TSM DOCTORAL PROGRAMME
Toulouse School of Management (TSM) was founded in 1955, and is a part of the University of Toulouse Capitole. TSM is one of the rare public schools of management in France that is EQUIS accredited. Specializations include business administration, accounting, finance, marketing, HR management and strategy. English-taught programmes are offered at Bachelor's, Master's and PhD levels. TSM combines the strengths of a business school with the benefits of being a public university. A top-quality academic and professional education ensures employability directly after graduation. Thanks to TSM's extensive international network and numerous partner universities worldwide, we provide exceptional international opportunities to our students.

Our motto “The path ahead” symbolizes both the future that awaits TSM students and the path that will lead them to become socially responsible, enterprising managers.

The TSM campus is located in the heart of Toulouse, “la Ville rose” (the Pink City). Appreciated for its quality of life, Toulouse is the economic engine of Southwestern France, and a vibrant European metropolis focused on research and innovation. An ideal setting to study and broaden students’ horizons.

---

**Key figures**

- **3000** students
- **15** Masters
- **15%** international students
- **23 000** alumni
- **84%** of graduates find work in the industry within six months of graduating

---

**EQUIS** is a comprehensive quality review system for business and management schools. Awarded only after a rigorous review and auditing process conducted by higher education and management professionals, this label substantiates TSM's training programme's academic excellence, practical usefulness, international openness, ethics, and social responsibility.

Developed by EFMD and FNEGE, the Business School Impact System (BSIS) is the first comprehensive impact assessment tool for business and management schools. It identifies both the tangible and intangible benefits TSM brings to its local environment. Being awarded The BSIS label confirms the school's solid and positive anchoring in the city of Toulouse and the Occitanie region.

The University of Toulouse Capitole proudly displays the three-starred label «Welcome to France Award.» earned for our international outreach and, more particularly, the quality of the hospitality offered to our international students.
ABOUT TSM DOCTORAL PROGRAMME

Word from the Dean

TSM Doctoral Programme is a formative, rich and intense experience. Our goal is to prepare our doctoral candidates to engage in cutting-edge research and create the most favorable conditions for their integration into the 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 tackling these problems. We strongly believe that quality research in management science requires both disciplinary specialization and a broad intellectual curiosity with wide-ranging understanding and perspective.

Hervé PENAN

Word from the TSM Doctoral Programme Director

TSM Doctoral Programme is a platform for aspiring scholars, thinkers, and researchers to unleash their full potential and contribute to the world of management. Our programme is not just about classroom learning; it’s a holistic experience that encourages collaboration, intellectual curiosity, and the exploration of new ideas. Your journey at TSM Doctoral Programme will involve coursework, research seminars, conferences, and opportunities to publish your work, all of which will help you in developing a unique academic identity. Our programme is led by a faculty of accomplished scholars who are actively engaged in cutting-edge research. They are committed to guiding your research journey.

They offer mentorship and expertise to support your academic growth. TSM Doctoral Programme also promotes a global perspective with opportunities to collaborate with selected and motivated peers from all around the world. TSM’s Doctoral Programme is your path to shaping the future of management through impactful research.

Audrey ROUZIES
Academic environment

The TSM Doctoral Programme (TSM-DP) unites three Management Sciences research teams based in Toulouse, namely **TSM Research** (UMR CNRS* 5303, Toulouse Capitole University), **LGTO** (Laboratoire de Gestion et des Transitions Organisatonnelles, Research Unit 7416, Université Paul Sabatier) and **TBS Research Centre** (TBS Education). The TSM-DP currently comprises approximately 175 full-time faculty members who provide doctoral supervision or co-supervision on various research topics.

TSM-DP offers an international and inclusive environment to foster research expertise. The first year is an integrated MSc year, and formal research training courses (lectures, seminars, workshops and meetings) continue into the second year. Instruction is conducted on-site at our campus located in the heart of Toulouse.

A comprehensive programme

TSM-DP is a five-year programme. The first year, a Master of Science (MSc), serves as a basis for doctoral contract selection and the transition into the second year is conditional. There are typically 20-30 students who enter into the TSM-DP’s first year across all five discipline tracks: Accounting, Auditing and Management Control; Finance; Human Resources Management and Organisational Behaviour; Marketing; Strategy and International Management.

First year

The goal of the first year of the Doctoral Programme is to provide students with the quantitative, qualitative, analytical and theoretical tools for a successful academic or research-oriented career. The students’ research phase begins in March of the first year. Most students will start to define their core research interests and team up with a supervisor around this time. All students who successfully complete the first year of the Doctoral Programme are awarded an MSc degree. At this time, a student may decide not to pursue a doctoral degree, and they may exit the programme with their MSc degree. Alternatively, they may choose to apply to continue into the second year of the programme, and begin writing the PhD thesis.

Key figures

- 85 TSM-DP students
- 80% international
- 175 faculty
- 3 research laboratories

*CNRS* - The French National Centre for Scientific Research (French: Centre national de la recherche scientifique, CNRS) is the French state research organisation and is the largest fundamental science agency in Europe.
Transition to second year

Students who wish to continue towards their PhD beyond the MSc year, can apply for one of approximately 10 annual University of Toulouse Capitole doctoral contracts that finance three years of PhD work (MPhil 1-2-3). The doctoral contracts are awarded based on academic merit and research project suitability.

Alternatively, students continuing into the second year can secure other funding, including work-study arrangements for PhD students such as CIFRE*. During the second year of the programme (MPhil 1), students further develop their research ideas, theoretical models, methodology, and research protocol, while working closely with their academic advisors. These two years (MSc and MPhil 1) of intensive course work provide a solid foundation on which students can build their thesis project.

From the second year

From the second year (MPhil 1), most students also gain pedagogical experience by tutoring teaching courses at the Bachelor’s and Master’s levels. In addition, financial support for conferences and research visits ensures that students can fully engage with international research networks in their field. Years 3 (MPhil 2) and 4 (MPhil 3) of the TSM-DP are dedicated to original research and development of a PhD thesis. Some students require an additional fifth year to finish the PhD, in which case a part-time teaching contract is generally signed with the University of Toulouse Capitole (ATER contract).

With the support of their supervisor, this training immerses PhD candidates in all aspects of academic life. Both the pedagogical and the administrative teams are committed to delivering high-quality teaching and an exceptional working environment for students.

*CIFRE stands for Industrial Agreement of Training through Research (convention industrielle de formation par la recherche).
The courses are subject to change from one year to another and the curriculum is not definitive.
Upon completion of the programme, students should be able to:

- Recognise and evaluate original problems based on a theoretical foundation
- Develop and apply appropriate, innovative and persuasive methods for research projects
- Conduct critical and reflexive analysis of research findings, impacts and outcomes
- Provide relevant recommendations for practical problems encountered by organisations
- Actively work in an inclusive, respectful and constructive way with supervisors, researchers and their peers both within the institution and the wider international research community
- Communicate effectively in both written and oral formats with a range of audiences in formal and informal settings through a variety of different techniques and media
- Understand and apply the codes of conduct and guidelines for scientific rigour, integrity and ethics
- Teach and support student learning at the undergraduate and graduate levels
Accounting, Auditing and Management Control
- Management Control Systems
- Environmental Accounting
- Audit
- Industrial risks
- Performance Management System
- Service sector
- Public Management
- Corporate Valuation
- Mergers and acquisitions
- Governance
- Sustainability Accounting and Reporting
- Accounting History
- Accounting Profession
- Management of financial teams and talent management
- Critical Accounting

Human Resource Management and Organizational Behaviour
- Human Resource Management
- International Human Resources Management
- Change Management and Innovation
- Global Leadership
- Human Resources Climate
- Career Management
- Knowledge Management and Innovation
- Organisational Behavior
- Organisational Justice
- Social Emotions
- Discrimination
- Behavioral Ethics
- HR and Artificial Intelligence (AI)
- Corporate Social Responsibility (CSR)
- Occupational Health

Finance
- Household Finance
- Corporate Finance
- Asset pricing and asset management
- Market Microstructure
- Banking
- Venture Capital and Entrepreneurship
- FinTech, Blockchains and Cryptocurrencies
- Industrial Organisation
- Mathematical Finance
- Experimental Finance
- Corporate Social Responsibility and Green Finance

Marketing
- AI and Marketing
- Consumer Behavior
- Social Norms & Social Influence
- Consumer Identity
- Evolutionary Psychology
- Gendered Marketing
- Health Behavior & Food Behavior
- Status Marketing and Luxury Consumption
- Cross-Cultural Consumer Behavior
- Consumer Culture Theory
- Consumer Empowerment
- Ethics in Marketing & Consumer Well-Being
- Corporate Social Responsibility (CSR) and Irresponsibility (CSI)
- Ethical and Pro-Environmental Consumption
- Environnement/Climate Change
Strategy and International Management

- Managerial attention & cognition
- Business Models and Sustainability
- Corporate Governance
- Corporate Political Strategy
- Entrepreneurship
- Globalisation Process
- Innovation Strategy
- Inter-organisational Relationships
- International Business Strategy

- International Political Economy
- Justification
- Knowledge Management
- Organisational Legitimacy
- Mergers and Acquisitions
- Multinational Enterprises
- Organisational Ambidextrousness
- Organisational Resilience
- Strategy and Sustainability
TSM Research

Toulouse School of Management Research (TSM-R) is a joint research unit of the University of Toulouse Capitole/CNRS with the mission to create and disseminate high-quality scientific knowledge within the principal five disciplines of management sciences:

- Accounting, Control, Auditing
- Finance
- Marketing
- Human Resources Management / Organizational Behaviour
- Strategy

TSM-R is committed to rigorous, scientific research, guaranteed by publications in the best international journals. The laboratory studies the most current developments and emerging trends, and researchers offer decision-makers analytical tools. TSM-R is affiliated with the University Toulouse Capitole and the TSM-DP.

TSM-R was created in 2009, and directed by Professor Nicola Mirc, assisted by a deputy director, Professor Assâad El Akremi. TSM-R is today one of the three CNRS laboratories specifically dedicated to the field of management sciences (alongside the GREGHEC at HEC Paris and the DRM at the University of Paris Dauphine).
TBS Research

TBS Education is a private business school widely recognized by the international community and accredited by AACSB, AMBA & EQUIS accreditations. TBS Education is one of the rare French business schools to associate itself with a Doctoral Management School. TBS professors are highly committed to new knowledge production and collaboration. At TBS, the commitment is not only to provide an intellectually stimulating environment where you can excel academically but also to make an impact in your community through innovative research.

TBS Research Centre has five disciplinary laboratories:
- Accounting, Control, and Performance Management
- Entrepreneurship and Strategy
- Finance, Economics, and Econometrics
- Social & Innovation Marketing
- Work, Employment, and Health

and three centers of excellence:
- CSR & Sustainable Development
- Artificial Intelligence & Business Analytics
- Aeronautics & Space

LGTO

The LGTO (Laboratoire de Gestion et des Transitions Organisationnelles) is a research unit of the University of Toulouse 3 Paul Sabatier. The LGTO laboratory favours an interdisciplinary perspective and approach through collaboration between researchers from different management sub-disciplines.

LGTO’s research focuses on three themes:
- Antropogenic Management
- Information & Management
- Health Management
International Academic Partnerships

ENGAGE network

University of Toulouse Capitole is a member of the European University ENGAGE.EU. ENGAGE.EU is an alliance of leading European universities in business, economics, and the social sciences, which aims to provide European citizens the set of skills and competences needed to tackle major societal challenges. This alliance provides many opportunities for research collaborations, networking and teaching exchanges.

The ENGAGE.EU European University unites nine member universities:

- University of Mannheim, Germany
- Luiss Libera Università Internazionale degli Studi Sociali Guido Carli, Rome, Italy
- NHH Norwegian School of Economics, Bergen, Norway
- Tilburg University, The Netherlands
- University of National and World Economy, Sofia, Bulgaria
- University of Toulouse Capitole, France
- WU Vienna University of Economics and Business, Austria
- Hanken School of Economics, Helsinki, Finland
- Ramon Llull University, Barcelona, Spain

Bilateral agreements
LUMS-TSM-WHU

To foster international doctoral training and promote academic mobility, TSM-DP has established two agreements with Lancaster University Management School (LUMS) in the UK and WHU Otto Beisheim School of Management in Germany - both EQUIS accredited. Together, the three partners organise workshops that provide networking and feedback opportunities for doctoral students.
31 nationalities

Afghanistan • Azerbaijan • Burkina Faso • China • Colombia • Costa Rica • France • Germany • Ghana • India • Iran • Italy • Kazakhstan • Lebanon • Mauritius • Mexico • Morocco • Netherlands • Nigeria • Philippines • Romania • Saudi Arabia • Singapore • Spain • Tunisia • USA • Uzbekistan • Vietnam
Research stays

TSM-DP provides its students the opportunity to conduct research stays abroad or in France, with periods ranging from 5 days up to 12 months. Research visits are an excellent opportunity to enhance a PhD student career, network with other researchers worldwide, and develop new skills. The experience in another country often brings new research collaborations, publications, and career opportunities. Students can learn about doctoral mobility possibilities during dedicated sessions. Financial support is available: University Toulouse Capitole mobility scholarship for visiting positions, Erasmus+, specific agreements, and external scholarships. These grants are intended to finance research stays abroad necessary for the work of doctoral students in the framework of their thesis (excluding conferences and seminars abroad).

International visiting positions of TSM-DP PhD students from previous years

Argentina
- Universidad Nacional de Cuyo

Austria
- University of Innsbruck

Belgium
- University of Antwerp

Canada
- Concordia University
- Dalhousie University
- HEC Montreal
- Queen’s University
- Telfer School of Management
- Université Laval
- UQAM

Colombia
- La Salle Universidad

Danemark
- Copenhagen Business School

Finland
- Hanken School of Economics
- Oulu Business School
- Turku School of Economics

France
- EM Lyon Business School

Germany
- Baden-Württemberg Cooperative State University
- Karlsruhe Institute of Technology
- Kiel Institute for the World Economy

Ireland
- University College Dublin

Italy
- Saint’Anna School of Advance Studies of Pisa

Japan
- Waseda Business School

Netherlands
- Radboud University
- Rotterdam School of Management
- Tilburg University
- Tinbergen Institute
- UNU-MERIT
- Vrije Universiteit Amsterdam

New Zealand
- The University of Auckland

Singapore
- National University of Singapore

Spain
- Universidad de Valencia

UK
- Birmingham Business School
- Lancaster University School of Management
- London Business School
- Royal Holloway University of London

USA
- Harvard University
- Manning School of Business
- MIT Sloan School of Management
- Northwestern University
- Temple University
- University of Arizona
- University of California
- University of Cincinnati
- University of Southern California
- Western Michigan University
- Yale University
Conferences

PhD students in TSM-DP are fully funded by the programme to attend one international conference in their second year, and two per year in each subsequent year. Our students present their work at top international conferences such as:

- **AAA** - American Accounting Association
- **AFM** - Association française du Marketing
- **AIB** - Academy of International Business, USA
- **AMA** - American Marketing Association, USA
- **AMS** - Academy of Marketing Science, USA
- **AOM** - Academy of Management, USA
- **CAAA** - Canadian Academic Accounting Association
- **EAA** - European Accounting Association
- **EAWOP** - European Association of Work and Organisational Psychology
- **EGOS** - European Group for Organisational Studies
- **EMAC** - European Marketing Academy
- **EURAM** - European Academy of Management
- **ICSB** - International Council for Small Business
- **SIETAR** - Society for Intercultural Education, Training and Research
Choosing the right topic for your PhD dissertation is essential to its success. There is no point in putting all the time and effort into writing up your dissertation if you haven’t done adequate research beforehand. It would be best if you chose a feasible, interesting, or academically sound topic to stand up in front of your supervisors, other academics, and members of the public at large.

It is precious that TSM Doctoral Programme provides time and excellent support during the first year of the programme to choose carefully the research project students want to work on over the next 3 to 4 years. When I started the programme, I didn’t know exactly which project would suit me best. For my PhD thesis, my future supervisor suggested studying the emerging field of climate change and accounting - and so my journey began.

Faculty encourages you to attend high-ranking conferences such as American Accounting Association and European Accounting Association conferences. I participated in both. TSM Doctoral Programme funded my participation entirely, which led to excellent exposure of my research and helped me build a network with researchers around the world with similar interests.

I have received truly outstanding support throughout my journey, beginning of course with my spectacular advisor and continuing as a theme with the entire faculty and all of my colleagues. The doctoral students here are pretty devoted to helping each other succeed. Once any of us figures out how to accomplish something, we are quick to share. The support is also evident in the funding available for visiting other schools and attending conferences. We make it easy to network and encourage it.

Holding a PhD from the Toulouse School of Management means that I come from a truly international academic community. By virtue of this program, I have colleagues from all over the world who will go to many different interesting places. There is an extra benefit for me, I think, being one of the very few people from the U.S. in an international program like this one vs. being in a program that is more U.S.-centric, even if it has a good number of students or faculty from other countries. Here it is the people from the U.S. who have to make the adjustments, and that in and of itself is a great lesson.
TSM has a friendly and welcoming atmosphere where people can grow academically. A weekly workshop is held for PhD students in finance to present their findings in front of professors, allowing them to get feedback while being guided by experts in the field. Additionally, the TSM Doctoral Programme and Toulouse School of Economics organise weekly seminars with reputed researchers from around the world who come to Toulouse to present their work. These events provide opportunities for cross-cultural collaborations and new perspectives on your research. Teaching is also integral to being a PhD student at TSM, and very early in the first year of the PhD contract, I started as a teaching assistant and later in the last two years, I became an instructor for a course in the master of finance.

The most important highlight of my PhD at TSM is my semester research visit to the MIT Sloan School of Management in Cambridge, MA. During this period, I had the chance to discuss my work with Professor David Thesmar, one of the most outstanding contemporary researchers in finance. This research visit gave me access to such prestigious courses taught by the most reputable professors in the world.

Karen KHANH HUYNH
Quantitative Researcher
Amundi Asset Management
PhD in Finance
2017-2021
“Formation and use of return expectations in financial decisions”
Vietnam
Applications

There are two rounds of applications each year, the first in December/January and the second in February/March (exact dates to be found on website). All applications are done via the online platform, found on the TSM Doctoral Programme website. The process comprises an online application dossier including a pre-recorded online interview. On that basis, selected applicants will be invited to a second video conference interview with the specific track coordinator. After careful deliberation the admissions team will then publish the results online.

Application Requirements:

- Completed online Application form
- CV
- Motivation letter
- Research proposal (in English, max. 6 pages, single line spacing, font size 12)
- Transcript(s)
- English proficiency proof (TOEFL or IELTS, dated within the last 2 years, OR a previous university degree completed in English)
- Copy of ID or passport
- Pre-recorded video interview
- OPTIONAL: Reference letters
- OPTIONAL: Research material that may support your application (dissertation, research work, etc.)

Yearly Calendar

There is a single annual intake in September. Teaching is distributed regularly over the course of the academic year. The first year is structured in three term periods: September to December, and January to March. From March students then either work on their Master thesis or conduct a 6-months internship. The second year is structured in two periods: September to December, and January to June. At the end of the first year students present their research project and progress to date in front of the TSM-DP Board in order to apply to progress to the second year. In each subsequent year there is a presentation of research progress in front of an academic committee, to ensure research advancement.
Our mission is to attract talented and motivated students. Therefore, admitted students do not have **any tuition fees to pay at any point in the programme**, as the TSM-DP offers a **full tuition fee waiver for all admitted students**, which is applied to each year of the programme. Students are only required to pay an annual registration fee at the start of each academic year.

Students interested in continuing into the second year of the TSM-DP after successful completion of the MSc can also apply for a doctoral contract (awarded based on academic merit) or secure **other methods of funding**, such as French government scholarships for foreigners, foreign government scholarships, and CIFRE agreements.

All students who secure funding to begin the second year of the TSM-DP are also provided with a TSM laptop, and dedicated office spaces are available.

**Additional funding opportunities for research activities include:**

- International research visiting grants for periods going from 5 to 30 days and from 2 months to 12 months
- Registration fees, travel and accommodation funding for academic conferences
- Copy-editing funding
- International academic job market support

<table>
<thead>
<tr>
<th>YEAR</th>
<th>TUITION FEES</th>
<th>REGISTRATION FEE</th>
<th>FUNDING AVAILABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSc, Year 1</td>
<td>Waived</td>
<td>€ 243</td>
<td>No</td>
</tr>
<tr>
<td>Year 2</td>
<td>Waived</td>
<td>€ 930</td>
<td>Yes</td>
</tr>
<tr>
<td>Year 3</td>
<td>Waived</td>
<td>€ 380</td>
<td>Yes</td>
</tr>
<tr>
<td>Year 4</td>
<td>Waived</td>
<td>€ 380</td>
<td>Yes</td>
</tr>
<tr>
<td>Year 5</td>
<td>Waived</td>
<td>€ 380</td>
<td>Yes</td>
</tr>
</tbody>
</table>
The doctoral contract is a specific employment contract for doctoral students. The contract lasts for 3 years. The doctoral contract is open to students from the second year of the TSM-DP. In order to apply for the doctoral contract, the student must meet high requirements in terms of research quality and grades from the first-year Master of Science.

- **CIFRE contract (industrial agreement of training through research)**

In CIFRE agreements, doctoral students prepare for their doctorate and conduct their research in a company. The students are jointly supervised by both the academic thesis advisor and the company tutor. They submit an annual progress report signed by both the supervisors to the ANRT (National Association for Research and Technology). CIFRE PhD students benefit from a CDI or CDD contract with the company and receive a salary.

- **ATER contract (temporary teaching and research associate)**

Available to doctoral students from the fifth year of the Doctoral Programme (MPhil 4). It allows students to teach while preparing a thesis. The ATER contract can be renewed for one additional year.

- **Other contracts**

Regional financing, ANR, Marie Curie, international contracts, etc.
USEFUL CONTACTS

Administrative team

Administrative Officer
Joshua Physick
dp.academicaffairs@tsm-education.fr
Office J320, opening hours 2-4 PM (Monday - Friday)
05 61 63 38 81
In charge of academic affairs

Programme Manager
Claudia Ouaguenouni
doctoralprogramme@tsm-education.fr
Office J320, opening hours 2-4 PM (Monday - Thursday)
05 61 63 38 62
In charge of international mobility and PhD defenses

Track coordinators

Accounting, Auditing and Management Control
Marie Caussimont
marie.caussimont@tsm-education.fr
Office J312 (by appointment)
05 61 63 37 88

Finance
Matthieu Bouvard
matthieu.bouvard@tsm-education.fr
Office AF127 (by appointment)
05 61 12 85 62

Human Resource Management and Organizational Behaviour
Marion Fortin
marion.fortin@tsm-education.fr
Office J322 (by appointment)
05 61 63 38 73

Strategy and International Management
Audrey Rouziès
audrey.rouzies@tsm-education.fr
Office AF116 (by appointment)
05 61 63 56 57

Marketing
Sandra Laporte
sandra.laporte@tsm-education.fr
Office J313 (by appointment)
05 61 63 38 80

Student Ambassador
Feel free to contact our Student Ambassador at phdammbassador@tsm-education.fr
Toulouse School of Management is a public School of excellence in Management within Toulouse Capitole University, that combines under a single brand:

- **TSM Education**
  A school that trains responsible, enterprising managers who are open to the world.

- **TSM Research**
  A research unit to contribute decisively to scientific research in management and to the reflection of managers.

- **TSM Doctoral Programme**
  A disciplinary doctoral school with international standards to prepare doctoral students for their future positions in the academic world or in political institutions, research organizations and private companies.

- **TSM Alumni**
  A network of more than 23,000 active graduates in France and around the world to meet the needs of companies engaged in global competition.