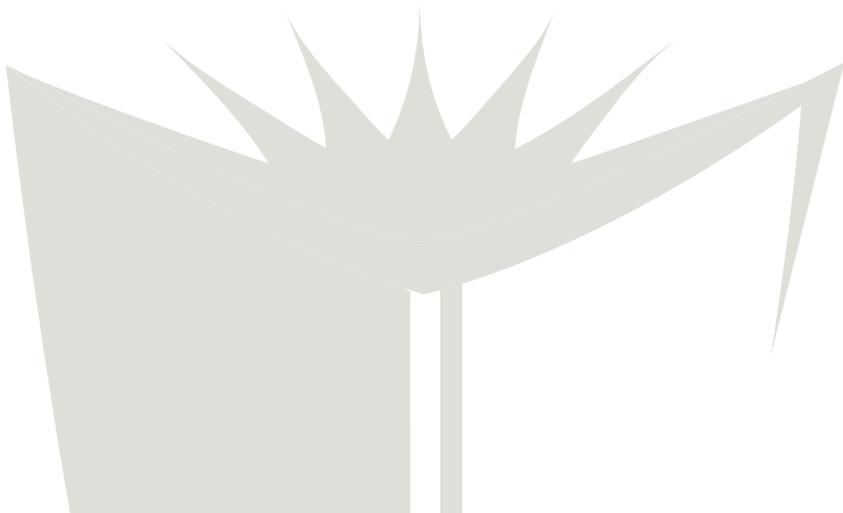


# PHD IN ADMINISTRATION

**BECOME A BUSINESS LEADER THROUGH RESEARCH AND TEACHING**



# TABLE OF CONTENTS

|   |  |    |   |
|---|--|----|---|
| 1 | Mission and Values                                     | 10 | A Dynamic Research Culture  |
| 2 | Become a Business Leader Through Research and Teaching | 10 | Commerce Graduate Students Association  |
| 5 | Professors   | 11 | A Reputation Built on Successful Programs and Successful Graduates            |
| 5 | Research Chairs  | 11 | Recent Theses and Publications  |
| 7 | David O'Brien Centre for Sustainable Enterprise        | 13 | The PhD Program: Three Phases, Five Specializations Designed for Your Success |
| 7 | An Exceptional Learning Environment                    | 14 | Five Specializations, Five Key Disciplines                                    |
| 9 | The Joint Program Advantage                            | 17 | Admission: Your Gateway to an Academic Career in Business                     |
| 9 | International Culture, Worldwide Alumni Network        | 18 | Student Support and Tuition Information                                       |
| 9 | Research Facilities                                    |    |   |



Located in the vibrant heart of downtown Montreal, the new John Molson School of Business building is the dynamic green centre of Concordia University's Faculty of Business. This architecturally stunning 37,000-square-metre 15-storey landmark boasts a distinctive design that incorporates bright atriums, modern classrooms, several networking spaces, a 300-seat auditorium, six amphitheatres and two basement levels that link it to neighbouring buildings and to the metro system. The building was built in keeping with LEED (Leadership in Energy and Environmental Design) Silver level certification requirements.

Concordia University's Faculty of Commerce and Administration became the John Molson School of Business in November 2000, thanks to a generous endowment from the Molson Family and the Molson Foundation. Located in the international hub of Montreal, Canada, the School proudly bears the name of John Molson (1763-1836), the renowned entrepreneur, innovator and philanthropist whose contributions have left an indelible mark on the city's history. The School currently has 144 full-time faculty members from 31 countries and 188 part-time faculty members in five academic departments: Accountancy, Finance, Management, Marketing, and Decision Sciences/ Management Information Systems; we have over 6800 undergraduate students, over 1200 graduate students, and over 37,000 alumni worldwide.

## MISSION AND VALUES

John Molson School of Business at Concordia University educates students to enable them to become business leaders and responsible global citizens. We place strong emphasis on teaching, research and scholarship, and we strive for an intellectual climate in which excellence, innovation and imagination flourish. As an urban business school, we welcome Concordia's multilingual and multicultural constituency. Our international faculty, diverse student body, strong links to the local business community and relationships with international partners provide a learning environment that responds to the demands of a global economy and recognizes the realities of the contemporary world to achieve a better future.



## BECOME A BUSINESS LEADER THROUGH RESEARCH AND TEACHING

For 70 years, the John Molson School of Business has been educating professionals at all levels of administration and management, preparing them for roles as researchers, innovators, entrepreneurs, and leaders in their field. Our graduate research faculty is among the best in Canada, supporting a range of specializations and interests.

Every year the PhD in Administration attracts some of the best and brightest from Canada and around the world. Some have come to progress naturally from master's level programs, on an uninterrupted track toward an academic career. Others have been active in business for several years and wish to pursue research and teaching in order to contribute meaningfully to business in an academic setting. Still others wish to combine active business practice with the pursuit of advanced knowledge. Each has their own reasons

for coming to the PhD program at JMSB, but all of them are attracted by our tested and proven program that reflect our commitment to superior business education and the practical application of advanced academic research.

With eight thousand graduate and undergraduate students and more than 38 thousand alumni, the John Molson School of Business is one of the best known and most respected institutions of its kind in Canada. JMSB is committed to academic excellence, cutting-edge research and student support. Our faculty members have a diverse and multicultural background and are graduates from prominent universities in Canada and around the world. They undertake extensive research published in books and academic journals. Many serve as board members of international learned societies or as senior advisors to government and industry.



## DRAWING ON THE STRENGTHS OF FOUR UNIVERSITIES

Choosing JMSB for my PhD studies is like capturing the best of play, knowledge, international exposure and learning in one place. Starting with the location, the business school is situated in the heart of Montreal with some of the best nightlife in North America. The joint program offers access to four universities; that means four times more expertise and opportunities for collaboration. Being part of InterNeg, one of the many research centres, I worked on projects with people from all over the world: Germany, Taiwan and Spain, to name a few. Most importantly, JMSB gave me the flexibility to discover my interests and the guidance to start and develop a meaningful career that bridges research and practice.

*Eva Chen,  
PhD Candidate*

## GUIDING STUDENTS TOWARDS SUCCESS

For a faculty member, working with doctoral students brings some unique rewards. First, it helps me stay current as a researcher as I must ensure that students pursue projects that have potential. Second, it is always gratifying to see students evolve, mature, learn and emerge as full-fledged researchers themselves. Typically, doctoral students will have broad-scope research ideas that could carry a long career. I always guide them to focus their research questions and tailor them to manageable-sized projects that can be finished within a predictable time-frame.

*Michel Magnan, PhD, FCA, ASC, C.Dir.  
Accounting Professor*



## PROFESSORS — THE HEART OF A GREAT BUSINESS SCHOOL

The best professors attract the best students, and having the best students ensures we attract and retain the best professors.

We draw on some 144 full time and 188 part time professors from some 31 countries. Some are simultaneously active and successful in the business world and can impart real world knowledge that supplements the theoretical. Others are at the forefront of research, publishing widely in peer-reviewed journals or holding senior positions on editorial boards. Still others are known for taking their students above and beyond, acting as advisors for students in their own research and as coaches at competitions worldwide.

PhD students work closely with expert faculty from many prestigious research institutions, maintaining outstanding international reputations for their innovative research, publishing in some of the best journals, and sitting on the boards of many Learned Societies. JMSB holds numerous funded research positions, including endowments from alumni and Canada and Concordia Chairs. At the same time, JMSB faculty take pride in continued mentoring of the many successful graduate students emerging from the doctoral program and their supervision.

## RESEARCH CHAIRS

- Endowed Research Chairs
  - Dr. Pramodita Sharma, Department of Management, CIBC Distinguished Professorship of Family Business
  - Dr. Michel Larocche, Department of Marketing, Royal Bank Distinguished Professorship in Marketing
  - Dr. Michel Magnan, Department of Accountancy, Lawrence Bloomberg Chair in Accountancy
  - Dr. Lorne Switzer, Department of Finance, Van Berkom Endowed Chair in Small Caps Finance
- Concordia Research Chairs
  - Dr. Michael Carney, Department of Management, Senior Concordia University Research Chair in Strategy and Entrepreneurship
  - Dr. Bianca Grohmann, Department of Marketing, Concordia University Research Chair, Tier 2, in Marketing
  - Dr. Gad Saad, Department of Marketing, Concordia University Research Chair, Tier 2, in Marketing
  - Dr. Gary Johns, Department of Management, Senior Concordia University Research Chair in Management
  - Dr. Gregory Kersten, Department of Decision Sciences & M.I.S., Senior Concordia University Research Chair in Decision and Negotiation Systems
  - Dr. Lawrence Kryzanowski, Department of Finance, Senior Concordia University Research Chair in Finance

## OUTSTANDING SUPPORT

My experience in the PhD program at the John Molson School of Business (JMSB) was enriching and very rewarding. It had a tremendous positive impact on my critical thinking and my analytic and communication skills. My PhD supervisor, Dr. H. Onur Bodur, has provided me with constant guidance and outstanding support during my dissertation's elaboration process. I am very grateful to him as well to the JMSB friendly and knowledgeable professors and the PhD and MSc staff for their generosity and steady assistance.

Thanks to my supervisor and to JMSB, I had the opportunity to participate in five international conferences in which I interacted with top researchers in my field and developed my professional network. Studying in the Joint PhD program at JMSB is a unique experience where students can take courses in four universities, learn in English or in French, interact with professors of high caliber, and live in Montreal, a culturally rich and diverse environment.

*Deny Belisle,  
PhD 2010*





### DAVID O'BRIEN CENTRE FOR SUSTAINABLE ENTERPRISE

Named in recognition of Concordia University Chancellor David O'Brien's \$2 million donation, the centre will make JMSB a leading knowledge and research hub for issues related to sustainability and corporate social responsibility. The centre is led by Dr. Paul Shrivastava, Distinguished Professor in Sustainable Enterprise and thought leader in the area.

Dr. Shrivastava sees sustainability as a critical human issue that can no longer be ignored and described three interconnected crises facing humans: the global climate crisis, the global financial crisis and the global poverty crisis. He adds that a multi-disciplinary, multi-stakeholder and multi-cultural approach is necessary to better understand sustainability and notes that "sustainability is about surviving these crises and about creating conditions for humans and other life to flourish on earth forever." According to Dr. Shrivastava, sustainable enterprise will help achieve this goal by gathering organizations large and small, public and private, for profit, and not-for-profit, in all sectors, to create eco-friendly products and services that use efficient and resource-conserving operations and logistics systems to achieve ecological, social and economic prosperity over time.

The centre's activities will focus on creating knowledge and practical strategies to help organizations move strategically and holistically towards sustainability. Various research projects, education and teaching programs and community outreach initiatives that foster integrated and holistic approaches to sustainability will be developed under Dr. Shrivastava's leadership.

### AN EXCEPTIONAL LEARNING ENVIRONMENT

The joint PhD program prepares students for an international academic career in business, grounded in one of Canada's top business schools and benefiting from the expertise of three others. Building an individual research project through coursework, colloquia, and personal faculty attention, doctoral candidates pursue their studies across a structured program combining two years of advanced seminars with two years of dissertation research.

Our doctoral students maintain an extremely high employability rate after graduation, routinely publishing and presenting for some of the most prestigious journals and conferences while contributing to advanced management research.

## PERSONAL, INTELLECTUAL AND ACADEMIC GROWTH

The most important factor in my decision to join the PhD program at JMSB was to have the ability to develop ideas I found personally interesting and rewarding. My experience in the PhD program has been great; I've found a supervisor that encourages me to explore my own ideas, and has helped me to grow intellectually and personally. The professors and students are very supportive and amicable, and I feel confident that I've chosen in the right environment to grow as an academic.

*Tony Bongiorno,  
PhD Candidate*





### THE JOINT PROGRAM ADVANTAGE

The John Molson School of Business, in affiliation with École des Hautes Études Commerciales de Montréal, McGill University, and Université du Québec à Montréal, has been offering a joint PhD in Business Administration since 1976. The program provides students with access to more than 300 professors who are qualified to supervise doctoral studies and to all four schools' library systems, computer facilities, and live presentations by internationally recognized researchers.

### INTERNATIONAL CULTURE, WORLDWIDE ALUMNI NETWORK

Concordia welcomes international students, representing 157 countries and enriching the learning and living environment with the diversity of languages, backgrounds, approaches and cultural perspectives. When they graduate, they become members of a worldwide family of committed graduates many of whom maintain close ties with the business school, open doors to fellow alumni looking for career opportunities and contribute financially, professionally and socially to the vibrancy of the university community in Montreal and around the world.

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### RESEARCH FACILITIES: JMSB LABS

- MIS Lab
  - CECI Lab
  - Faculty Research Lab: Research Assistants
  - Behavioural Lab
  - MSc Lab
  - PhD Lab
  - Faculty Research Lab: Assistants
-



### A DYNAMIC RESEARCH CULTURE

With nine research centres brimming with talent and ambition, JMSB faculty and graduate students are busy creating innovative solutions to many contemporary business problems. Our work is solidly rooted in actual practice, putting theory through its paces to respond to real industry challenges. That's the JMSB distinction – a research-intensive graduate education deeply engaged in actual practice and the real world.

- Bell Research Centre for Business Process Innovation
- Centre for Small Business and Entrepreneurial Studies (CSBES)
- David O'Brien Centre for Sustainable Enterprise
- Desjardins Centre for Innovation in Business Finance
- Family Enterprise Research Conference
- Institute for Community Entrepreneurship & Development
- International Centre for Aviation Management Education and Research (ICAMER)
- InterNeg Research Centre
- Institute for Governance of Private and Public Organizations

### COMMERCE GRADUATE STUDENTS ASSOCIATION

The Commerce and Administration graduate students have formed a model of student governance, through an association whose purpose is to represent them at the John Molson School of Business.

The mandate of the Commerce Graduate Students Association (CGSA) is to:

- Act as the official representative organization of all Commerce and Administration graduate students on all committees, boards or constituted bodies
- Promote the academic, cultural, recreational, political and social interests of the members, thereby improving student lifestyles and augmenting school spirit
- Facilitate communication and cooperation among the graduate student associations and representatives, and to maximize synergies among existing programs
- Improve the JMSB brand name in the national and global business and academic communities.

The CGSA Executive Council currently consists of a president, vice-president academic, vice-president communication, vice-president administration and finance, and a representative of each of the commerce graduate programs.



### A REPUTATION BUILT ON SUCCESSFUL PROGRAMS AND SUCCESSFUL GRADUATES

In 1997, JMSB became Montreal's first business school and only the fourth in Canada to be awarded full accreditation from the prestigious International Association of Management Education (AACSB).

According to a study by École des Mines de Paris, Concordia University has graduated the largest number of Fortune 500 company CEOs of any university in the country. This is the third consecutive year that Concordia has earned this distinction.

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### RECENT THESES AND PUBLICATIONS

- Tiemei Sarah Li, PhD in Business Administration 2009, The Governance of Off-shore Firms: Implications for Financial Reporting and Firm Value
  - Nicole Bérubé, PhD in Administration 2010, Explaining the Relationships Between Age, Job Satisfaction, and Commitment: An Empirical Test
  - Michelle Rodrigue, PhD in Business Administration 2010, Stakeholder Perspectives on Accounting Information: Three Essays on Environmental Accounting
  - Wissam AlHussaini, PhD in Business Administration 2010, Corruption and the Multi-National Corporation: Antecedents to Bribery in a Foreign Country
  - Deny Bélisle, PhD in Administration 2010, The Impact of Perceived Complementarity on Consumers' Evaluation of Bundles
  - Nathalie Spielmann, PhD in Business Administration 2010, Word of Mouth for Interpersonal Services: Communicating Value
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## A MULTITUDE OF RESEARCH OPPORTUNITIES

“Scholarship” best describes the John Molson School of Business PhD program. From the moment I started at JMSB, I sensed a collaborative spirit. My supervisor, Dr. Rick Molz, guided me diligently through the various phases of the program while encouraging me to get involved in research initiatives beyond the classroom. In my three years, I have participated in five international conferences, where I had the opportunity to not only present my research but also broaden my academic network. Due to the joint nature of the program, I now work with professors from the four Montréal business schools – JMSB, HEC, McGill and UQAM and have taken courses in both English and French. Montreal’s cultural diversity and innovative business environment, matched with top faculty, make JMSB a great place to pursue a doctoral degree in business. With its exceptional connections with small, medium and large businesses, JMSB offers a multitude of research opportunities.

*Gwyneth Edwards,  
PhD Candidate*





### THE PHD PROGRAM: THREE PHASES, FIVE SPECIALIZATIONS DESIGNED FOR YOUR SUCCESS

The objective of the joint-PhD in Business Administration is to educate competent researchers and active participants in academic life, stimulating innovative research into topical management issues. This is a full-time program only.

#### PHASE I: QUALIFYING (up to one year)

Students determine their overall competency to conduct doctoral research. Students lacking a formal academic background in Business Administration may be required to take up to five (5) courses, usually at the MSc or MBA level. Students may take up to two (2) of these courses in their intended area of specialization, further preparing them for the second phase of the program.

#### PHASE II: SPECIALIZATION (up to two years)

Students focus their research into a particular area of specialization. The Supervisory Committee determines the student's program of study, usually consisting of 27 seminar credits. Students must also take two (2) 3-credit seminars, one in Research Methodology and one in Pedagogy. All other Phase II seminars depend on the student's field of specialization and are generally structured around a major and minor discipline. Finally, PhD candidates complete Phase II through the successful preparation and defense of written and oral comprehensive examinations.

#### PHASE III: DISSERTATION (up to two years)

Students develop and defend a formal dissertation proposal. With the Committee's mentoring and guidance, candidates outline their research problem and parameters and provide a description of methodology and reasonable schedule of completion. Having defended the proposal, PhD candidates begin preparation of the full dissertation, culminating in its defense before the Phase III Committee and an external examiner.

#### RESEARCH SPECIALIZATIONS

PhD candidates at JMSB may choose to specialize in any of five research departments within the program.

- Accountancy
- DS/MIS
- Finance
- Management
- Marketing

In all cases, doctoral students are expected to be full-fledged participants in the development of their department's intellectual capital through workshop involvement, research partnerships and interaction with faculty.

## FIVE SPECIALIZATIONS, FIVE KEY DISCIPLINES

### ACCOUNTANCY

JMSB's Accounting Faculty possesses wide-ranging areas of expertise. Current faculty research interests include financial statement analysis, incentive compensation management, ethics in accounting and auditing, performance measurement and reporting, balanced scorecards and costing systems in health care management, governance and financial reporting, value creation through IT investments, and international accounting.

### DECISION SCIENCES AND M.I.S.

The Department of Decision Sciences and Management Information Systems offers a PhD program specialized in Management Information Systems and Operations Management. Current areas of research include alignment of information technology, health information systems, business process reorganization, knowledge based systems, knowledge management, web-based systems, agent-based information systems, electronic commerce, intelligent systems, system development methodologies, as well as measurement and evaluation of information system performance. Operations Management research focuses on operational planning/control in JIT and supply chain management, production scheduling, service operations management and total quality management.

### FINANCE

The Department of Finance offers a diverse, dynamic research environment, enjoying a close relationship with the local investment community and publishing widely in a number of top journals. The Department's Formula Growth Investment Room provides doctoral students with access to a variety of current data resources such as Bloomberg, DataStream, SDC Platinum, Baseline and Ibbotson, in addition to the standard CRSP, Compustat and CFMRC databases. Faculty research interests include corporate finance, investments, derivatives, risk management, international finance, portfolio management, real-estate finance, banking, and family firms.

### MANAGEMENT

The Management Department is committed to developing highly skilled researchers with a strong academic orientation. The main areas of focus at the PhD level are organizational behaviour (including human resources) and strategy, both broadly defined. Some current research interests of the OB faculty include stress, absenteeism, social networks, multi-source feedback, teamwork, occupational mental health, self-serving behaviour, personality, downsizing, and cross-cultural issues. Some current research interests of the strategy faculty include executive compensation, network theory, corporate governance, strategic alliances, privatization, and ethics.

### MARKETING

The Department of Marketing emphasizes building a solid theoretical foundation and familiarity with the methods and tools that will be required to conduct advanced marketing research. Potential scientific inquiries to be pursued may include empirical and theoretical studies of behaviour and marketing strategy in various markets. Other potential areas of research are quantitative modelling of marketing phenomena and various methodological issues in marketing. Faculty research interests cover a range of topics and include consumer behaviour, product and services management, international marketing, new product and services development, business-to-business marketing, brand management, electronic marketing, distribution channels and advertising.



## PHD STUDENTS ARE COLLEAGUES IN DEVELOPMENT

My PhD students are colleagues "in development" and prime human resources for research. Working with PhD students is what I like the most about my job. We work jointly on developing research projects and realizing them, and that's how they learn the nuts and bolts of research. I am very passionate about my research on work motivation because it is something that touches every adult worker. We have yet to show how organizations can most effectively motivate their workforce to be efficient and engaged. This is what I try to achieve through my research.

*Marylène Gagne, PhD  
Management Professor*

## A MESSAGE FROM THE ASSOCIATE DEAN RESEARCH AND RESEARCH PROGRAMS

I am very pleased you are considering doctoral studies at the John Molson School of Business. JMSB offers an intellectually challenging academic environment, superb student support, a diverse student body, outstanding resources and strong ties to the local business community. Our 140 full-time faculty members come from diverse backgrounds and hold advanced degrees from leading Canadian and international universities. Many are world-class experts and have been widely published. JMSB is proud to be one of only 17 institutions in Canada accredited by the Association to Advance Collegiate Schools of Business (AACSB). This prestigious designation ensures adherence to rigorous academic standards and reflects the outstanding quality of our research and teaching. A unique feature of the JMSB PhD program is the joint nature of the program. Although our graduates receive a degree from JMSB, the program is affiliated with three other major Montreal universities. This provides students with a wealth of opportunities and access to world-renowned professors, researchers and visiting speakers. I invite you to visit us to find out more about our program. Feel free to visit us, write, email or call. We look forward to meeting you.

*Harjeet S. Bhabra, PhD*  
*Associate Dean (Research and Research Programs)*





### ADMISSION: YOUR GATEWAY TO AN ACADEMIC CAREER IN BUSINESS

Each year, the PhD in Business Administration attracts a large number of highly qualified and dedicated applicants. Applicants must hold a Master's degree from an accredited university with a minimum cumulative GPA of 3.5/4.3 (or equivalent). Students without a formal academic background in Business Administration are required to take up to an additional five (5) courses, usually at the MBA or MSc level. The Department determines these courses based on students' backgrounds and areas of specialization, with approval from the PhD Program Director.

Individual applicants are selected on the basis of a comprehensive evaluation of their application file.

### REQUIRED ADMISSION DOCUMENTS

- Application Form
- All Original Transcripts
- Three letters of References
- Statement of Purpose
- GMAT
- C.V.
- General Information Form

### APPLICATION DEADLINES

#### **Canadian Citizen and Permanent Resident Applicants:**

- February 1 - September admission
- September 15 - January admission

#### **International Applicants:**

- February 1 - September admission

### LANGUAGE REQUIREMENTS

The PhD in Business Administration is taught as a bilingual program. Applicants must demonstrate a proficiency in both English and French that allows them to read technical material and follow lectures and discussions. Applicants are not required to write fluently in both languages; students may choose to write reports, examinations, and theses in either English or French.



## STUDENT SUPPORT & TUITION INFORMATION

Graduate students have access to a range of financial support options, representing JMSB's commitment to providing students the foundation and security they need to best pursue advanced research.

## FUNDING

A variety of funding is available to PhD students at JMSB. Eligible students are encouraged to apply for the full complement of funding opportunities available both within Concordia and JMSB and from both federal and provincial agencies.

## PROGRAM TUITION

Total Program Cost Estimates\*

*Full-time total program estimate is based on a regular program of 12 tuition billing cycle terms*

**Canadian (Quebec & Non-Quebec Residents)** \$13,964.36

**International Students** \$48,857.48

*\*Approximate program costs at time of printing. Please note that tuition costs are subject to change; please visit [tuitionandfees.concordia.ca](http://tuitionandfees.concordia.ca) for current costs.*

## TUITION

Quebec government subsidizes education in the province, making the John Molson PhD in Business Administration program the most affordable AACSB-accredited PhD program in North America.

Additionally, students should budget at least CDN\$12,000 per year for basic living expenses, including accommodation, groceries, clothing, public transportation and miscellaneous expenditures. A cosmopolitan hub and world-class city, Montreal is remarkably inexpensive for a city of its calibre and size.

Please note: Citizens of French-speaking countries may qualify to pay Quebec tuition fees under bilateral agreements with the Quebec government.

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To find out more about the PhD in Administration program and the John Molson School of Business, visit our website at [johnmolson.concordia.ca/phd](http://johnmolson.concordia.ca/phd)

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## A MESSAGE FROM THE DEAN

Concordia's strategic framework states that "knowledge creation and dissemination are at the very heart of a university, and that without a rich spectrum of original research, creative activity, and cultural and intellectual exchange, there can be little new to teach." At the John Molson School of Business (JMSB), research plays this central role and contributes to both our visibility and to our ability to attract faculty members of the highest caliber. Our PhD program's rigorous curriculum and world-class faculty provide students with the necessary training for an academic career. It also offers them the opportunity to contribute to JMSB's outstanding research profile. I encourage you to consult the resources provided in this brochure to learn more about the vibrant research environment at JMSB.

*Steve Harvey, PhD*  
Dean

## THE TRANSITION TO BECOMING AN EXPERT

It is very fulfilling to see students become true experts in their chosen research area. The transition is amazing. Students enhance my research by providing new frames for the problem at hand. As a professor, I constantly try to teach them that information that is indirectly related to a research problem can be more important than that which is directly related. This crossfertilization across research areas is what differentiates the better researchers.

*Gary Johns, PhD  
Management Professor*



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**For in-person inquiries, please visit:**

John Molson School of Business  
Concordia University  
1450 Guy Street, MB 11.331  
Montreal, Quebec

**To mail documents by regular post, please send to:**

Concordia University  
Graduate Admissions Application Centre  
P.O. Box 2002, Station H  
Montreal, Quebec, Canada H3G 2V4

**To bring documents in person or to send  
by courier, please come to:**

Concordia University, Enrolment Services  
Birks Student Service Centre  
1400 de Maisonneuve Boulevard West, Room 185  
Montreal, Quebec, Canada H3G 2V8

Tel 514-848-2424 ext. 4149

Fax 514-848-4593

Email [phdmsc@jmsb.concordia.ca](mailto:phdmsc@jmsb.concordia.ca)



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