



**Desautels Faculty of Management (Graduate)
Programs, Courses and University Regulations
2014-2015**

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This publication provides guidance to prospects, applicants, students and staff

1 . McGill University reserves the right to mak

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1 Dean's Welcome

To Graduate Students and Postdoctoral Fellow

I am extremely pleased to welcome you to McGill University. Graduate and Postdoctoral Studies (GPS) collaborates with deans and other administrative and academic units to provide strategic leadership and vision for graduate teaching, supervision, and research across 400 graduate programs. GPS also oversees quality assurance in admissions and retention, the disbursement of graduate fellowships, support for postdoctoral fellows, and facilitates graduate degree completion, including the examination of theses. GPS has partnered with Enrolment Services to manage the admission and registration of graduate students and postdoctoral fellows and to offer streamlined services in a one-stop location [Service Point](#).

McGill is a student-centred research institution that places singular importance upon the quality of graduate education and postdoctoral education. As Associate Provost (Graduate Education), as well as Dean of Graduate and Postdoctoral Studies, I work closely with the faculties, central administration, graduate students, professors, researchers, and postdoctoral fellows to provide a supportive, stimulating, and enriching academic environment for all graduate students and postdoctoral fellows.

2.3 General Statement Concerning Higher Degrees

Graduate and Postdoctoral Studies (GRS) oversees all programs leading to graduate diplomas, certificates, and higher degrees, with the exception of some programs in the School of Continuing Studies. It is responsible for admission policies, the supervision of graduate students and recommending to Senate those who may receive the degrees, diplomas, and certificates.

3 Important Dates 2014–2015

For all dates relating to the academic year, consult www.mcgill.ca/importantdates

4 Graduate Studies at a Glance

Please refer to the eCalendar, University Regulations and Resources > Graduate > [Graduate Studies at a Glance](#) for a list of all graduate departments and degrees currently being offered.

5 Program Requirements

5.1 Master's Degrees

Residence Requirements ± Master's Degrees

Refers to the number of terms (or years) students must be enrolled on a full-time basis to complete their program. Students are not permitted to graduate until they have fulfilled the residence requirement (or paid the corresponding fees) in their program.

- The following master's programs have a minimum residence requirement of three full-time terms: M.Arch., M.A., M.Eng., LL.M., M.Mus. (except M.Mus. in Sound Recording), M.Sc., M.S., M.Sc.A. (except M.Sc.A. in Communication Sciences and Disorders).
- The following master's programs have a minimum residence requirement of four full-time terms: M.I.St.; M.Mus. in Sound Recording; M.U.; M.A. (60 credits ± Counselling Psychology ± thesis; 78 credits ± Educational Psychology, Teaching and Learning ± Non-Thesis; M.Sc.A. in Communication Sciences and Disorders; SMT, Religious Studies).
- The residence requirement for the master's program in Education (M.Ed.); Information Studies (M.I.St.); Management (M.B.A.); Religious Studies (S.T.M.); M.A. Counselling Psychology ± Non-Thesis; M.Teaching and Learning ± Non-Thesis; M.Sc. in Public Health ± Non-Thesis; M.Sc.A. Nursing; M.Sc.A. Occupational Therapy; M.Sc.A. Physical Therapy; and students in part-time programs is determined on a per course basis. Residence requirements are fulfilled when students complete all course requirements in their respective programs.
- For master's programs structured as Course, Project, or Non-Thesis options where the program is pursued on a part-time basis, residence requirements are normally fulfilled when students complete all course requirements in their respective programs (minimum 45 credits or a minimum of three full-time terms) and pay the fees accordingly.

These designated periods of residence represent minimum time requirements. There is no guarantee that the work for the degree can be completed in this time. Students must register for such additional terms as are needed to complete the program.

Coursework ± Master's Degrees

Program requirements are outlined in the various departmental sections of the Graduate and Postdoctoral [Studies](#) and

The department concerned will examine the student's previous training and then decide which of the available courses in the area of specialization or related fields are required to bring the candidate to the proper level for the master's degree. Due account will be taken of relevant courses passed at a recognized university.

As a rule, no more than one-third of the McGill program formal course (not thesis, project, stage, or internship) can be credited with courses from another university.

Non-thesis degrees normally specify the course program which the candidate must follow.

The candidate is required to pass, with a grade of B- or better, those courses that have been designated by the department as forming a part of the program, including additional requirements.

Students taking courses at another university must obtain a minimum grade of B- (65%) if the course is to be credited toward their McGill degree. In the cases where only a letter grade is used, a B- is the minimum passing grade and where a percentage will be considered. In the cases where only a percentage grade is used, 65% is the minimum passing grade.

If courses were not used for a degree, they could be credited toward a McGill degree, keeping in mind that a maximum of one-third of the course

Students expecting to enrol in Professional Corporations in the province of Quebec are advised to become fluent in both spoken and written French. French language courses available at the French Language Centre. The teaching is intensive and class sizes are kept small. While undergraduate students are given preference, graduate students who are certain to devote sufficient time to their work may enrol.

Thesis ± Doctoral

The thesis for the Ph.D. degree must display original scholarship expressed in good literate style and must be a distinct contribution to knowledge. Formal notice of a thesis title and names of examiners must be submitted to the Thesis section of GPS on the Nomination of Examiners form in accordance with the dates on www.mcgill.ca/importantdates at the same time as the thesis is submitted. The list of examiners must be approved by the Department Chair, the supervisor and the student. The Thesis section of GPS should be notified of any subsequent change of title as early as possible. Guidelines and deadlines are available at www.mcgill.ca/gps/thesis/guidelines

Special regulations for the Ph.D. degree in particular departments are stated in the entries of those departments.

Thesis Oral Examination ± Doctoral

After the thesis has been read and approved, a formal oral examination is held on the subject of the thesis and subjects intimately related to it. This is conducted in the presence of a Committee of at least three members presided over by a Pro-Dean nominated by Graduate and Postdoctoral Studies. Members of the candidate's department and Thesis Supervisor are regularly invited to be members of the Committee; the Department and 48 Tm (v) Td 0 0 1g Pro-De

8 Postdoctoral Research

Students must inform themselves of University rules and regulations and keep abreast of any changes that may occur. The Postdoctoral Research section of this publication contains important details required by postdoctoral scholars during their studies at McGill and should be periodically consulted, along with other sections and related publications.

8.1 Postdocs

Postdocs are recent graduates with a Ph.D. or equivalent (i.e., Medical Specialist Diploma) employed by a member of the University's academic staff including Adjunct Professors, to assist him/her in research.

Postdocs must be appointed by their department and registered with Enrolment Services in order to have access to University facilities (library computer etc.).

8.2 Guidelines and Policy for Academic Units on Postdoctoral Education

The general guidelines listed below are meant to encourage units to examine their policies and procedures to support postdoctoral education. Units hosting Postdocs should have explicitly stated policies and procedures for the provision of postdoctoral education as well as established means for informing Postdocs of policies, procedures, and privileges (e.g., orientation sessions, handbooks, etc.), as well as mechanisms for addressing academic appeals. Units should ensure that their policies, procedures and privileges are consistent with these guidelines and the Charter of Students' Rights. For their part, Postdocs are responsible for informing themselves of policies, procedures, and privileges.

1. Definition and Status

i. Postdoctoral status will be recognized by the University in accordance with Quebec provincial regulations. Persons may only be registered with postdoctoral status for a period of up to 2 years from the date they were awarded a Ph.D. or equivalent degree. Time allocated to parental or health leave is added to this period of time. Leaves for other reasons, including sabbatical leave, do not extend the term. Postdocs must do research under the supervision of a McGill professor, including Adjunct Professors, who is a member of McGill's academic staff in the discipline in which training is being provided and with the abilities to fulfil responsibilities as a supervisor of the research and as a mentor for graduate students. They are expected to be engaged primarily in research with minimal teaching or other responsibilities.

2. Registration

i. Postdocs must be registered annually with the University through Enrolment Services. Initial registration will require an original or notarized copy of the Ph.D. diploma. Registration will be limited to persons who fulfil the definition of a postdoc and for whom there is an assurance of appropriate funding and where the unit can provide assurance of the necessary resources to permit postdoctoral education.

ii. Upon registration, the Postdoc will be eligible for a University identity card issued by Enrolment Services.

3. Appointment, Pay, Agreement of Conditions

i. Appointments may not exceed your registration eligibility status.

ii. In order to be registered as a Postdoc, you must be assured of financial support other than from personal means during your stay at McGill University equivalent to the minimal stipend requirement set by the University in accordance with guidelines issued by federal and provincial research granting agencies. There are no provisions for paid parental leave unless this is stipulated in the conditions of a funding agency outside the University.

iii. At the outset of a postdoctoral appointment, a written Letter of Agreement for Postdoctoral Education should be drafted and signed by the Postdoc, the supervisor and the department head or delegate (see template Letter of Agreement and supporting document [Commitments of Postdoctoral Scholars and Supervisors](#) on the web at www.mcgill.ca/gps/postdocs/fellows/letter). This should stipulate, for example, the purpose of the postdoctoral appointment (research training and the advancement of knowledge), the duration of the fellowship/financial support, the modality of the work space, travel funds, and expectations and compensation for teaching and student research supervision. All conditions for a postdoctoral education must comply with the Graduate and Postdoctoral Studies Policies: Vacation, Parental/Familial, and Health Leave (see [section 8.3 Vacation Policy for Graduate Students and Postdocs](#) and the [Calendar](#) under University Regulations and Resources > Graduate > Regulations > Categories of Students : [Leave of Absence Status](#)). Any breach of these conditions may result in grievance procedures or the termination of the postdoctoral appointment.

iv. Postdocs with full responsibility for teaching a course should be compensated above their fellowship at the standard rate paid to lecturers by their department. This applies to all postdocs, except those for whom teaching is part of the award (e.g., Mellon grantees).

v. The amount of research, teaching, or other tasks that Postdocs engage in and above postdoctoral activities should conform to the regulations for Postdocs specified by the Canadian research council of their discipline. This applies to all Postdocs, including those whose funding does not come from the Canadian research councils.

4. Privileges

- ± to register Postdocs;
 - ± to provide an appeal mechanism in cases of conflict;
 - ± to provide documented policies and procedures to Postdocs;
 - ± to provide Postdocs with the necessary information on McGill University student services.
- Approved by Senate April 2000; revised May 2014

8.3 Vacation Policy for Graduate Students and Postdocs

Graduate students and Postdocs should normally be entitled to a leave equivalent to university holidays and an additional total of fifteen (15) working days in the year. Funded students and Postdocs with fellowships and research grant stipends taking additional leave may have their funding reduced accordingly.

Council of FGSR April 23, 1999

8.4 Leave of Absence for Health and Parental/Familial Reasons

A leave of absence may be granted for maternity or parental reasons or for health reasons (see the University Regulations and Resources > Graduate > : [Leave of Absence Status](#)).

Such a leave must be requested on a term-by-term basis and may be granted for a period of up to 52 weeks. Students and Postdocs requesting such a leave in writing to their department and submit a medical certificate. The department shall forward the request to Enrolment Services. See the procedure in the [Calendar](#) under University Regulations and Resources > Graduate > : [Leave of Absence Status](#). Students who have been granted such a leave will have to register for the term(s) in question and their registration will show as "leave of absence" on their record. No tuition fees will be paid for the duration of the authorized leave. Research supervisors are not obliged to remunerate students and Postdocs on leave. GPS has prepared a summary table of various leave policies (paid or unpaid) for students and Postdocs paid from the Federal and Quebec Councils through stipends or research grants. The document is available at www.mcgill.ca/gps/funding/students-postdocs/accepting-maintaining-awp under "Leave Policies - Funding Council Leave Policies for Graduate Students and Postdoctoral Fellow".

8.5 Postdoctoral Research Trainees

Eligibility

If your situation does not conform to the Government of Quebec's definition of Postdoctoral Fellow, you may be eligible to attend McGill as a Postdoctoral Research Trainee. While at McGill, you can perform research only (you may not register for courses or engage in clinical practice). Medical specialists who will have clinical exposure and require a training card must register through Postgraduate Medical Education of the Faculty of Medicine, Not Graduate and Postdoctoral Studies.

The category of Postdoctoral Research Trainee is for:

Category 1: An individual who has completed requirements for the Doctorate or medical specialty but the degree/certification has not yet been awarded. The individual will subsequently be eligible for registration as a Postdoctoral Fellow.

Category 2: An individual who is not eligible for Postdoctoral Registration according to the Government of Quebec's definition, is a recipient of an external postdoctoral award from a recognized Canadian funding agency.

Category 3: An individual who holds a professional degree (or equivalent) in a regulated health profession (as defined under CIHR-eligible health profession) and is enrolled in a program of postgraduate medical education at another institution. The individual wishes to conduct the research stage or research component of his/her program of study at McGill University under the supervision of a McGill professor. The individual will be engaged in full-time research with well-defined objectives, responsibilities, and methods of reporting. The application must be accompanied by a letter of permission from the home institution (signed by the Department Chair/Dean or equivalent) confirming registration in their program and stating the expected duration of the research stage. Individuals who are expected to spend more than one year are encouraged to obtain formal training (master's/D.) through application to a relevant graduate program.

Category 4: An individual with a regulated health professional degree (as defined under CIHR-eligible health profession) and a Ph.D. or equivalent or medical specialty training, who fulfills criteria for funding on a tri-council operating grant or by a CIHR fellowship (up to maximum of 3 years post-degree).



Note: Individuals who are not Canadian citizens or permanent residents must inquire about eligibility to file a permit.

General Conditions

- The maximum duration is three years;

- the individual must be engaged in full-time research;
- the individual must provide copies of official transcripts/diploma;
- the individual must have the approval of a McGill professor to supervise the research and of the Unit;
- the individual must have adequate proficiency in English, but is not required to provide official proof of English competency to Enrolment Services;
- the individual must comply with regulations and procedures governing research ethics and safety and obtain the necessary training;
- the individual will be provided access to McGill libraries, email, and required training in research ethics and safety. Other University services must be purchased (e.g., access to athletic facilities);
- the individual must arrange for basic health insurance coverage prior to arrival at McGill and may be required to provide proof of coverage.

9 Graduate Studies Guidelines and Policies

Refer to the [Calendar](#) under University Regulations and Resources > Graduate > [Guidelines and Policies](#) for information on the following:

- Guidelines and Regulations for Academic Units on Graduate Student Advising and Supervision
- Policy on Graduate Student Research Program Tasking
- Ph.D. Comprehensive Policy
- Graduate Studies Reread Policy
- Failure Policy
- Guideline on Hours of Work

Information on Research

11.2 About Desautels Faculty of Management

McGill University offers a variety of programs that provide graduate-level education in management. All programs have been tailored to meet the special needs and demands of different groups of people. Before embarking on a graduate management education, students should be aware of the different and unique features of each program, and select the one that best suits their aspirations and abilities.

Graduate Programs in Management

Master of Business Administration (M.B.A.)

section 12.7 Master of Business Administration (M.B.A.); Management (Non-Thesis) Finance (57 credits)

section 12.8 Master of Business Administration (M.B.A.); Management (Non-Thesis) General Management (57 credits)

section 12.9 Master of Business Administration (M.B.A.); Management (Non-Thesis) Global Strategy and Leadership (57 credits)

section 12.10 Master of Business Administration (M.B.A.); Management (Non-Thesis) Marketing (57 credits)

section 12.11 Master of Business Administration (M.B.A.); Management (Non-Thesis) Technology and Innovation Management (57 credits)

Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.)

section 12.12.4 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) Finance (144 credits) Term 28

section 12.12.5 J

12 M.B.A. Program

About the Master of Business Administration (M.B.A.)

Students studying on a full-time basis typically complete this 57-credit program in two years and must complete it within three years; part-time students typically complete this program in three years and must complete it within six years.

The first semester of the program features a required set of core courses with an emphasis on experiential learning. The remaining three semesters allow the student to specialize in a particular concentration and participate in an internship or complete an internship or a practicum, supervised by faculty.

While the standard components of an M.B.A. curriculum (management, organizational behaviour, strategy, marketing, operations) remain central to this M.B.A. program, they are combined in ways that expose students to the cross-functional realities of managing in, across, and among organizations.

Master of Business

Canada
Email: mba.mgmt@mcgill.ca
Website: www.mcgill.ca/desautels/pgrams/mba

12.2 M.B.A. Application Procedures

The McGill M.B.A. full-time and part-time programs open in August of each year.

McGill's online application form for graduate program candidates is available at www.mcgill.ca/gadapplicants/apply

See: [Application Procedures](#) for detailed application procedures.

12.2.1 Additional Requirements

The items and clarifications below are additional requirements set by this department:

- a completed Personal Background Sheet
- a completed Work History Form, as well as a Curriculum Vitae
- the GMAT score (written within the past 5 years) and the TOEFL score (where applicable) written within the past year, forwarded directly from PearsonVue for GMAT and the Educational Testing Service (see GMAT and TOEFL information in [section 12.1 Admission Requirements](#) above)
- a minimum of two years of full-time work experience, following completion of an undergraduate degree
- interview

Please note that entrance to the McGill M.B.A. is highly competitive. It is in the applicant's interest to apply as early as possible. Applicants can view their application status via Minerva by visiting www.mcgill.ca/minerva

Note: Admission to graduate programs at McGill is competitive and the final decision rests with the Graduate Admissions Office. 249.341 Tmms/mbres 0 1 29d0

Certificate of Acceptance from Quebec (C.A.Q): The process to come to Canada begins with an application for a Certificate of Acceptance from Quebec (C.A.Q.). Details on how and where to apply for the C.A.Q. are provided with the McGill Admissions package.

Study Permit: Issued by Canada Immigration through a Canadian Embassy or Consulate.

Citizens of the United States, Greenland, and/or St. Pierre-Miquelon are permitted to obtain the Authorization at a Port of Entry in possession of the C.A.Q.

For further information, or if there is an emergency, contact International Student Services by telephone at 514-398-4349 during office hours, 9:00 a.m. to 5:00 p.m., or by email international.students@mcgill.ca

12.5 Policies and Regulations of the M.B.A.

The following is a brief overview of the rules and regulations of the M.B.A. program. All attending students will be given an academic handbook for the M.B.A. of which students are responsible for reading and abiding by these rules and regulations.

The McGill M.B.A. (full-time) is designed as a one-year program. The academic year begins in August and ends in April. Students admitted to the Accelerated Study Option may complete the program in a shorter period of time.

Withdrawal from the M.B.A. Program

Students wishing to withdraw from the McGill M.B.A. program must complete a Withdrawal Form⁹ available from the M.B.A. office. Students will not be considered as officially withdrawn until this form is completed. Students who drop out of the program and do not complete this form will be billed for the full tuition. Refer to the Graduate and Postdoctoral Studies calendar for further information. The form is available at www.mcgill.ca/students/codes/forms

Grading and Promotion Standards

The pass grade for each course is B- (65%).

Failures

Students are permitted one failure in the M.B.A. program. Any subsequent failure, including an unsuccessful supplemental examination, will result in the student being asked to withdraw from the M.B.A. program.

Outside Elective Courses

An outside elective is any course that is not part of the M.B.A. program. This includes courses in other faculties within McGill University or outside McGill University.

Students wishing to take an elective offered in another department at McGill must first obtain approval from the Program Director. Once approval is obtained, students must obtain permission from the department offering the course before registering for the elective with their faculty.

There are limitations to the number of courses an M.B.A. student can take outside the Desautels Faculty of Management during the M.B.A. program:

1. Students completing a 57-credit program may take a maximum of 15 credits maximum outside the Desautels Faculty of Management. This does not include courses offered by other faculties at McGill.
2. Students may not take courses outside the faculty if they are offered within the faculty unless there are exceptional circumstances.
3. Students may not take language courses for credit toward the M.B.A.

M.B.A. Part-Time Studies

Students will follow a lockstep program, which will allow for completion of the core courses during the first year of study. Students must then take a number of cross-disciplinary courses and an experiential component to complete the degree.

A limit of three years is permitted to complete the degree requirements.

Combined Full-Time and Part-Time Studies

There are two options by which students may combine full-time and part-time studies.

Option 1

Upon completion of the entire first year of core courses on a part-time basis, students may request a status change to full-time to complete the remaining requirements as full-time students.

Option 2

Upon completion of the core requirements on a full-time basis, students may request a status change to part-time to complete their degree.

Students wishing to change their status to full-time must make a written request at least four weeks prior to the beginning of the relevant term. These requests should be sent to the M.B.A. Student Adviser.

12.6 M.B.A. International Exchange Program

Through the McGill M.B.A. Exchange Program there are many opportunities to study abroad.

Participation in the program gives McGill students the opportunity to spend part of their M.B.A. studying at a business school abroad. McGill is part of the Program in International Management (PIM), a consortium of the leading business schools in North America, South America, Africa, Europe, and Asia. Exchanges with both PIM and non-PIM schools are available.

The following schools may exchange students with McGill in 2014±2015:

- . Asian Institute of Management, Philippines
- . Copenhagen Business School, Denmark
- . Erasmus University, The Netherlands
- . ESADE (Escuela Superior de Administracion y Direccion de Empresas), Spain
- . Fudan University, China
- . Fundacao Getulio Vargas, Brazil
- . HEC (Hautes Etudes Commerciales), France
- . Indian Institute of Management Ahmedabad, India
- . Indian Institute of Management Bangalore, India
- . Instituto de Estudios Superiores de Administracion (IESA), Venezuela
- . ITESM, Mexico
- . Luigi Bocconi, Italy
- . Manchester Business School, England
- . National University of Singapore, Singapore
- . Nanyang Business School, Singapore
- . Norwegian School of Economics, Norway
- . NYU Stern School of Business, U.S.A.
- . Stockholm School of Economics, Sweden
- . Tel Aviv University, Israel
- . Tsinghua University, China
- . Universidad Torcuato di Tella, Argentina
- . University of Cologne, Germany
- . University of Economics, Prague, Czech Republic
- . University of Louvain, Belgium
- . University of Melbourne, Australia
- . University of South Carolina, U.S.A.
- . University of St. Gallen, Switzerland
- . University of Texas at Austin, U.S.A.
- . University of Witwatersrand, South Africa
- . Vienna University of Business and Economics, Austria

Non-PIM members:

- . ESSEC Business School, Asian Institute of Management, Phi3 GEa 51enna UniT

MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

Required Concentration Courses (6 credits)

Students choosing the Finance concentration must complete these required courses:

FINE 622	(3)	Modern Corporate Finance
FINE 646	(3)	Investments and Portfolio Management

Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

ACCT 618	(3)	Financial Reporting: Structure & Analysis
FINE 541	(3)	Applied Investments
FINE 620	(3)	Corporate Mergers
FINE 630	(3)	Fixed Income Markets
FINE 635	(3)	Financial Risk Management
FINE 639	(3)	Derivatives and Risk Management
FINE 645	(3)	Money and Capital Markets
FINE 648	(3)	Applied Corporate Finance
FINE 660	(3)	Global Investment Management
FINE 665	(3)	Investment Strategies and Behavioural Finance
FINE 690	(3)	Advanced Topics in Finance 1
FINE 693	(3)	Global Capital Markets
FINE 694	(3)	International Corporate Finance

The remaining 15 credits of courses are chosen from 500- and 600-level courses offered by the Faculty.

6 credits from the following*:

BUSA 650	(6)	Internship
BUSA 651	(6)	Practicum

* Note: Students electing to participate in an International Exchange (12 credits of complementary courses) are exempt from BUSA 650 and BUSA 651. Two additional electives are required to complete the 57-credit requirement.

12.8 Master of Business Administration (M.B.A.); Management (Non-Thesis) — General Management (57 credits)

Required Core Courses (21 credits)

All M.B.A. students must complete the following core courses:

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation

MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

Concentration Courses (36 credits)

Five courses (15 credits) chosen in consultation with a supervisor for the required or complementary courses in the Finance, Global Strategy and Leadership, Marketing, or Technology and Innovation Management concentrations.

The remaining 21 credits of courses are chosen from 500- and 600-level courses offered by the Faculty.

6 credits from the following:*

BUSA 650	(6)	Internship
BUSA 651	(6)	Practicum

* Note: Students electing to participate in an International Exchange (12 credits of complementary courses) are exempt from BUSA 650 and BUSA 651. Two additional electives are required to complete the 57-credit requirement.

12.9 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Global Strategy and Leadership (57 credits)

The Global Strategy and Leadership concentration prepares students for the challenges posed by a globalizing world. The approach is cross-disciplinary and includes courses in strategy, organizational behaviour, and international business. Students will consider questions such as: What issues will the leaders of tomorrow face and how can they best tackle them? How to take a firm international? How to manage a multi-cultural workforce? How to launch a new venture? How to promote sustainable development? Students will develop skills valued by employers in consulting, business development, project management, and related fields.

Required Core Courses (21 credits)

All M.B.A. students must complete the following core courses:

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

Required Concentration Courses (6 credits)

Students choosing the Global Strategy and Leadership concentration must complete these required courses:

MGPO 683	(3)	International Business Policy
ORGB 685	(3)	Cross Cultural Management

Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

BUSA 640	(3)	Launching New Ventures
BUSA 660	(3)	CEO Insights
BUSA 690	(3)	Advanced Topics in Management 1
INDR 633	(3)	Creating Wealth and Prosperity
MGPO 615	(3)	Consulting for Change
MGPO 630	(3)	Managing Strategy

MGPO 638	(3)	Managing Organizational Politics
MGPO 640	(3)	Strategies for Sustainable Development
MGPO 645	(3)	Strategy in Context
MGPO 651	(3)	Strategic Management: Developing Countries
MGPO 669	(3)	Managing Globalization
ORGB 633	(3)	Managerial Negotiations
ORGB 640	(3)	The Art of Leadership

The remaining 15 credits of courses are chosen from 500- and 600-level courses offered by the Faculty.

6 credits from the following:*

BUSA 650	(6)	Internship
BUSA 651	(6)	Practicum

* Note: Students electing to participate in an International Exchange (12 credits of complementary courses) cannot take BUSA 650 and BUSA 651. Two additional electives are required to complete the 57-credit requirement.

12.10 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Marketing (57 credits)

The Marketing concentration focuses on the development of skills in understanding customers and effectively creating value through products and services, evaluating the effectiveness of marketing programs, and managing customer relationships.

Required Core Courses (21 credits)

All M.B.A. students must complete the following core courses:

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

Required Concentration Courses (6 credits)

Students choosing the Marketing concentration must complete these required courses:

MRKT 657	(3)	Buyer Behaviour
MRKT 658	(3)	Marketing Intelligence

Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

INSY 645	(3)	Managing Electronic Commerce
MRKT 645	(3)	Winning at Brands
MRKT 652	(3)	Marketing Management 2
MRKT 654	(3)	Marketing Communications
MRKT 655	(3)	Marketing Planning

MRKT 659	(3)	Advanced Business Marketing
MRKT 690	(3)	Advanced Topics in Marketing 1
MRKT 698	(3)	International Marketing Management

The remaining 15 credits of courses are chosen from 500- and 600-level courses offered by the Faculty.

6 credits from the following:*

BUSA 650	(6)	Internship
BUSA 651	(6)	Practicum

* Note: Students electing to participate in an International Exchange (12 credits of complementary courses) are exempt from BUSA 650 and BUSA 651. Two additional electives are required to complete the 57-credit requirement.

12.11 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Technology and Innovation Management (57 credits)

As technology reshapes the globe and nations transform markets and organizations, the 21st century manager will be deeply immersed in technology and innovation management. As information technology is now present in more products and processes, managers need to understand the processes surrounding its strategic use and development. As manufacturing and service operations stretch the globe, issues of logistics and supply chain management become more important. As innovative products increasingly create and transform markets, managers must master the technology development process. This concentration provides tools, frameworks, and integration of all aspects of organizational operations, supply chain, IT processes and innovation management. Students following this concentration will be uniquely qualified to contribute in new product development, IT strategy, operations and supply chain management, and technology consulting. A unique aspect of the concentration is the capstone project course where students are solving a real-life technology innovation problem.

Required Core Courses (21 credits)

All M.B.A. students must complete the following core courses:

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

Required Concentration Courses (6 credits)

Students choosing the Technology and Innovation Management concentration must complete these required courses:

INSY 606	(3)	Technology Management
MGSC 616	(3)	Technology in Action

Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

INSY 607	(3)	Technology Consulting
INSY 608	(3)	Winning with IT
INSY 609	(3)	Technology Project Management
INSY 633	(3)	Knowledge Management and Technology for Innovation
INSY 645	(3)	Managing Electronic Commerce

(3) Managing Innovation

PR/4 549	(3)	Equity and Trusts
PR/4 556	(3)	Wills and Estates
PR/5 582	(2)	Advanced Torts

Complementary - Law, Civil and Common Law

The following trans-systemic courses count half their credit weight toward the civil law requirement of 3 credits and half their credit weight toward the common law requirement of 3 credits.

CMPL 522	(3)	Medical Liability
LAWG 200	(3)	Commercial Law
LAWG 273	(3)	Family Law
LAWG 300	(3)	Family Property Law
LAWG 316	(3)	Private International Law
LAWG 400	(4)	Secured Transactions
LAWG 415	(3)	Evidence (Civil Matters)
LAWG 504	(3)	Death and Property
LEEL 570	(3)	Employment Law
PR/5 483	(3)	Consumer Law

Complementary - Law, Social Diversity and Human Rights (3 credits)

Students must take at least 3 credits from the following courses related to social diversity and human rights.

CMPL 500	(3)	Aboriginal Peoples and the Law
CMPL 504	(3)	Feminist Legal Theory
CMPL 511	(3)	Social Diversity and Law
CMPL 516	(3)	International Development Law
CMPL 565	(3)	International Humanitarian Law
CMPL 571	(3)	International Law of Human Rights
CMPL 573	(3)	Civil Liberties
CMPL 575	(3)	Discrimination and the Law
LAWG 503	(3)	Inter-American Human Rights
LEEL 369	(3)	Labour Law
LEEL 582	(3)	Law and Poverty
PUB2 105	(3)	Public International Law
PUB2 500	(3)	Law and Psychiatry
PUB2 502	(3)	International Criminal Law
PUB2 551	(3)	Immigration and Refugee Law
PUB3 515	(3)	Canadian Charter of Rights and Freedoms

Complementary - Law, Principles of Canadian Administrative Law

Requirement: Students must choose one course (0-6 credits) from the following courses to meet this requirement:

BUS1 432	(3)	Bankruptcy and Insolvency
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CMPL 575	(3)	Discrimination and the Law
CMPL 577	(3)	Communications Law
CMPL 580	(3)	Environment and the Law

Note: Students will have to follow the M.B.A. Base Camp (Statistics, Math for Finance, Financial Accounting) prior to commencement of the M.B.A.

Required - Law (59 credits)

BUS2 365	(4)	Business Associations
LAWG 100D1	(3)	Contractual Obligations
LAWG 100D2	(3)	Contractual Obligations
LAWG 101D1	(2.5)	Extra-Contractual Obligations/Torts
LAWG 101D2	(2.5)	Extra-Contractual Obligations/Torts
PRAC 147D1	(1.5)	Introductory Legal Research
PRAC 147D2	(1.5)	Introductory Legal Research
PRAC 155D1	(1.5)	Legal Ethics and Advocacy
PRAC 155D2	(1.5)	Legal Ethics and Advocacy
PROC 124D1	(2)	Judicial Institutions and Civil Procedure
PROC 124D2	(2)	Judicial Institutions and Civil Procedure
PROC 200	(3)	Advanced Civil Law Obligations
PRV1 144D1	(2.5)	Civil Law Property
PRV1 144D2	(2.5)	Civil Law Property
PRV3 200	(3)	Advanced Common Law Obligations
PRV4 144D1	(2)	Common Law Property
PRV4 144D2	(2)	Common Law Property
PUB2 101D1	(3)	Constitutional Law
PUB2 101D2	(3)	Constitutional Law
PUB2 111	(3)	Criminal Law
PUB3 116D1	(2)	Foundations
PUB3 116D2	(2)	Foundations
WRIT 400D1	(3)	Senior Essay
WRIT 400D2	(3)	Senior Essay

Complementary - Law

Students complete 9-15 credits of complementary courses for the B.C.L. and LL.B. degrees.

Complementary - Law, Civil Law (3 credits)

Students complete 3 credits of Civil Law courses. The following courses count for their full credit weight as law.

BUS2 561	(3)	Insurance
PROC 549	(3)	Lease, Enterprise, Suretyship
PRV1 555	(3)	Successions
PRV2 270	(3)	Law of Persons
PRV4 548	(3)	Administration Property of Another and Trusts

Complementary - Law, Common Law (3 credits)

Students complete 3 credits of Common Law courses. The following courses count for their full credit weight as common law.

PRV3 534	(3)	Remedies
PRV4 451	(3)	Real Estate Transactions

PR/4 549	(3)	Equity and Trusts
PR/4 556	(3)	Wills and Estates
PR/5 582	(2)	Advanced Torts

Complementary - Law, Civil and Common Law

The following trans-systemic courses count half their credit weight toward the civil law requirement of 3 credits and half their credit weight toward the common law requirement of 3 credits.

CMPL 522	(3)	Medical Liability
LA	(3)	Commercial Law

CMPL 575	(3)	Discrimination and the Law
CMPL 577	(3)	Communications Law
CMPL 580	(3)	Environment and the Law

Complementary Courses (9 credits)

Students choosing the Global Strategy and Leadership concentration must choose three of the following courses:

BUSA 640	(3)	Launching New Ventures
BUSA 660	(3)	CEO Insights
BUSA 690	(3)	Advanced Topics in Management 1
INDR 633	(3)	Creating Wealth and Prosperity
MGPO 615	(3)	Consulting for Change
MGPO 630	(3)	Managing Strategy
MGPO 638	(3)	Managing Organizational Politics
MGPO 640	(3)	Strategies for Sustainable Development
MGPO 645	(3)	Strategy in Context
MGPO 651	(3)	Strategic Management: Developing Countries
MGPO 669	(3)	Managing Globalization
ORGB 633	(3)	Managerial Negotiations
ORGB 640	(3)	The Art of Leadership

Elective Courses

12 additional credits at the 500 or 600 level offered by the Desautels Faculty of Management to complete a total of 51 credits.

Note: Students will have to follow the M.B.A. Base Camp (Statistics, Math for Finance, Financial Accounting) prior to commencement of the M.B.A.

Required - Law (59 credits)

BUS2 365	(4)	Business Associations
LAWG 100D1	(3)	Contractual Obligations
LAWG 100D2	(3)	Contractual Obligations
LAWG 101D1	(2.5)	Extra-Contractual Obligations/Torts
LAWG 101D2	(2.5)	Extra-Contractual Obligations/Torts
PRAC 147D1	(1.5)	Introductory Legal Research
PRAC 147D2	(1.5)	Introductory Legal Research
PRAC 155D1	(1.5)	Legal Ethics and Advocacy
PRAC 155D2	(1.5)	Legal Ethics and Advocacy
PROC 124D1	(2)	Judicial Institutions and Civil Procedure
PROC 124D2	(2)	Judicial Institutions and Civil Procedure
PROC 200	(3)	Advanced Civil Law Obligations
PRV1 144D1	(2.5)	Civil Law Property
PRV1 144D2	(2.5)	Civil Law Property
PRV3 200	(3)	Advanced Common Law Obligations
PRV4 144D1	(2)	Common Law Property
PRV4 144D2	(2)	Common Law Property
PUB2 101D1	(3)	Constitutional Law
PUB2 101D2	(3)	Constitutional Law
PUB2 111	(3)	Criminal Law
PUB3 116D1	(2)	Foundations

Foundations

CMPL 565	(3)	International Humanitarian Law
CMPL 571	(3)	International Law of Human Rights
CMPL 573	(3)	Civil Liberties
CMPL 575	(3)	Discrimination and the Law
LAWG 503	(3)	Inter-American Human Rights
LEEL 369	(3)	Labour Law
LEEL 582	(3)	Law and Poverty
PUB2 105	(3)	Public International Law
PUB2 500	(3)	Law and Psychiatry
PUB2 502	(3)	International Criminal Law
PUB2 551	(3)	Immigration and Refugee Law
PUB3 515	(3)	Canadian Charter of Rights and Freedoms

Complementary - Law, Principles of Canadian Administrative Law

Requirement: Students must choose one course (0-6 credits) from the following courses to meet this requirement:

BUS1 432	(3)	Bankruptcy and Insolvency
BUS2 504	(3)	Securities Regulation
CMPL 543	(3)	Law and Practice of International Trade
CMPL 574	(3)	Government Control Of Business
CMPL 575	(3)	Discrimination and the Law
CMPL 577	(3)	Communications Law
CMPL 580	(3)	Environment and the Law
LEEL 369	(3)	Labour Law
LEEL 570	(3)	Employment Law
LEEL 582	(3)	Law and Poverty
PR/4 545	(3)	Land Use Planning
PR/5 483	(3)	Consumer Law
PUB2 400	(3)	The Administrative Process
PUB2 401	(3)	Judicial Review of Administrative Action
PUB2 403	(2)	Municipal Law
PUB2 500	(3)	Law and Psychiatry
PUB2 551	(3)	Immigration and Refugee Law
WRIT 433D1*	(3)	Legal Clinic 1
WRIT 433D2*	(3)	Legal Clinic 1
WRIT 434*	(3)	Legal Clinic 2
WRIT 435*	(3)	Legal Clinic 3
WRIT 440*	(6)	Clerkship A
WRIT 440D1*	(3)	Clerkship A
WRIT 440D2*	(3)	Clerkship A
WRIT 441*	(3)	Clerkship B

* With the approval of the Associate Dean Academic, in consultation with the Faculty Supervisors, on a case-by-case basis.

Elective - Law, Other Courses

Students select the remaining 19-25 credits from among ~~any~~ of Law offerings.

Joint Program:

PRAC 155D2	(1.5)	Legal Ethics and Advocacy
PROC 124D1	(2)	Judicial Institutions and Civil Procedure
PROC 124D2	(2)	Judicial Institutions and Civil Procedure
PROC 200	(3)	Advanced Civil Law Obligations
PRV1 144D1	(2.5)	Civil Law Property
PRV1 144D2	(2.5)	Civil Law Property
PRV3 200	(3)	Advanced Common Law Obligations
PRV4 144D1	(2)	Common Law Property
PRV4 144D2	(2)	Common Law Property
PU)	(3)	Constitutional Law

LAWG 300	(3)	Family Property Law
LAWG 316	(3)	Private International Law
LAWG 400	(4)	Secured Transactions
LAWG 415	(3)	Evidence (Civil Matters)
LEEL 369	(3)	Labour Law
PRV5 483	(3)	Consumer Law

Complementary - Law, Social Diversity and Human Rights (3 credits)

Students must take at least 3 credits from the following courses related to social diversity and human rights.

CMPL 500	(3)	Aboriginal Peoples and the Law
CMPL 504	(3)	Feminist Legal Theory
CMPL 511	(3)	Social Diversity and Law
CMPL 516	(3)	International Development Law
CMPL 565	(3)	International Humanitarian Law
CMPL 571	(3)	International Law of Human Rights
CMPL 573	(3)	Civil Liberties
CMPL 575	(3)	Discrimination and the Law
LAWG 503	(3)	Inter-American Human Rights
LEEL 582	(3)	Law and Poverty
PUB2 105	(3)	Public International Law
PUB2 500	(3)	Law and Psychiatry
PUB2 502	(3)	International Criminal Law
PUB2 551	(3)	Immigration and Refugee Law
PUB3 515	(3)	Canadian Charter of Rights and Freedoms

Complementary - Law, Principles of Canadian Administrative Law

Requirement: Students must choose one course (0-6 credits) from the following courses to meet this requirement:

BUS1 432	(3)	Bankruptcy and Insolvency
BUS2 504	(3)	Securities Regulation
CMPL 543	(3)	Law and Practice of International Trade
CMPL 574	(3)	Government Control Of Business
CMPL 575	(3)	Discrimination and the Law
CMPL 577	(3)	Communications Law
CMPL 580	(3)	Environment and the Law
LEEL 369	(3)	Labour Law
LEEL 570	(3)	Employment Law
LEEL 582	(3)	Law and Poverty
PRV4 545	(3)	Land Use Planning
PRV5 483	(3)	Consumer Law
PUB2 400	(3)	The Administrative Process
PUB2 401	(3)	Judicial Review of Administrative Action
PUB2 403	(2)	Municipal Law

PUB2 500	(3)	Law and Psychiatry
PUB2 551	(3)	Immigration and Refugee Law
WRIT 433D1*	(3)	Legal Clinic 1
WRIT 433D2*	(3)	Legal Clinic 1
WRIT 434*	(3)	Legal Clinic 2
WRIT 435*	(3)	Legal Clinic 3
WRIT 440*	(6)	Clerkship A
WRIT 440D1*	(3)	Clerkship A
WRIT 440D2*	(3)	Clerkship A
WRIT 441*	(3)	Clerkship B

* With the approval of the Associate Dean Academic, in consultation with the Faculty Supervisors, on a case-by-case basis.

Elective - Law, Other Courses

Students select the remaining 19-25 credits from among 17 of Law offerings.

12.12.8 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Technology and Innovation Management (144 credits)

Students complete 51 credits for the M.B.A. degree, and 93 credits for the integrated B.C.L. and LL.B. degrees, for a total of 144 credits.

Required Courses (24 credits)

BUSA 614	(3)	Seminar in Law and Management
MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

Required Concentration Courses (6 credits)

Students choosing the Technology and Innovation Management concentration must complete these required courses:

INSY 606	(3)	Technology Management
MGSC 616	(3)	Technology in Action

Complementary Courses (9 credits)

Students choosing the Technology and Innovation Management concentration must complete three of these complementary courses:

INSY 607	(3)	Technology Consulting
INSY 608	(3)	Winning with IT
INSY 609	(3)	Technology Project Management
INSY 633	(3)	Knowledge Management and Technology for Innovation
INSY 645	(3)	Managing Electronic Commerce
MGPO 650	(3)	Managing Innovation
MGSC 602	(3)	Strategic Management of Operations
MGSC 603	(3)	Logistics Management

MGSC 605	(3)	Total Quality Management
MGSC 615	(3)	Procurement and Distribution
MGSC 631	(3)	Analysis: Production Operations
ORGB 625	(3)	Managing Organizational Change

Elective Courses

12 additional credits at the 500 or 600 level offered by the Desautels Faculty of Management to complete a total of 51 credits.

Note: Students will have to follow the M.B.A. Base Camp (Statistics, Math for Finance, Financial Accounting) prior to commencement of the M.B.A.

Required - Law (59 credits)

BUS2 365	(4)	Business Associations
LAWG 100D1	(3)	Contractual Obligations
LAWG 100D2	(3)	Contractual Obligations
LAWG 101D1	(2.5)	Extra-Contractual Obligations/Torts
LAWG 101D2	(2.5)	Extra-Contractual Obligations/Torts
PRAC 147D1	(1.5)	Introductory Legal Research
PRAC 147D2	(1.5)	Introductory Legal Research
PRAC 155D1	(1.5)	Legal Ethics and Advocacy
PRAC 155D2	(1.5)	Legal Ethics and Advocacy
PROC 124D1	(2)	Judicial Institutions and Civil Procedure
PROC 124D2	(2)	Judicial Institutions and Civil Procedure
PROC 200	(3)	Advanced Civil Law Obligations
PRV1 144D1	(2.5)	Civil Law Property
PRV1 144D2	(2.5)	Civil Law Property
PRV3 200	(3)	Advanced Common Law Obligations
PRV4 144D1	(2)	Common Law Property
PRV4 144D2	(2)	Common Law Property
PUB2 101D1	(3)	Constitutional Law
PUB2 101D2	(3)	Constitutional Law
PUB2 111	(3)	Criminal Law
PUB3 116D1	(2)	Foundations
PUB3 116D2	(2)	Foundations
WRIT 400D1	(3)	Senior Essay

PR/1 555	(3)	Successions
PR/2 270	(3)	Law of Persons
PR/4 548	(3)	Administration Property of Another and Trusts

Complementary - Law, Common Law (3 credits)

Students complete 3 credits of Common Law courses. The following courses count for their full credit weight as common law.

PR/3 534	(3)	Remedies
PR/4 451	(3)	Real Estate Transactions
PR/4 549	(3)	Equity and Trusts
PR/4 556	(3)	Wills and Estates
PR/5 582	(2)	Advanced Torts

Complementary - Law, Civil and Common Law

The following trans-systemic courses count half their credit weight toward the civil law requirement of 3 credits and half their credit weight toward the common law requirement of 3 credits.

CMPL 522	(3)	Medical Liability
LAWG 200	(3)	Commercial Law
LAWG 273	(3)	Family Law
LAWG 300	(3)	Family Property Law
LAWG 316	(3)	Private International Law
LAWG 400	(4)	Secured Transactions
LAWG 415	(3)	Evidence (Civil Matters)
LEEL 570	(3)	Employment Law
PR/5 483	(3)	Consumer Law

Complementary - Law, Social Diversity and Human Rights (3 credits)

Students must take at least 3 credits from the following courses related to social diversity and human rights.

CMPL 500	(3)	Aboriginal Peoples and the Law
CMPL 504	(3)	Feminist Legal Theory
CMPL 511	(3)	Social Diversity and Law
CMPL 516	(3)	International Development Law
CMPL 565	(3)	International Humanitarian Law
CMPL 571	(3)	International Law of Human Rights
CMPL 573	(3)	Civil Liberties
CMPL 575	(3)	Discrimination and the Law
LAWG 503	(3)	Inter-American Human Rights
LEEL 369	(3)	Labour Law
LEEL 582	(3)	Law and Poverty
PUB2 105	(3)	Public International Law
PUB2 500	(3)	Law and Psychiatry
PUB2 502	(3)	International Criminal Law
		Immigration and Refugee Law

Complementary - Law, Principles of Canadian Administrative Law

Requirement: Students must choose one course (0-6 credits) from the following courses to meet this requirement:

BUS1 432	(3)	Bankruptcy and Insolvency
BUS2 504	(3)	Securities Regulation
CMPL 543	(3)	Law and Practice of International Trade
CMPL 574	(3)	Government Control Of Business
CMPL 575	(3)	Discrimination and the Law
CMPL 577	(3)	Communications Law
CMPL 580	(3)	Environment and the Law
LEEL 369	(3)	Labour Law
LEEL 570	(3)	Employment Law
LEEL 582	(3)	Law and Poverty
PR/4 545	(3)	Land Use Planning
PR/5 483	(3)	Consumer Law
PUB2 400	(3)	The Administrative Process
PUB2 401	(3)	Judicial Review of Administrative Action
PUB2 403	(2)	Municipal Law
PUB2 500	(3)	Law and Psychiatry
PUB2 551	(3)	Immigration and Refugee Law
WRIT 433D1*	(3)	Legal Clinic 1
WRIT 433D2*	(3)	Legal Clinic 1
WRIT 434*	(3)	Legal Clinic 2
WRIT 435*	(3)	Legal Clinic 3
WRIT 440*	(6)	Clerkship A
WRIT 440D1*	(3)	Clerkship A
WRIT 440D2*	(3)	Clerkship A
WRIT 441*	(3)	Clerkship B

* With the approval of the Associate Dean Academic, in consultation with the Faculty Supervisors, on a case-by-case basis.

Elective - Law, Other Courses

Students select the remaining 19-25 credits from among the following Law offerings.

12.13 M.D./M.B.A. Program Admission Requirements and Application Procedures

About the M.D./M.B.A. Program

The M.D./M.B.A. program recognizes that there is an increasing demand in the health care sector for individuals with management skills and expertise. This is a 3-year program in which the first year is spent in the Desautels Faculty of Management completing the M.B.A. core as well as building a solid background in health care management. Then, students will begin their medical studies, which will be integrated with additional elective courses in management. This will provide the opportunity to train well-rounded physician-managers who can eventually pursue interesting careers in a wide range of health care facilities, from the smallest clinic to the largest tertiary health care facility, from research laboratories to university or hospital medical departments. Our graduates will also have career opportunities in the health insurance sector, which is a significant layer of the health care system in a number of countries, including the United States.

Upon graduation, students receive an M.B.A. from the Desautels Faculty of Management and an M.D., C.M.D. from the Faculty of Medicine.

12.14 M.B.A./Japan Admission Requirements and Application Procedures

About the M.B.A./Japan

The McGill MBA Japan program is a world MBA program based on the world-leading Integrative MBA program offered by McGill University's Desautels Faculty of Management in Montreal. Students will follow a lockstep program. McGill MBA Japan classes take place at the Hilton Tokyo in Nishi-Shinjuku, Tokyo, placing McGill at the heart of business in Japan and Asia.

Master of Business Administration (M.B.A.); M.B.A./Japan (Non-Thesis) (57 credits)

section 12.14.4 Master of Business Administration (M.B.A./Japan; Management (Non-Thesis) Finance (57 credits)

section 12.14.5 Master of Business Administration (M.B.A./Japan; Management (Non-Thesis) General Management (57 credits)

section 12.14.6 Master of Business Administration (M.B.A./Japan; Management (Non-Thesis) Global Strategy and Leadership (57 credits)

section 12.14.7 Master of Business Administration (M.B.A./Japan; Management (Non-Thesis) Marketing (57 credits)

section 12.14.8 Master of Business Administration (M.B.A./Japan; Management (Non-Thesis) Technology and Innovation

Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

ACCT 618	(3)	Financial Reporting: Structure & Analysis
FINE 541	(3)	Applied Investments
FINE 620	(3)	Corporate Mergers
FINE 630	(3)	Fixed Income Markets
FINE 635	(3)	Financial Risk Management
FINE 639	(3)	Derivatives and Risk Management
FINE 645	(3)	Money and Capital Markets

6 credits from the following:

BUSA 650	(6)	Internship
BUSA 651	(6)	Practicum

12.14.6 Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Global Strategy and Leadership (57 credits)

****This program is currently not offered.****

The McGill MBA Japan program of the Desautels Faculty of Management of McGill University is the leading MBA program in Japan, and one of the leading weekend programs in Asia. Designed for working people with several years of experience, the McGill MBA Japan program allows you to complete a Master of Business Administration program on weekends, without leaving employment.

Based on McGill's world-leading Integrative MBA Curriculum, the MBA Japan program allows you to complete a full MBA by studying two weekends per month in as little as 20 months. Taught by world-leading professors from McGill's home campus, the MBA Japan attracts highly qualified students from Japan and around the globe.

The Global Strategy and Leadership Concentration prepares students for the challenges posed by a globalizing world. The approach is cross-disciplinary and includes courses in strategic organizational behaviour, and international business. Students will consider questions such as: What issues will the leaders of tomorrow face and how can they best tackle them? How to take a firm international? How to manage a multi-cultural workforce? How to launch a new venture? How to promote sustainable development? Students will develop skills valued by employers in consulting, business development, project management, and related fields.

Required Core Courses (21 credits)

All M.B.A. students must complete the following core courses:

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

Required Concentration Courses (6 credits)

Students choosing the Global Strategy and Leadership concentration must complete these required courses:

MGPO 683	(3)	International Business Policy
ORGB 685	(3)	Cross Cultural Management

Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

BUSA 640	(3)	Launching New Ventures
BUSA 660	(3)	CEO Insights
BUSA 690	(3)	Advanced Topics in Management 1
INDR 633	(3)	Creating Wealth and Prosperity
MGPO 615	(3)	Consulting for Change
MGPO 630	(3)	Managing Strategy
MGPO 638	(3)	Managing Organizational Politics
MGPO 640	(3)	Strategies for Sustainable Development
MGPO 645	(3)	Strategy in Context
MGPO 651	(3)	Strategic Management: Developing Countries

MGPO 669	(3)	Managing Globalization
ORGB 633	(3)	Managerial Negotiations
ORGB 640	(3)	The Art of Leadership

The remaining 15 credits of courses are chosen from 500- and 600-level courses offered by the Faculty.

6 credits from the following:

BUSA 650	(6)	Internship
BUSA 651	(6)	Practicum

12.14.7 Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Marketing (57 credits)

****This program is currently not offered.****

The McGill MBA Japan program of the Desautels Faculty of Management of McGill University is the leading MBA program in Japan, and one of the leading weekend programs in Asia. Designed for working people with several years of experience, the McGill MBA Japan program allows you to complete a Master of Business Administration program on weekends, without leaving employment.

Based on McGill's world-leading Integrative MBA Curriculum, the MBA Japan program allows you to complete a full MBA by studying two weekends per month in as little as 20 months taught by world-leading professors from McGill's home campus, the MB

MRKT 698 (3) International Marketing Management

The remaining 15 credits of courses are chosen from 500- and 600-level courses offered by the Faculty.

6 credits from the following:

BUSA 650	(6)	Internship
BUSA 651	(6)	Practicum

12.14.8 Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Technology and Innovation Management (57 credits)

****This program is currently not offered.****

The McGill MBA Japan program of the Desautels Faculty of Management of McGill University is the leading MBA program in Japan, and one of the leading weekend programs in Asia. Designed for working people with several years of experience, the McGill MBA Japan program allows you to complete a Master of Business Administration program on weekends, without leaving employment.

Based on McGill's world-leading Integrative MBA Curriculum, the MBA Japan program allows you to complete a full MBA by studying two weekends per month in as little as 20 months. Taught by world-leading professors from McGill's home campus, the MBA Japan attracts highly qualified students from Japan and around the globe.

As technology reshapes the globe and nations transform markets and organizations, the 21st century manager will be deeply immersed in technology and innovation management. As information technology is now present in more products and processes, managers need to understand the processes surrounding its strategic use and development. As manufacturing and service operations stretch the globe, issues of logistics and supply chain management become more important. As innovative products increasingly create and transform markets, managers must master the technology development process.

MGPO 650	(3)	Managing Innovation
MGSC 602	(3)	Strategic Management of Operations
MGSC 603	(3)	Logistics Management
MGSC 605	(3)	Total Quality Management
MGSC 615	(3)	Procurement and Distribution
MGSC 631	(3)	Analysis: Production Operations
ORGB 625	(3)	Managing Organizational Change

The remaining 15 credits of courses are chosen from 500- and 600-level courses offered by the Faculty.

6 credits from the following:

BUSA 650	(6)	Internship
BUSA 651	(6)	Practicum

12.15 Joint Executive M.B.A. Admission Requirements and Application Procedures

About the Joint Executive M.B.A.

[section 12.15.4 Executive Master of Business Administration \(E.M.B.A.\); Joint Executive M.B.A. \(Non-Thesis\) \(45 credits\)](#)

The E.M.B.A. program is designed both to teach managerial tools as well as to allow managers to take a step back from the tools and understand their strengths and limitations. It also aims at presenting different models of management and is designed to meet the training needs of managers who currently hold, or who will hold in the future, senior management positions.

It is offered jointly with Hautes études Commerciales (HEC) ± Montreal.

12.15.1 Admission Requirements

For the admission criteria, please consult the [following website: www.wembamcgillhec.ca/en/application/admission-criteria](http://www.wembamcgillhec.ca/en/application/admission-criteria)

12.15.2 Application Procedures

For the application procedures, please consult the [following website: www.wembamcgillhec.ca/en/application](http://www.wembamcgillhec.ca/en/application)

12.15.3 Application Deadlines

For the application deadlines, please consult the [following website: www.wembamcgillhec.ca/en/application](http://www.wembamcgillhec.ca/en/application)

12.15.4 Executive Master of Business Administration (E.M.B.A.); Joint Executive M.B.A. (Non-Thesis) (45 credits)

Required Courses (45 credits)

McGill University courses (33 credits)

BUSA 642	(4)	Reflective Dimension Manager Role
BUSA 643	(4)	Collaborative Dimension Manager
BUSA 644	(4)	Analytic Dimension of Manager Role
BUSA 645	(4)	Worldly Dimension of Manager Role
BUSA 685	(5)	Managing Change
BUSA 689	(12)	Integrative Project

HEC Montreal courses (12 credits)

MHEC 600	(4)	Cr ation de valeur
MHEC 601	(4)	Excellence op rationnelle
MHEC 602	(4)	Outils et pratiques de gestion

- IMPM: www.impm.org/admissions
- IMHL: www

The

14 Joint Ph.D. in Management Admission Requirements and Application Procedures

About the Joint Ph.D. in Management

Ph.D. Program Office
Desautels Faculty of Management
McGill University
1001 Sherbrooke Street West
Montreal QC H3A 1G5
Canada

Telephone: 514-398-4074

Fax: 514-398-3876

Email: phd.mgmt@mcgill.ca

Website: www.mcgill.ca/desautels/pgrams/phd

section 14.4 Doctor of Philosophy (Ph.D.); Management

The Ph.D. program in Management is offered jointly by the four Montreal universities: Concordia University, École des Hautes Études Commerciales (affiliated with the Université de Montréal), McGill University, and Université du Québec à Montréal. The program is intended to educate competent researchers and to stimulate research on management issues.

Students may apply for admission to one or more of the participating universities. These applications will be processed by the individual university to which the applicant has applied and by the Joint Committee of the four schools. Students' preference will be given to the university to which the applicant is prepared to accept the Ph.D. degree will be granted by the university that admits the student. The program requires a minimum full-time residence of six terms.

14.2 Application Procedures

McGill's online application form for graduate program candidates is available at www.mcgill.ca/gadapplicants/apply
See: [Application Procedures](#) for detailed application procedures.

14.2.1 Additional Requirements

The items and clarifications below are additional requirements set by this department:

- GMAT (or GRE-General Test) written within the past 5 years
- Answers to Personal Statement questions
- Curriculum Vitae

14.3 Application Deadlines

For application deadlines, please consult the following website: www.mcgill.ca/desautels/pgrams/phd/admissions/deadline

14.4 Doctor of Philosophy (Ph.D.); Management

Thesis

A thesis for the doctoral degree must constitute original scholarship and must be a distinct contribution to knowledge. It must show familiarity with previous work in the field and must demonstrate ability to plan and carry out research, organize results, and defend the approach and conclusions in a scholarly manner. The research presented must meet current standards of the discipline; as well, the thesis must clearly demonstrate research that advances knowledge in the field. Finally, the thesis must be written in compliance with norms for academic and scholarly expression and for publication in the public domain.

Required Courses (9 credits)

Note: Students can take MGMT 706 or EDPH 689.

(modified by 327.906) Beginning in 2015-2016, the Ph.D. in Management Education will require 21.949, 310.183, T37, T4627.7chC wirehrdge. It must be U Tm (T) Tj

A thesis for the doctoral degree must constitute original scholarship and must be a distinct contrib

15.1 Admission Requirements

Graduate Management Admission Test (GMAT)

A TOEFL test is also required to determine the English proficiency of applicants whose mother tongue is not English. Applicants are additionally expected to have completed two years of full-time work experience before submitting their application to the Post-M.B.A. program.

For more information visit our website [at](#) [www](#)

16.3 Application Deadlines

The application deadlines listed here are set by the Desautels Faculty of Management and may be revised at any time. Applicants must verify all deadlines and documentation requirements well in advance on the appropriate McGill departmental website; please consult the list at www.mcgill.ca/gps/contact/graduate-program.

Canadian	International	Special/Exchange/Visiting
Fall: N/A	Fall: N/A	Fall: N/A
Winter: N/A	Winter: N/A	Winter: N/A
Summer: Feb1	Summer: Dec. 15	Summer: N/A

16.4 Obtaining a CPA designation

To obtain the CPA designation in Quebec, a student must have:

1. Completed a Professional Education Program (PEP)
2. Passed the Common Final Exam (CFE)
3. Served a two-year practical training period with an accredited training office (it is the student's responsibility to obtain suitable employment)
4. Passed the French language examination
5. Become, or be, either a Canadian citizen or landed immigrant

Once all these criteria have been met, the student will obtain the designation of Chartered Professional Accountant from l'Ordre des comptables professionnels agr s du Qu bec (OCPAQ).

Further information can be obtained from:

Ordre des comptables professionnels agr s du Qu bec
Head Office
4, Place de la Sainte Marie, 6^e tage
Montr al QC H3B 2E7
Canada

Telephone: 514-288-3256 or 1-800-363-4688

Email: info@cpaquebec.ca

Web: <http://cpaquebec.ca>

16.5 Graduate Diploma in Public Accountancy (Chartered Accountancy) (30 credits)

**This program will not be offered as of Summer 2014. It has been replaced by the Graduate Certificate in Professional Accounting effective Fall 2014. For more information on the Graduate Certificate in Professional Accounting, please visit: <http://www.mcgill.ca/desautels/programs/cpa>

16.6 Graduate Certificate in Professional Accounting (24 credits)

The Graduate Certificate in Professional Accounting is a recognized professional education program (PEP) by l'Ordre des comptables professionnels du Qu bec (OCPAQ). The program prepares students for a career as a professional accountant and to write the Common Final Exams. It allows students to develop professional skills that will be recognized nationally and internationally. Students are exposed to the latest concepts and practice-related issues and have the choice of studying in the areas of public accounting (assurance), performance measurement, taxation, or financial analysis. The program is offered on a full-time basis in the Desautels Faculty of Management or on a part-time basis through the School of Continuing Studies.

Prerequisite Courses for Canadian B.Com. Students (33 credits)

ACCT 351 (3) Intermediate Financial Accounting 1

ACCT 352 (3) Intermediate Financial Accounting 2

MAN 300 (3) Management Accounting 573.587 6.6 0 I520.287 I 1 on

17 Desautels Faculty of Management Faculty

Dean

Morty Yalovsky (Interim)

Associate Deans

Tamer Bayaci ±Master's Programs

Shanling Li ±Research & International Relations

Robert Hebdon ±Student Affairs

Morty Yalovsky ±Academic

Directors

Sujata Madan ±Academic Director (M.B.A. Program)

Donald Melville ±Director, Master's Programs

Henry Mintzberg ±Program Chair International Master's Program in Practising Management (IMPM)

Saibal Ray ±Director, Ph.D. Program; Program Co-Director, Master of Management (Manufacturing)

Julia Scott ±Director, C.P.A. Program

Steve Maguire ±Director and Chair, Integrated Management

Emeritus Professors

W. Crowston; B.S., B.A.Sc. (Dr. Tsors)

Associate Professors

B. Croitoru; DIAF(Institut de Statistique, UniPierre et Marie Curie), Ph.D.(Wharton) Finance

R. David; B.Eng., M.B.A.(McG.), Ph.D.(Cornell) Strategy and Organization

A. de Motta; B.A.(Universidad D  Valencia, Spain) Finance

J. Ericsson; M.Sc., Ph.D.(Stockholm Sch. of Econ) Finance

H. Etemad; B.S.C., M.Eng.(Iran), M.S., M.B.A., Ph.D.(Calif.) International Business

S. Faraj; B.S.(Wisc.), M.S.(MIT), DBA MIS

S. Fortin; B.A.A.(U. du Qu b Rimouski), Ph.D.(Vt.) Accounting

R. Goyenko; Ph.D.(Ind.) Finance

M. Graham; M.A., M.B.A., Ph.D.(Harv) Strategy and Organization

M. Gumus; B.S.(Naval Academy), M.S., M.A., Ph.D.(Calif.) Industrial Engineering and Operations Research

K. Han; B.S., M.S.(KAIST), Ph.D.(Minn.) Information Systems

A.M. Jaeger; B.Sc.(Northwestern), M.B.A., Ph.D.(Stan) Organizational Behaviour

M.-S. Jo; B.Com.(Hankuk U.), M.B.A.(Mich.), M.S.(Ill.), Ph.D.(Colo.) Marketing

J. Jogensen; B.A., M.A.(N. Carolina), Ph.D.(McG.) Strategy and Organization

L. Lapointe; B.A., M.Sc.(Mont), Ph.D.(HEC) Information Systems

S. Li; M.S.(Georgia Tech.), Ph.D.(Texas-Austin) Operations Management

S. Maguire; B.Sc.(Qu.), M.B.A.(BCol.) Strategy and Organization

S. Mishra; B.A., M.A.(Delhi), M.B.A., Ph.D.(Ind.) Marketing

A. Mukherjee; B.Eng.(Jaipur), M.B.A.(Indian Inst. Manag.), Ph.D.(Texas-Austin) Marketing

P. Perez-Aleman; B.Sc.(Calif., Berk.), Ph.D.(MIT) Strategy and Organization

C. Phelps; B.A., M.B.A.(San Diego St.), M.Phil., Ph.D (NYU) Strategy and Organization

S. Ray; B.E.(Jaipur), M.E.(Asian I.T), Ph.D.(Vt.) Operations Management

E. Sarigollu; B.A., M.B.A.(Bogzi i), M.A., Ph.D.(Penn.) Marketing

S. Sarkissian; M.S.(Calif., Berk.), Ph.D.(Wh.) Finance

O. Toulan; B.Sc.(Gron), Ph.D.(MIT) Strategy and Organization

D. Tsang; B.Com., M.A.(Tr.), M.S., Ph.D.(Calif., Berk.) Accounting

E. Vaast; M.A.(Sciences Po), M.A.(Dauphine), M.Sc.(Cachan), Ph.D.(Paris) Information Systems

D. Vakratsas; B.Sc.(Aristotle U.), M.Sc., Ph.D.(Texas) Marketing

M. Yalovsky; B.Sc., M.Sc., Ph.D.(McG.) Operations Management

Assistant Professors

P. Augustin; B.Ec., M.Ec.(L. Steur), M.Sc.(Luxembourg), Ph.D.(Stockholm) Finance

M. Banerjee; B.A.(Ea.), M.Phil.(Camb), Ph.D.(Cornell) Organizational Behaviour

L. Barras; B.Com., M.Sc, Ph.D.(Genev) Finance

S. Betermier; B.A.(Calif., Das), M.S., Ph.D.(Calif., Berk.) Finance

M. Bouvard; Ph.D.(Toulouse) Finance

A-S. Chahal; M.Sc.(HEC Paris), M.(Paris), Ph.D.(Cornell) Marketing

L. Cohen; B.A.(Kalamazoo), M.B.A.(Duch), Ph.D.(Calif., Berk.) Organizational Behaviour

T. Dotzel; Ph.D.(Texas) Marketing

D. Etzion; B.Sc.(Ben-Gurion), M.Sc.(Tel Aviv), Ph.D.(Narra) Strategy and Organization

S. Gagnon; B.A.(BrCol.); M.Sc.(Oxf.) Organizational Behaviour

D. Han; B.B.A., M.S.(Seoul), Ph.D.(Bloomington) Marketing

Assistant Professors

P. Hewlin; B.A.(Binghamton), M.B.A., Ph.D.(NYU) ~~Organizational Behaviour~~

M. Hollister; B.A.(Harv.), M.C.P.(MIT), Ph.D.(Harv) ~~Organizational Behaviour~~

R. Huising; B.A.(Alta.), M.Sc.(Lond.), Ph.D.(MIT) ~~Organizational Behaviour~~

M. Hwang; B.S.(Seoul), Ph.D.(MIT), Ph.D.(Calif.-LA) ~~Marketing~~

P. Kalyta; M.B.A., Ph.D.(C©dia) ~~Accounting~~

J. Kondo; B.A.(Princ.), Ph.D.(MIT) ~~FinanceMamara.~~, M.Sc.YkcG(.) ~~±~~ Tj /F2 8.1 Tf 1 0 0 1 869.732 615.52 cmtOp(er)Tj 1 0 0 1305.9982 615.52 cmtzati

Faculty Lecturers

R. Mackalski; B.Sc.(Bran.), M.B.A., Ph.D.(McG.) Marketing

S. Madan; B.S.(MIT), M.B.A. equivalent(Ahmadabad) Finance

K. Moore; B.Sc.(Ambassador U.), M.B.A.(USC), Ph.D.(McG.) Marketing/Strategy and Organization

K. Parent; B.Ed., M.B.A.(McG.) Accounting

E. Pimentel; B.Com., C.A.(McG.), M.B.A.(Cordia) Accounting

J. Scott; B.A.(WOnt.), M.B.A.(York), C.PA.-C.A., C.FA. Accounting

B. Smith; B.A., M.A.(Dublin), M.Sc.(Alta.), M.Sc.(A.)(McG.), Ph.D.(Qu.) Operations Management

G. Vit; B.Com.(McG.), M.B.A.(Cordia), Ph.D.(Brad.) Strategy and Organization(Part-time)

C. Westgate; B.A., M.B.A.(McM.) General

