

Management PhD Map

Applying to and Navigating Graduate Studies

Why GRADUATE STUDIES in MANAGEMENT?

Queen's Smith School of Business is one of the world's premier business schools - renowned for exceptional programs, distinguished faculty, leading edge research, and the quality of its graduates. The School is home to a strong research environment where you will collaborate with internationally recognized and award-winning faculty who are widely published in peer-reviewed journals and have earned great respect for the mentorship they provide graduate students. The faculty at Smith School of Business will ensure that your experience at Queen's will be nothing short of exceptional.



As a PhD student, you are a member of the dynamic Smith School of Business research community. You have course work designed to help you hone your research skills; supervision as you develop an impactful thesis; research opportunities with world-class faculty; invitations to workshops and seminars by visiting professors from around the world; an annual Doctoral Consortium designed for sharing research ideas in a collegial environment; support to attend top academic conferences; and teaching opportunities.

Program STRUCTURE

The PhD program at Smith School of Business develops highly skilled and ethical researchers who discover and transmit new knowledge that enriches the academic community, the broader business community, and society. There are three stages of the program, each designed to help you learn the skills necessary to develop a successful academic career.

STAGE 1: FOUNDATIONS

The first two years are composed of the following three components, each designed to capture the foundational skills you need for your academic career.

The Common Core

This part of the program, which is common across all areas of specialization, will help you:

- Build an understanding of an academic career, which includes the publication process, how to develop interesting, and impactful research questions, the development of your communication, research, and mentorship skills.
- Develop an appreciation for the ways in which knowledge is generated and communicated in a business school.
- Develop foundational skills for teaching.

Behavioural/Quantitative Core

In this section, you will hone the fundamental skills in research methods that are tailored to your research interests. Students in the behavioural subject areas, such as Social and Behavioural Accounting, Digital Technology, International Business, Organizational Behaviour and Strategy, normally take the behavioural core courses. Students in the Quantitative subject areas such as Analytics, Business Economics, Financial Accounting, and Finance normally take the quantitative core courses. Some areas like Marketing provide both behavioural and quantitative course options.

Areas of Specialization

Students are exposed to the content and application of the research methods relevant to each area of specialization:

- Accounting
- Analytics
- Business Economics
- Finance
- International Business
- Management Information Systems
- Marketing
- Organizational Behaviour
- Strategy

STAGE 2: TESTING THE FOUNDATIONS

After completing the first two years of course work, all students must successfully complete a comprehensive exam in their respective areas of specialization. The exam is designed to help solidify the foundational knowledge and research skills needed to successfully complete your thesis and emerge as an independent scholar.

STAGE 3: PUTTING IT ALL TOGETHER

After successfully passing the comprehensive exam, students move on to the thesis development stage which typically takes two to three years. In addition to the development of your thesis, you will build your stream of research in collaboration with your faculty mentor; serve as a mentor to students just entering the PhD program; continue to develop your teaching skills by assuming independent teaching opportunities; and participate in academic conferences in order to present your research ideas to other scholars.

TIMELINE TO COMPLETION



Management PhD Map

DOCTOR OF PHILOSOPHY



BEGINNING STAGE YEAR I

EARLY INTERMEDIATE YEAR II

LATE INTERMEDIATE YEAR III

WRAPPING UP YEAR IV & V

ACHIEVE YOUR ACADEMIC GOALS

- Attend Annual Smith Graduate Student Consortium.
- Attend Econ. Math Prep Review or Stats Bootcamp.
- Complete core Fall Term and Winter Term courses.
- Confirm supervisor and begin to address theoretical and methodological aspects of research topic.
- Present research proposal.
- Complete [CORE training](#) and obtain ethics approval, if applicable
- Complete a research project of publishable quality (due mid-August to supervisor and 2nd reader).
- Consider how course work can contribute to your comprehensive exam and thesis proposal.

- Attend Annual Smith Graduate Student Consortium and create a poster to present your summer research project.
- Complete course work.
- Prepare for comprehensive exam.
- Write a paper based on your summer research, if applicable.
- Use information collected during Consortium event "Getting on the Publishing Track Early."

- Attend Annual Smith Graduate Student Consortium.
- Develop and defend your thesis proposal.
- Begin your thesis research.
- Use consortia and conference presentations to refine research approach, if applicable.
- Continue to write research papers, if applicable.

- Attend Annual Smith Graduate Student Consortium.
- Continue and complete your thesis research.
- Consider attending the [Dissertation Boot Camp](#) and [Dissertation on the Lake](#) events run by the School of Graduate Studies and Postdoctoral Affairs.
- Defend your thesis.
- Continue to pursue publication options for your research.

MAXIMIZE RESEARCH IMPACT

- Think about the audience for your research.
- Participate in brown bag and other seminars in your area.

- Consider participating in the 3 Minute Thesis (3MT) Smith competition during the Consortium.
- Discuss thesis funding and conference funding with the department and your supervisor.
- Attend an academic conference in your field of study, if appropriate.
- Present at brown bag and other seminars in your area.

- Consider participating in the 3 Minute Thesis (3MT) Smith and/or Queen's Graduate Studies and Postdoctoral Affairs competitions.
- Present at brown bag and other seminars in your area.
- Attend an academic conference in your field of study, if appropriate.
- Expand your research audience by using social media.

- Consider participating in the 3 Minute Thesis (3MT) Smith and/or Queen's Graduate Studies and Postdoctoral Affairs competitions or go to [Grad Chat](#).
- Expand your research audience by using social media such as LinkedIn, Twitter, or a blog. Consider setting up a LinkedIn profile.
- Present at brown bag and other seminars in your area.
- Attend an academic conference in your field of study if appropriate.

BUILD SKILLS AND EXPERIENCE

- Take the compulsory teaching course [MGMT 993](#).
- Participate in Smith Graduate Society Committee events.
- Participate in MSc-PhD Writing Retreats
- Participate in [SGSPA Professional Development Opportunities](#).

- Teaching Assistant or Research Assistant positions help to develop your skills and experience.
- Participate in Smith Graduate Society Committee events.
- Participate in MSc-PhD Writing Retreats
- Participate in [SGSPA Professional Development Opportunities](#).

- Take the compulsory SGS902 Teaching course offered by the Centre for Teaching and Learning (CTL).
- Take Teaching Assistant or Research Assistant positions help to develop your skills and experience.
- Create an ePortfolio of your skills, experiences, and competencies.
- Participate in MSc-PhD Writing Retreats
- Participate in [SGSPA Professional Development Opportunities](#).

- Consider a departmental Teaching Fellow, Teaching Assistant, or Research Assistant position.
- Maintain your eportfolio of skills, experiences, and competencies.
- Be involved in committees and in the community.
- Drop into the Smith Career Advancement Centre.
- Participate in MSc-PhD Writing Retreats.
- Participate in [SGSPA Professional Development Opportunities](#).

ENGAGE WITH YOUR COMMUNITY

- Consider volunteering with a community organization.
- International students should consider visiting [QUIC](#).
- Explore [FDISC Workshops](#) and other communities on campus through [student affairs](#).
- Complete required training: [Call it Out](#), [EDI \(Equity, Diversity, and Inclusion\)](#), [Unconscious Bias](#), [Working Together](#).

- Continue to volunteer and to participate in community events.
- International students continue to engage with the International Centre.
- Indigenous students continue to engage with Four Directions.

- Network with others through [Queens Connects](#) on LinkedIn, the [Queen's Alumni Association](#), and at conferences.
- Check out Smith Career Advancement Centre networking workshops.

- Consider joining professional associations relevant to your field of study.
- Explore the School of Graduate Studies and Postdoctoral Affairs PhD Community Initiative and Aurora initiative.
- Take QUIC's Intercultural Awareness Training.

LAUNCH YOUR CAREER

- Speak with your supervisor and area faculty members about career opportunities.
- Read the weekly Smith Research e-newsletter, the PhD-MSc Office e-letter, and the School of Graduate Studies and Postdoctoral Affairs e-newsletter.
- Career fit starts with knowing yourself. Visit the Smith Career Advancement Centre for advice.

- Speak with your supervisor and area faculty members about your career direction.
- Read the weekly Smith Research e-newsletter, the PhD-MSc Office e-letter, and the School of Graduate Studies and Postdoctoral Affairs e-newsletter.

- Speak with your supervisor and area faculty members about career opportunities.
- Begin to craft your job application materials and attend job talks.
- Update your resume.
- Read publications such as University Affairs and the [Chronicle of Higher Education](#).

- Speak with your supervisor and area faculty members about career opportunities.
- Update your resume, create a job search/recruiting plan, and attend job talks.
- Build your teaching portfolio, including student evaluations, and potentially seek a teaching mentor.
- Read publications such as University Affairs and the [Chronicle of Higher Education](#).

EMPLOYABILITY SKILLS

Knowledge and technical skills in area of specialization.

Communication: effective and clear in written, oral and multimedia forms, for diverse audiences.

Information Management: prioritize, organize, and synthesize large amounts of information.

Time Management: meet deadlines and responsibilities despite competing demands.

Project Management: develop ideas, gather information, analyze, critically appraise findings, draw and act on conclusions.

Creativity and innovation to address complex, multifaceted challenges.

Perseverance to work through challenges to achieve desired outcome.

Awareness and understanding of sound **ethical practices**, **social responsibility**, responsible research, and **cultural sensitivity**.

Professionalism in all aspects of work, research, and interactions.

Develop equity, diversity, inclusion and Indigenization competencies.

Leadership: demonstrate initiative, vision, compassion and soft skills while leading people and discussions.

How to use this map

Use the 5 rows of the map to explore possibilities and plan for success in the five overlapping areas of career and academics. The map just offers suggestions – you don't have to do it all! To make your own custom map, use the [My Grad Map](#) tool.

Graduate Studies FAQs

How do I make the most of my time at Queen's?

Use the Grad Map to plan for success in five overlapping areas of your career and academic life. Everyone's journey is different - the ideas on the maps are just suggestions to help you explore possibilities. For more support with your professional development, take advantage of the SGSPA professional development framework and the new [Individual Development Plan \(IDP\)](#) process to set customized goals to help you get career ready when you graduate.

Where can I get help?

Queen's provides you with a broad range of support services from your first point of contact with the university through to graduation. Ranging from help with academics and careers, to physical, emotional, or spiritual resources – our welcoming environment offers the programs and services you need to be successful, both academically and personally. Check out the [SGSPA website](#) for available resources.

What is the community like?

At Queen's, graduate students from all disciplines learn and discover in a close-knit intellectual community. With over 130 graduate programs throughout more than 50 departments and research centres, you will find friends, peers and support among our graduate students. With the world's best scholars, prize-winning professional development opportunities, excellent funding packages and life in the affordable, historic waterfront city of Kingston, Queen's offers a wonderful environment for graduate studies. Queen's is an integral part of the Kingston community, with the campus nestled in the core of the city, only a 10-minute walk to downtown with its shopping, dining and waterfront. For more about Kingston's history and culture, see Queen's University's [Discover Kingston](#) page.

Application FAQs

What do I need to know to APPLY?

ACADEMIC REQUIREMENTS

- The program is designed for students from a variety of disciplines who have completed a Master-level program with a minimum B+ (77%) average. For example, economics graduates may pursue a PhD in Finance, engineering, or math graduates may choose Analytics, while psychology and sociology graduates may opt for Organizational Behaviour or Marketing.

KEY DATES & DEADLINES

- See PhD website for key dates.

APPLICATION PROCESS

- STEP ONE** - Complete the application form and pay the application fee through the School of Graduate Studies and Postdoctoral Affairs (SGSPA) website. Upload a copy of your official transcripts to your online application for all academic institutions attended. All applicants accepted into the program will be required to send hard copy official transcripts and degree certificates in the University sealed envelope.
- STEP TWO** - Take either the GMAT or GRE test and provide the results to our department. The GMAT official test may be released using the code Q21-QZ-99. The GRE official test may be released using the code 0949.
- STEP THREE** - Electronic reference forms will be sent to your referees upon submission of your online application and application fee. Please alert your referees these forms will be sent to them. They will be required to complete their form and submit it back to our department.
- STEP FOUR** - Provide your Statement of Interest with your online application or email it to your Graduate Assistant. This statement should include your career goals, research interests, and your related academic field of interest background.
- STEP FIVE** - The Graduate Assistant in your intended MSc/PhD program will contact you to request your resume. Further information about the program you have interest in will be provided.

Learn more at ssb.ca/grad_studies/phd.

What about FUNDING?

Our PhD students receive generous funding allocated from several sources, a portion of which is made up from your involvement in teaching assistantship/research assistantship employment.

All eligible students are encouraged to apply for OGS, SSHRC, or NSERC where applicable. Tri-Council award holders receive additional funding from Smith School.

Our programs also provide funding for research projects and conference presentations. The total funding package is very competitive. Students arrange for work as a Research Fellow, Research Assistant, or Teaching Assistant as part of their annual funding package. Teaching assistant and research assistant employment is optional and this portion of your package is contingent on your ability to do this work.



Doctoral Program in Management

Research/PhD-MSc Office
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