TSM DOCTORAL PROGRAMME IN
MANAGEMENT SCIENCE

An international collaborative working environment

The path ahead
TSM Doctoral Programme is a formative, rich and intense experience.

Our goal is to prepare our doctoral candidates for cutting-edge research and create the conditions for their integration in an international academic community.

Faculty members are at the forefront of research in their field. They work to develop exciting research programmes that address important issues in business and society through deep engagement with the firms and organisations that are tackling these problems.

We strongly believe that quality research in management science requires both discipline specialization and a broad intellectual inscription with wide-ranging understanding and perspective.

TSM figures

ALUMNI
More than 20,000 graduates worldwide

LOCATION
An urban school in the heart of Toulouse’s downtown business district!

MULTICULTURAL CLASSROOM
3,000 students
79 nationalities
45% international students in English taught degrees

DEGREE STRUCTURE
5 bachelors
7 professional bachelors
30 masters
70 partner universities

COMMITMENT TO RESEARCH
64 core faculty
6 different nationalities
78% of core faculty have a Ph.D
+100 publications in CNRS ranked journals per year

Hervé PENAN
TSM Dean
Thank you for your interest in the TSM Doctoral Programme and we hope that you will join us. A Ph.D experience will mark your private and professional life. A Ph.D dissertation is not an easy challenge but it is an enjoyable and rewarding journey.

We deliberately keep the doctoral programme small to allow you to work closely with your supervisor and develop interaction, not only with your supervisors but also with other faculty, who will be happy to act as sounding boards. Ph.D candidates are full members of their research centres.

Our programme unites the three research laboratories in management in the Midi-Pyrénées region:

- TSM Research (UMR 5303 CNRS / TSM-UT1)
- The Laboratoire Gouvernance et Contrôle Organisationnel (Université Paul Sabatier)
- The TBS Research Centre (Toulouse Business School)

This network allows us to create an international collaborative working environment.

Excellence in research is demonstrated by the CNRS accreditation: TSM Research is one of the 3 laboratories in management sciences accredited by the CNRS along with HEC and Université Paris Dauphine.

TSM Doctoral Programme faculty members from TSM, TBS and LGCO who participate in the programmes are active researchers who regularly publish in peer-reviewed journals and present at academic and professional conferences. They are part of the research-oriented university community.

Among the articles published by faculty members from 2015 to 2019 in ranked journals, almost half were written with an international co-author.

Our researchers are expert in: Accounting and management control, Aeronautical and space management, Behavioral sciences, Big data & AI, Corporate governance, Corporate Social Responsibility, Entrepreneurship and development strategy, Ethical leadership and decision making, FinTech, Human resource management & OB, Intion management, Justice & social responsibility, Market and corporate finance, Marketing of the arts and culture, Marketing and e-marketing, Risk management, Strategy.

Finally Toulouse and its region is the 3rd largest employment area in France with 400 000 companies in aerospace, pharmaceutical, agricultural, biotechnology and IT industry. Practitioners are therefore closely linked to our research activities. For example TBS is part of the SIRIUS chair (Space Institute for Research on Intive Uses of Satellites) which is dedicated to research into law and management for activities in the space sector. Private partners are: CNES, Thales Alenia, Airbus Defense and Space.

More information
Why study at TSM?

TSM is a public, international, research-intensive school founded in 1955.

VALUES
ethics
rigor
respect
excellence
cosmopoliteness

EDUCATIONAL MODEL
open and constructive
up close with faculty
to foster independent
eyearly-stage researchers

PARTNERSHIPS
Lancaster University Management School,
WHU Otto Beisheim School of Management

TOULOUSE
European aerospace capital and home
to more than 150 international companies
in a relaxed atmosphere

TSM doctoral programme figures

DOCTORAL TRAINING
5 tracks
90 Ph.D students, half international
50 Ph.D students visiting or presentation at top international conferences each year
150 alumni worldwide
100% Employment rate

NATIONAL AND INTERNATIONAL STANDING
8 Corporate research-oriented chairs
15 researchers serve as associate editors of scientific journals
20 visiting professors each year
22 grants (ERC, Marie Curie, IUF, ANR...)

RESEARCH NETWORK
Network of 3 labs, including 1 CNRS research center
170 researchers
25 nationalities
+ 100 publications in top-tier international journals each year

BOARD OF DIRECTORS
Doctoral Programme Director: Fany Declerck
Research lab directors:
TSM Research: Karim Mignonac
TBS Research Centre: Pascale Bueno-Merino
LGCO: Anne-Laure Gatignon-Turnau

Doctoral Programme coordinators:
Accounting: Nathalie Benet
Finance: Matthieu Bouvard
HRM: Marion Fortin
Marketing: Sandra Laporte
Strategy: Nicola Mirc
Five tracks

ACCOUNTING, AUDITING AND MANAGEMENT CONTROL
FINANCE
HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL BEHAVIOUR
MARKETING
STRATEGY AND INTERNATIONAL MANAGEMENT

90 STUDENTS
32 AVERAGE AGE
60% FEMALE

ACCOUNTING, AUDITING AND MANAGEMENT CONTROL
FINANCE
HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL BEHAVIOUR
MARKETING
STRATEGY AND INTERNATIONAL MANAGEMENT

More information
The TSM Doctoral Programme aims at training Ph.D students to conduct independent research.

To do so the doctoral programme provides a robust pedagogical curriculum to deepen the research topic-related knowledge, master research methods with scholarly integrity and prepare doctoral candidates for their future career.

This training immerses Ph.D candidates in all aspects of academic life. They contribute to original research, they make presentations at academic conferences, they organise seminars, and teach at undergraduate and occasionally postgraduate level. They contribute to management and academic decisions.

A 5-year integrated Doctoral Programme

YEAR1 MASTERTHESIS OR INTERNSHIP
YEAR2 CONFIRMATION PANEL
YEARS3-4 INTERNATIONAL EXCHANGE
YEAR5 COMPLETION REVIEW AND JOB MARKET PAPER
PhD defence

2 YEARS OF RESEARCH TRAINING 3 YEARS DEDICATED TO RESEARCH AND TEACHING
Exit route: MSc Exit route: MPhil Placement: Academic or industry oriented career
Ph.D. candidates are encouraged to participate in international conferences and visiting periods.

**Presentations at top conferences:**
Every academic year more than 30 Ph.D candidates presentations are funded. They participate in conferences like AOM, SMS, WFA, EFA, EURAM, EEA, EMAC, and many other top conferences.

**Academic visits at leading universities:**
Aarhus University, Northwestern University, Royal Holloway University of London, Universidad Nacional de Cuyo, University of Auckland, University College Dublin, VU Amsterdam, Yale University . .
## Curriculum

<table>
<thead>
<tr>
<th>Programme</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
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<tbody>
<tr>
<td></td>
<td>Sept/Dec</td>
<td>Jan/March</td>
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<tr>
<td><strong>Online prep</strong></td>
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<tr>
<td>Programme introduction</td>
<td>Welcome week</td>
<td>Core courses</td>
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<tr>
<td>Course readings</td>
<td>Core courses</td>
<td>Specialization research courses</td>
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<tr>
<td>Optional: gap year</td>
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<td></td>
<td>Practitioner courses</td>
<td>Practitioner courses</td>
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<td></td>
<td>Research training seminar</td>
<td>Research training seminar</td>
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<tr>
<td>Oral examination</td>
<td>First paper</td>
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Exit route: MSc
<table>
<thead>
<tr>
<th>Year</th>
<th>March/June</th>
<th>September/June</th>
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<tbody>
<tr>
<td>Year 3</td>
<td></td>
<td>Welcome week</td>
</tr>
<tr>
<td></td>
<td>MT 180</td>
<td>Optional: International exchange</td>
</tr>
<tr>
<td></td>
<td>Research training seminar</td>
<td>Teaching: 64hrs</td>
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<td></td>
<td>21 hrs</td>
<td>Confirmation panel</td>
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<tr>
<td>Year 4</td>
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<td>Welcome week</td>
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<td></td>
<td></td>
<td>Optional: International exchange</td>
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<td></td>
<td></td>
<td>Research training seminar</td>
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<td></td>
<td>Teaching: 64hrs</td>
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<tr>
<td>Year 5</td>
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<td>Welcome week</td>
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<td></td>
<td>Optional: International exchange</td>
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<td></td>
<td></td>
<td>Research training seminar</td>
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<td></td>
<td></td>
<td>Teaching: 96hrs</td>
</tr>
<tr>
<td></td>
<td>Exit route: MPhil</td>
<td>Thesis defence</td>
</tr>
</tbody>
</table>
# Programme courses

## Accounting, Auditing and Management control

### MASTER OF SCIENCE

#### Core courses
- Learning and practice in research
- Engaging with the scientific literature
- Management science
- Qualitative research
- Quantitative research
- Experimental research
- Library resources

#### Specialization research courses
- Research process and design
- Quantitative methods in accounting
- Qualitative methods in accounting

#### Practitioner courses
- Financial Reporting and Evaluation
- Management Control Systems
- Audit, Internal Control and Risk Management
- Cross-Cultural and Change Management

### MPHIL

#### Core courses
- Advanced quantitative methods
- Advanced qualitative methods
- Research ethics, plagiarism and academic integrity
- Intellectual property rights
- Writing retreat
- Philosophy of science and epistemology

#### Specialization research courses
- Advanced methods
- Advanced Experimental Research
- Advanced Quantitative Methods
- Mixed-methods
- Case study approach, Longitudinal data collection and analysis

#### Hot topics in Accounting, Auditing and Management Control
- Environmental disclosure research
- Institutional logics and hybrids
- Analytical research in financial accounting and auditing
- Social and psychological implications of management control

#### Writing, Reviewing and Publishing
- Setting up, pitching and reviewing a paper
- Managing Reviewers and the Reviewing Process
# Finance

## Master of Science

### Core courses
- Learning and practice in research
- Engaging with the scientific literature
- Management science
- Qualitative research
- Quantitative research
- Experimental research
- Library resources

### Specialization research courses
- Asset pricing and financial markets 1
- Corporate finance and financial intermediation 1
- Perspectives in finance

### Practitioner courses
- Psychology for finance
- Economics for finance
- Financial econometrics
- Derivatives

## MPhil

### Core courses
- Advanced quantitative methods
- Advanced qualitative methods
- Research ethics, plagiarism and academic integrity
- Intellectual property rights
- Writing retreat
- Philosophy of science and epistemology

### Specialization research courses
- Asset pricing and financial markets 2
- Corporate finance and financial intermediation 2
- Ph.D workshop
# Human Resource Management and Organisational Behaviour

## Master of Science

**Core courses**
- Learning and practice in research
- Engaging with the scientific literature
- Management science
- Qualitative research
- Quantitative research
- Experimental research
- Library resources

**Specialization research courses**
- Research process and design
- Quantitative methods in HRM & OB
- Qualitative and experimental methods in HRM & OB

**Practitioner courses**
- Organizational behavior and leadership
- Organizational change and development

## MPhil

**Core courses**
- Advanced quantitative methods
- Advanced qualitative methods
- Research ethics, plagiarism and academic integrity
- Intellectual property rights
- Writing retreat
- Philosophy of science and epistemology

**Specialization research courses**

**Advanced methods**
- Advanced Quantitative Methods Seminar
- Introduction to Moderation, Mediation, and Structural Equation Modeling
- Advanced Qualitative Analysis
- Advanced Research Workshop
- Mixed-methods

**Hot topics in HR and OB**

**Writing, Reviewing and Publishing**
- The Publication Process
- Academic writing
# Marketing

<table>
<thead>
<tr>
<th>MASTER OF SCIENCE</th>
<th>MPHIL</th>
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<tbody>
<tr>
<td><strong>Core courses</strong></td>
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</tr>
<tr>
<td>◆ Learning and practice in research</td>
<td>◆ Advanced quantitative methods</td>
</tr>
<tr>
<td>◆ Engaging with the scientific literature</td>
<td>◆ Advanced qualitative methods</td>
</tr>
<tr>
<td>◆ Management science</td>
<td>◆ Research ethics, plagiarism and academic integrity</td>
</tr>
<tr>
<td>◆ Qualitative research</td>
<td>◆ Intellectual property rights</td>
</tr>
<tr>
<td>◆ Quantitative research</td>
<td>◆ Writing retreat</td>
</tr>
<tr>
<td>◆ Experimental research</td>
<td>◆ Philosophy of science and epistemology</td>
</tr>
<tr>
<td>◆ Library resources</td>
<td><strong>Specialization research courses</strong></td>
</tr>
<tr>
<td><strong>Specialization research courses</strong></td>
<td><strong>Advanced methods</strong></td>
</tr>
<tr>
<td>◆ Theories and Hot Topics in Marketing Research</td>
<td>◆ Advanced Experimental Research</td>
</tr>
<tr>
<td>◆ Advanced Methods in Marketing Research</td>
<td>◆ Data Analysis in Qualitative Research</td>
</tr>
<tr>
<td>◆ Perspectives in Marketing</td>
<td>◆ Advanced Quantitative Methods</td>
</tr>
<tr>
<td><strong>Practitioner courses</strong></td>
<td><strong>Hot topics in Marketing Research</strong></td>
</tr>
<tr>
<td>◆ Innovation, new service acceptance model</td>
<td>◆ Identifying hot topics in marketing: methods and tools</td>
</tr>
<tr>
<td>◆ Customer engagement &amp; empowerment</td>
<td>◆ Hot topics in marketing: from the idea to the paper</td>
</tr>
<tr>
<td></td>
<td><strong>Writing, Reviewing and Publishing</strong></td>
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<tr>
<td></td>
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<td></td>
<td>◆ Academic Writing</td>
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</tbody>
</table>
## Strategy and international management

### MASTER OF SCIENCE

**Core courses**
- Learning and practice in research
- Engaging with the scientific literature
- Management science
- Qualitative research
- Quantitative research
- Experimental research
- Library resources

**Specialization research courses**
- Research Process and Design
- Advanced methods in strategy 1
- Perspectives in strategy 1

**Practitioner courses**
- Advanced strategy and international business development
- International management control
- Cross-cultural management and international HRM

### MPHIL

**Core courses**
- Advanced quantitative methods
- Advanced qualitative methods
- Research ethics, plagiarism and academic integrity
- Intellectual property rights
- Writing retreat
- Philosophy of science and epistemology

**Specialization research courses**

#### Advanced methods in strategy 2
- Research Process and Design in Strategy Research
- Data Analysis in Qualitative Research
- Advanced Quantitative Analysis
- Mixed-methods

#### Key topics in Strategy Research
- Innovation Management and Entrepreneurship Research
- Cooperation in organizations
- Strategy-as-Practice
- International Business

#### Writing, Reviewing and Publishing
- Setting up, pitching and reviewing a paper
- Publication Process
After a Master in Management Control at TSM, I joined the TSM Doctoral Programme and then the University of Montpellier where I was an assistant professor in Accounting. After 3 years, I came back as an associate professor at TSM in 2018.

A Doctoral Programme is not a one-size-fits all degree. So the choice of your research topic is a very important step as it involves addressing them with commitment, creativity and rigor during four to five years.

You will shape original ideas by discussing them. Meet other researchers frequently and it will become a continuing conversation. So present your research papers at conferences and apply to visiting positions!

Emmanuelle NEGRE
Associate Professor,
Toulouse School of Management
TSM is recognised as a leading supplier of faculty for universities and business schools across Europe and all around the world.

The **TSM Doctoral Programme**, in conjunction with faculty, offers support for your placement on the job market during your final year. We provide support for attending recruitment conferences as well as tailored seminars. TSM provides group and individual coaching for presentation and communication skills.

Nearly **90% of our Ph.D graduates continue with a career in higher education**, working either as faculty in leading universities or in business schools.

Outside of academia, the ability for our graduates to develop, broaden and hone their ideas lead them to obtain positions of responsibility in **policy-oriented institutions** and **private firms**.
Ready, set, go

Unparalleled resources

Our ambition is to attract talented and motivated students. Therefore, TSM is committed to provide a generous package of tuition waivers and scholarships for all Ph.D candidates.

Each student admitted to the programme receives a full tuition waiver, an annual scholarship as well as financial support for conference presentations, research visiting positions and job market events. We also provide a personal laptop and an office.

Tuition fees & Scholarships

The tuition fees for the doctoral programme amount to 15,000 euros per year as estimated for an academic year. With a full tuition waiver for all admitted students only a token registration fee applies.

Starting in the second year of the doctoral programme we provide each year between 7 and 9 scholarships. External aids are also available.

To sum-up:

<table>
<thead>
<tr>
<th>Tuition per year</th>
<th>Tuition fees</th>
<th>Token registration fee after waiver*</th>
<th>Scholarships</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSc (year 1)</td>
<td>€15,000</td>
<td>€380</td>
<td>-</td>
</tr>
<tr>
<td>MPhil (year 2)</td>
<td>€15,000</td>
<td>€980</td>
<td>€21,000</td>
</tr>
<tr>
<td>Year 3</td>
<td>€15,000</td>
<td>€380</td>
<td>€21,000</td>
</tr>
<tr>
<td>Year 4</td>
<td>€15,000</td>
<td>€380</td>
<td>€21,000</td>
</tr>
<tr>
<td>Year 5</td>
<td>€15,000</td>
<td>€380</td>
<td>€15,000</td>
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*as estimated for the academic year 2019-2020

Application deadlines

Applications for the 2020 intake are open from October 15th to December 15th, 2019 and from February 15th to April 15th, 2020. Applications are online.

Admission results:

- Round 1: January 15th, 2020
- Round 2: May 15th, 2020

Each application is put through a highly selective process; it is read with the care, deliberation, and seriousness it deserves by the professors in the field of specialization. Final decisions are made by the Doctoral Programme Board.

Application materials

Applicants should hold a Master’s degree diploma in Management, Economics, Engineering, Statistics, or other related fields.

Required materials:

- Completed online application form
- Resume
- Research proposal
- Transcripts
- easyRECrue video interview
- English test: TOEFL or IELTS
- Two reference letters
- Research material (dissertation, research paper...)

Additional funding for research

- Research visiting grants for periods going from 3 to 12 months
- Travel and accommodation funding for up to three academic conferences per year
- Copy-editing before publication
- International academic job market support