exceptional circumstances, the Dean of Graduate Studies may permit an extension to the time allowed. Students who do not complete the comprehensive in the allotted time may be asked to withdraw from the program.

A comprehensive examination committee must be established by the thesis supervisor or mentor, in consultation and with approval of the Director of the Ph.D. Program. It must comprise of a minimum of 3 faculty members from the Sprott School of Business. One member should be the student’s mentor or supervisor, one additional member from the student’s area of focus, and at least one from outside the disciplinary area. The committee members will work together to set and assess the comprehensive examination. The examination committee must be established by the start of the 6th term since the student’s initial registration, for full time students, and by the start of the 12th term for part-time students.

The Office of the Director of the Ph.D. program will ascertain whether multiple students scheduled to take the comprehensive exams share the same supervisor or are from the same area of specialization. Efforts will be made to ensure that all such students, as far as possible, take the same exam at the same time. Each student will have his or her own examination committee. However, several students with the same supervisor or the same area of focus may take the same exam at the same time. This will be assessed when the pool is known.

Upon approval of the comprehensive examination committee, the Director of the Ph.D. Program will allow the students to register in BUSI 6908 Ph.D. Comprehensives. Once registered in the course, the student
must maintain continuous registration in the course until it is satisfactorily completed.

**Document Submission: Roles and Responsibilities**

**Supervisor:**
- Submit the Proposed Comprehensive Examination Committee Form, proposing the members of the examination committee and the student that will be examined at least six weeks before the exam is to be held.
- Submit the Comprehensive Examination Scheduling Form for scheduling the examination one month prior to the date the examination will be held.
- Submit the Comprehensive Examination Question Submission Form to the Director of the Ph.D. Program one week prior to the scheduled exam taking place. The questions will be retained in the files of Ph.D. Program office.
- Submit marked examination documents to the Director of the Ph.D. Program within one week of the written examination.

**Student:**
Submit written examination documents to the Director of the Ph.D. Program immediately upon completion of the examination. The original documents submitted will be retained in the files of Ph.D. Program office.

**Examination Chair:**
Submit the completed examination results forms to the Director of the Ph.D. program immediately following the oral examination.

**Ph.D. Director**
- To approve the comprehensive examination committee.
- To coordinate and schedule the comprehensive examination.
- Ensure that the examination questions meet the requirements for a Ph.D. Comprehensive.
- Select oral comprehensive examination chair.
- Keep records of all material and correspondence related to the comprehensive examinations.
The Structure of the Comprehensive Examination
The oral and written examinations will emphasize both depth and breadth of understanding at a level appropriate for a Ph.D. candidate. Successful students will be able to competently synthesize and apply important concepts across different course areas.

Written Component:
The written examination will cover material relating to the student’s area of specialization, research methodology associated with that area, and seminal and important works in the Management field. The reading list for the seminal and important works will be assigned by the comprehensive examination committee at least one month prior to the written examination taking place. It should comprise of 5-10 seminal academic works. The student will be asked to answer questions on four areas: two relating to the student’s area of specialization, one relating to research methodology, and one relating to the seminal and important works in the Management field. The actual type and length of time for the examination will be determined by the examination committee. Examinations may be administered a classroom setting or be set as take home. A maximum of seven (7) calendar days will be allowed to complete the written part of the examination. The written examination will be administered by the Director of the Ph.D. Program or Designate.

It is expected that:
1. The student will complete the examination by answering the questions posed by the comprehensive examination committee.
2. The student will be expected to answer the questions posed in an organized and coherent fashion. The answers to the questions must demonstrate a thorough knowledge of the area being examined and draw on classic pieces of work as well as work on the forefront of knowledge in the area. The student must demonstrate advanced analytical ability in addressing the questions in a complete and comprehensive manner.
3. Answers to questions may range in length but students should expect to write between 10-20 pages for each question.
4. Student will submit the written exam to the Ph.D. Administrator at the time specified.
**Note:** In case the committee finds that the written examination does not meet expectations, the student may be asked to redo the exam.

**Oral Component:**
The submission of the written examination will be followed by the oral examination. The student will be examined orally on the material covered in the written comprehensive examination. The oral examination will only take place if the written examination is passed satisfactorily. An independent Chair for the oral examination will be assigned by the Director of the Ph.D. Program.

It is expected that:
1. The oral examination associated with the comprehensive requirement will take approximately 2-3 hours (a break during the exam will likely be appropriate).
2. The student may make a brief presentation of the essay (15 minutes max.). Examiners will ask questions based on their review of the written work. Normally, examiners will ask questions in two rounds.

**Possible Outcomes of the Comprehensive Examination:**
The student may receive grade of “satisfactory” or “unsatisfactory”. A student receiving a grade of “unsatisfactory” will be given one opportunity for re-examination. This re-examination should take place not more than six months after the first examination. If a second “unsatisfactory” grade is received the student will be withdrawn from the program.

**Notes:** In decision making by the committee, the majority rule applies. Students must pass the comprehensive examination before defending the thesis proposal; continuous registration is required in BUSI 6908 until the student successfully completes the comprehensive examination.

**Thesis Proposal**
Students must pass the comprehensive examination before undertaking the thesis proposal. The proposal provides a thesis framework to assure the committee that students are able to present substantive research. The proposal should be 100 to 150 pages.

**Thesis Proposal Preparation:**
The supervisor will approve the proposal and schedule before the defence; the details will be communicated to the PhD Administrator who will book a room, arrange for a chair, and prepare the official announcement. The student and the supervisor should agree upon the committee members who are to comprise of 2 faculty members and the supervisor with 1 member outside the student’s functional area. Students must give the PhD Administrator enough copies of their thesis proposal for each committee member and the chair at least 2 weeks prior to the oral examination.

**Thesis Proposal Defence Process:**
- The chair of the proposal defence committee will determine if the committee needs to consult before the student presentation. If so, the student will be asked to briefly withdraw.
- The student will then make a 15-20 minute presentation.
- The chair directs 2 rounds of questions: the 1st involves one-on-one inquiry concerning the technical areas of the proposal and the 2nd engages discussion on broader issues. The supervisor is the last to ask questions in each round.
- The complete process takes between 1 ½ to 3 hours including a short break.

**Thesis**
Students must pass the thesis proposal before undertaking the thesis. The thesis is the final stage in the PhD process. It involves conducting an original research project.

Integrated Thesis (3 paper model): Some students, in consultation with their supervisor, may complete an integrated thesis instead of the traditional monograph thesis. This model consists of student work based on published papers, conference proceedings, or papers awaiting publication. For complete details on the Integrated Thesis Policy, please refer to the [Graduate Calendar, General Regulation 12.4](#).

**Thesis Defence Preparation:** differs from the proposal process in the following way:
• The Faculty of Graduate and Postdoctoral Affairs appoints a chair for the thesis defence.
• The examination copy of the thesis must be uploaded/submitted to the PhD Administrator 4 weeks prior to the defence.
• The examining committee must consist of:
  o the thesis proposal members
  o an internal/external committee member (outside of Sprott but internal to Carleton University)
  o an external member (outside of Carleton University)

Thesis Defence: The format for the thesis defence follows the same pattern as the proposal defence. Others may attend as silent observers provided permission is obtained from the candidate and the chair. Faculty do not need permission to attend.

Final Thesis Deposit: The last day of registration for the term is also the last day for students to upload the final copy of their thesis in Carleton Central. For example, students registered in their thesis during the summer term have until the last day of fall registration to upload their final thesis copy without registering in the fall term.

The student must also print 3 copies (or 4 if there is a co-supervisor) of the approved thesis. These copies are given to the student, supervisor and department and will be bound by the School.

Administrative Requirements
The style specifications for the final deposit of the thesis are as follows:
• Each thesis must be accompanied by a suitable abstract up to 350 words in length.
• Information concerning formatting can be obtained through: gradstudents.carleton.ca/thesis-requirements/formatting-guidelines/
• The Canadian Thesis Service is an additional resource: bac-lac.gc.ca/eng/services/theses/Pages/theses-canada.aspx
Time Expectations

Full-time students
- Must complete the degree requirements within 5 calendar years after the date of initial registration.
- If a student is not registered in a semester that time still counts towards the 5 year limit.
- All coursework should be completed within the first 2 years of study.
- Coursework should be complete prior to undertaking the comprehensive exam. Exceptions can be made for one half-course of electives.
- Comprehensive exams should be complete within 8 semesters of initial program registration.
- Summer semesters are counted whether the student is registered or not. An exception is made with an approved LOA.
- The thesis proposal should be defended no more than 2 semesters after completion of the comprehensive examination.

Part-time students
- Must complete the degree within 9 calendar years after the date of initial registration.
- If a student does not register in a semester that time still counts towards the 9 year limit.
- Coursework should take no more than 4 years to complete.
- The comprehensive exam should be completed within 16 semesters of initial program registration.
- The thesis proposal should be submitted within 4 semesters after the comprehensive examination.

Extension:
A student requiring extra time to finish their degree may apply for an extension using an Extension Request Form available at gradstudents.carleton.ca/forms-policies/. This request must be supported by the student’s supervisor and the PhD Director.
### Typical Timeline for the PhD Program: Full-time

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
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<tbody>
<tr>
<td><strong>Fall</strong></td>
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<tr>
<td>Coursework</td>
<td>Coursework</td>
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<tr>
<td>Winter</td>
<td>Winter</td>
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<tr>
<td>Begin research</td>
<td>Finish coursework/ begin Comprehensives</td>
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<tr>
<td>Summer</td>
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<table>
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<tr>
<th>Year 3</th>
<th>Year 4</th>
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<tbody>
<tr>
<td><strong>Fall</strong></td>
<td><strong>Fall</strong></td>
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<tr>
<td>Finish Comps/ begin Proposal</td>
<td>Thesis Proposal</td>
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<tr>
<td>Winter</td>
<td>Winter</td>
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<tr>
<td>Summer</td>
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<tr>
<td>Thesis</td>
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### Typical Timeline for the PhD Program: Part-time

<table>
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<tr>
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<td>Coursework</td>
<td>Coursework (if possible)</td>
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<td>Winter</td>
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<td>Coursework</td>
<td>Coursework (if possible)</td>
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<td>Coursework</td>
<td>Coursework (if possible)</td>
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<td>Year 3</td>
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<td><strong>Fall</strong></td>
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<td>Comprehensives</td>
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<td>Year 6</td>
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<td>Year 8</td>
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PhD Activities

PhD Seminars
At various times throughout the school year the PhD office endeavours to offer useful seminars for doctoral students. Typical topics include: Doing Library Research; How to Apply for External Awards, etc. Every effort will be made to provide advance notice of such seminars, and all students are strongly encouraged to attend.

The Administrative Sciences Association of Canada (ASAC)
ASAC promotes management education through an annual conference. PhD students are strongly encouraged to submit papers. Details available at asac.ca.

The Graduate Students’ Association (GSA)
gsacarleton.ca
The GSA represents graduate students from all Carleton University faculties and departments. They provide services for graduate students and advocate for graduate students’ interests both on and off campus.

Sprott PhD Student’s Association
This association is for Sprott PhD students, and run by Sprott PhD students. The association presidents attempt to foster a community by organizing social events and arranging mentoring relationships between senior and new students.
Funding

Internal Funding
Funding is available for full-time registered students. The graduate awards website contains a listing of internal awards available: carleton.ca/fgpa/awards-and-funding/internal-awards. Students who think they meet the criteria for an award should inform their supervisor.

External Funding
The following are sources of external funding: Social Sciences and Humanities Research Council (SSHRC), Natural Sciences and Engineering Research Council (NSERC) and Ontario Graduate Scholarship (OGS).

To be eligible for external funding, students must maintain continuous full-time registration for the duration of the scholarship. Students receiving a scholarship from the Faculty of Graduate and Postdoctoral Affairs must apply for external funding.

In September, the Faculty of Graduate and Postdoctoral Affairs hosts a series of information sessions to help students prepare applications for external scholarships. See their website for up to date details: carleton.ca/fgpa/awards-and-funding/external-award/.

Graduate Student Travel/Research Bursary (GSTRB)
A bursary is available for students presenting at conferences. Application for travel funds from FGPA for conference-related travel is now done online. To apply, go to Carleton Central, look under Awards and Financial Assistance and then click on Graduate Online Application Forms. Applications must be submitted at least one month prior to travel.

Additional Sources of Income
Research Assistantships: RAships are available to students who want to pursue a research link with a professor. Funding availability varies; please contact your supervisor for more information.
Teaching: Students who complete the comprehensive examination and want to become a contract instructor need to consult their supervisor. Students must make progress in the program to be eligible to teach.
University Resources

The Maxwell MacOdrum Library: [library.carleton.ca](library.carleton.ca)
Matthew Gertler is the Business & Government Information Librarian (613-520-2600 ext. 8240 [matthew.gertler@carleton.ca](mailto:matthew.gertler@carleton.ca)). Journal articles and books can be accessed through the online library catalogue. Registered students can access the database off-campus. Visit [library.carleton.ca/services/off-campus-language-access](library.carleton.ca/services/off-campus-language-access) for login instructions.

EDC: [carleton.ca/edc/](carleton.ca/edc/) provides a range of teaching workshops to faculty, instructors and teaching assistants.

Paul Menton Centre: [carleton.ca/pmc](carleton.ca/pmc) delivers services for students with disabilities and oversees academic accommodations.

Center for Student Academic Support (CSAS): [carleton.ca/csas](carleton.ca/csas) offers services to meet student’s learning needs.

International Student Services Office (ISSO): [carleton.ca/issono](carleton.ca/issono) delivers services for international and exchange students.

Health & Counselling Services: [carleton.ca/health](carleton.ca/health) is a wellness centre on campus.

Department of Housing and Conference Services: [carleton.ca/housing/](carleton.ca/housing/) offers support for students seeking affordable housing.

The Colonel By Child Care Centre: [carleton.ca/cbccc/](carleton.ca/cbccc/) is a childcare cooperative located on campus.
Managing your PhD Experience

Supervisor and Student Guidelines
The Faculty of Graduate and Postdoctoral Affairs has established guidelines to assist in supervisor/student relations: gradstudents.carleton.ca/thesis-requirements/graduate-supervision-responsibilities-expectations-policy/.

The Decision Sciences Institute
An institute committed to the advancement of knowledge in business disciplines. Please visit: decisionsciences.org/ for publications on time management, thesis suggestions, supervisor/student relations, and launching an academic career.

Academic Integrity
Please consult carleton.ca/registrar/academic-integrity/ for the Carleton University Academic Integrity Policy.

Being Career Ready
Please visit the following job related links:
- Jobs - University Affairs
- Jobs - CAUT Careers
- Jobs - AACSB
- Jobs - Chronicle of Higher Education

Academic Curriculum Vitae (CV)
Your CV, targeted to an academic audience, should contain a complete record of scholarly pursuits and accomplishments. Please see the PhD Administrator for the Carleton University CV template.