

Global manufacturing and Supply Chain Management

GMSCM

Over two years ago the Desautels Faculty of Management began discussing with Zhejiang University in Hangzhou, China, the possibility of co-operating in offering the equivalent of the McGill University MMM degree in Hangzhou. With decreasing registrations in the Montreal based MMM program and increased inquiries about the program from individuals in China, it was believed that offering this program in China was a possibility. Following market research and extensive consultations an agreement was signed on May 7, 2012 outlining the conditions of the co-operation. McGill would offer a part time Masters degree program in China called the GMM (Global Manufacturing Management) whose curriculum would follow that of the full time MMM program offered in Montreal; students having completed the GMM Program could then transfer credits from this program to apply towards the MBA degree offered by Zhejiang University. Courses in the program will be taught by Professors from the Desautels Faculty of Management as well as faculty members from Zhejiang University who will be selected by McGill. Academic control of this program would remain with McGill University who would apply the MMM admission criterion of McGill University and "would have the sole control and decision taking powers in relation to all academic matters" for this program. Recruitment for this program is well underway and the intent is to accept the first cohort effective September 2013. Since the time of the signing the program has been renamed the GMSCM (Global manufacturing and Supply Chain Management) program. The change to the existing MMM program to allow for the new part time program in China was approved at the Desautels Faculty Council meeting on March 15, 2013.

To date five firms expressed very strong interest in supporting this program and have entered into sponsorship agreements whereby for an annual fee they are entitled to have a tuition waiver for one qualified student from their company to participate in the program; in addition, two thirds of their annual sponsorship fee will go towards student entry scholarships and operational expenses. We are currently in discussion with a sixth firm.

Attached you will find the following documents

- 1) Existing and Proposed Change in MMM program to be presented at SCTP – May 9, 2013.
- 2) Signed Terms of Agreement between the Desautels Faculty of Management of McGill University and the School of Management of Zhejiang University and the three schedules referred to in the document.
- 3) Sequence of courses to be taught
- 4) Copy of Sponsorship Agreement

Morty Yalovsky
Associate Dean Academic

SCTP
APPROVED

May 9, 2013

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Morty Yalovsky
Associate Dean Academic

May 7, 2013

Attachment 1

EXISTING PROGRAM

Resived PROGRAM *

7.0 List of existing program and proposed program

Existing program (list courses as follows: Subj Code/Crse Num, Title, Credit weight, under the headings of Required Courses

General Business & Management - Required Courses
(11 credits)~~MGCR651 (4) Managing Resources~~~~MGCR652 (4) Value Creation~~

MGSC608 (3) Data, Models and Decisions

Complementary Courses - General Business & Management
(6 credits)

6 credits from the following:

ACCT 624 (3) Mgmt Accounting: Planning & Control

ORGB632 (3) Mng Teams in Organizations

ORGB640 (3) The Art of Leadership

INDR603 (3) Industrial Relations

ORGB625 (3) Managing Organizational Change

ORGB633 (3) Managerial Negotiations

ORGB685 (3) Cross-Cultural Management

Required Courses - Manufacturing and Supply Chain Operations Training (15 credits)

MECH524 (3) Computer Integrated Manufacturing

MGSC603 (3) Logistics Management

MGSC605 (3) Total Quality Management

MGSC631 (3) Analysis of Production Operations

MGSC602 (3) Strategic Mgmt of Operations

Complementary Courses - Manufacturing and Supply Chain (12-13 credits)

6 credits from the following:

MECH526 (3) Manufacturing and the Environment

~~MGSC575 (3) Appl Time Series Anal Man-Fest~~

MGSC601 (3) Management of Technology in Manufacturing

MGSC615 (3) Procurement and Distribution

and 6-7 credits from the following:

0-6 credits from:

Discrete Manufacturing Option

MECH528 (3) Product Design

MECH529 (3) Discrete Manufacturing Systems

0-7 credits from:

Process Manufacturing Option

CHEE641 (4) Chemical Reaction Engineering

CHEE571 (3) Small Computer Applications in Chemical Engineering

Required Courses - Industry - (12 credits)

MECH627 (9) Manufacturing Industrial Internship

MECH628 (2) Manufacturing Case Studies

MECH629 (1) Manufacturing Industrial Seminar

Proposed program (list courses as follows: Subj Code/Crse Num, Title, Credit weight, under the headings of Required

REQUIRED COURSES (30 credits)

MECH 524 (3) Computer Integrated Manufacturing

MECH 627 (9) Manufacturing Industrial Internship

MECH 628 (2) Manufacturing Case Studies

MECH 629 (1) Manufacturing Industrial Seminar

MGSC 602 (3) Strategic Mgmt of Operations

MGSC 603 (3) Logistics Management

MGSC 605 (3) Total Quality Management

MGSC 608 (3) Data, Models and Decisions

MGSC 631 (3) Analysis of Production Operations

COMPLEMENTARY COURSES (26 credits)**General Business & Management Training****8 CREDITS FROM THE FOLLOWING:****Group A**~~MGCR 651(4) Managing Resources~~~~MGCR 652(4) Value Creation~~**OR Group B**~~MGCR 611(2) Financial Accounting~~~~MGCR 612(2) Organisational Behaviour~~~~MGCR 616(2) Marketing~~~~MGCR 641(2) Elements of Modern Finance 1~~**General Business & Management****6 credits from the following:**

ACCT 624 (3) Mgmt Accounting: Planning & Control

INDR 603 (3) Industrial Relations

ORGB 632 (3) Mng Teams in Organizations

ORGB 640 (3) The Art of Leadership

ORGB 625 (3) Managing Organizational Change

ORGB 633 (3) Managerial Negotiations

ORGB 685 (3) Cross-Cultural Management

Manufacturing and Supply Chain**12 credits from the following:**

MECH 526 (3) Manufacturing and the Environment

~~MGSC 578 (3) Simulation of Mgmt Systems~~

MGSC 601 (3) Management of Technology in Manufacturing

MGSC 615 (3) Procurement and Distribution

MECH 528 (3) Product Design

MECH 529 (3) Discrete Manufacturing Systems

0 or 7 credits from:*Process Manufacturing Option*~~CHEE641 (4) Chemical Reaction Engineering~~~~CHEE571 (3) Small Computer Applications in Chemical Engineering~~

* PROPOSAL submitted to ES for May 9, 2013.

Schedule 1: Complete List of Courses

The table below shows the proposed course list for the MMM part of the GMM program.

MBA courses (8 credits)

- Organizational Behavior – 2 credits
- Marketing – 2 credits
- Finance – 2 credits
- Accounting – 2 credits

Engineering courses (9 credits)

- Product Design – 3 credits
- Computer Integrated Manufacturing – 3 credits
- Discrete Manufacturing Systems – 3 credits

Supply Chain Management Courses (18 credits)

- Strategic Management of Operations – 3 credits
- Analysis of Production Operations – 3 credits
- Logistics Management – 3 credits
- Procurement and Distribution – 3 credits
- Data, Decisions and Models – 3 credits
- Total Quality Management – 3 credits

Electives (9 credits – any three of the following)

- Managerial Negotiations
- Managing Teams in Organizations
- Managing Organizational Change
- Simulation of Management Systems
- Manufacturing and the Environment

Case Study and Seminars (3 credits)

Internship (9 credits)

Sequence of Courses to be Taken

Year	2013	2014	2015	2016	2017	2018
Year	F	S	S	S	S	S
Year	W	F	W	W	W	W
Year	6 MM + E	6 MM + E	6 SC	12 IM	6 SC	6 MM + E
Year	8 MBA	8 MBA	6 SC	6 MM + E	6 SC	6 MM + E
Year			8 MBA	6 MM + E	6 SC	6 MM + E
Year				8 MBA	6 SC	6 MM + E
Year					8 MBA	6 MM + E
Year						8 MBA

Notes

8 credits M 4 MBA module courses - each 2 credit

6 credits S/2 supply chain module courses - each 3 credit

6 credits M 2 manufacturing mgmt/elective module courses - each 3 credit

12 credits I all industry related courses (stage, case studies, seminar)

CGPS.12.41



Schedule 2: Teaching Arrangement in China

- 1 The "Program Management Committee" will be the central decision-making authority on matters related to teaching arrangement
- 2 Zhejiang University will provide high quality teaching space and other facilities (teaching equipment, computer labs, and library access) for GMM students and visiting professors from McGill University during teaching events
- 3 McGill University and Zhejiang University will agree the detailed teaching schedule, as far as possible, at the beginning of each cohort.
- 4 Zhejiang University and McGill University will submit to "Program Management Committee" appropriate CVs for its academic staff nominated to teach the course no less than three months prior to the course's commencement. McGill will have final approval as to who will teach courses in the program.
- 5 McGill University will provide detailed curriculum and learning materials, access to online resources and any other resources necessary for teaching courses no later than six weeks in advance of the commencement of the courses.
- 6 Zhejiang University appointed staff will teach the agreed the GMM curriculum for designated modules in the course and will be required to provide online support dealing with student queries and discussions during the month when a module is run and subsequently during exams revision periods.
- 7 In the event of cancellation or change of staff, Zhejiang University or McGill University will inform "Program Management Committee" no less than two months in advance of planned course.
- 8 All faculty teaching GMM course will submit a short report on their experience of teaching the cohort to the "Program Management Committee"



Schedule 3: Terms of Marketing and Recruiting Arrangement in China

1 Definition

- 1.1 **Marketing :** A series of activities including advertisement, media interview, seminars and company visits conducted according to an agreed upon marketing plan by both parties to attract potential students and company sponsors to the GMM program
- 1.2 **Recruiting:** Refers to the process of interviewing, screening, selecting and enrolling the student into the program
- 1.3 **Leaping Point:** Refers to Leapingpoint (Shanghai) Inc. It is a management consulting firm based in Shanghai, P. R. China.
- 1.4 **Setup Cost:** The total costs incurred by the Parties in setting up the Program before the commencement of the Program



2 Roles and Responsibilities

- 2.1 There will an annual marketing and recruiting plan jointly developed by the parties at the beginning of each calendar year and will be approved by the Program Management Committee for the GMM program.
- 2.2 Leaping Point is selected as the marketing agent by McGill and Zhejiang University for the GMM program in China.
 - 2.2.1 Leaping Point will coordinate marketing and recruiting activities for the GMM program. It will circulate a report to Parties every 4 weeks to indicate all the marketing activities performed during that time.
 - 2.2.2 Leaping Point will represent McGill University as the MMM program office in Shanghai for Greater China area
 - 2.2.3 The marketing agent agreement with Leaping Point, McGill University and Zhejiang University will be defined in an separate agreement
- 2.3 McGill University and Zhejiang University will work together to conduct marketing and recruiting activities.
- 2.4 McGill University agrees to:
 - 2.4.1 Share marketing materials for the MMM Program and market the GMM Program as MMM China Program in MMM Program website.
 - 2.4.2 Regularly give updates on University courses, regulations, systems, new courses, sponsor and alumni information and other information relevant to the GMM program
- 2.5 Zhejiang University agrees to:
 - 2.5.1 Manage the marketing and recruiting activities of GMM program as an integral portion of the existing MBA program in Zhejiang University by sharing existing resource pool in Zhejiang University.
 - 2.5.2 Manage the GMM program webpage both in Chinese and English in the website of Zhejiang University.
 - 2.5.3 Develop GMM marketing materials both in English and Chinese version

3 Startup Cost

- 3.1 Startup cost is the total costs incurred by the Parties in setting up the Program before the commencement of the Program and it includes but is not limited to:
 - 3.1.1 Marketing expenses for setting up the GMM in China web site, developing brochure, travel expenses for visits to companies, trade associations, student fairs, mailings, newspaper articles, ads in professional magazines, etc
 - 3.1.2 Time and material cost for the program co-director. Program co-directors start to work before the commencement of the Program.
 - 3.1.3 Time and material cost for the program coordinator. Program coordinator starts to work before the commencement of the Program
- 3.2 All startup expenditures must be approved in a prepared budget
- 3.3 Startup costs will be recovered from student tuitions and/or company sponsorships over the first few years of the program.
- 3.4 No money will be paid to McGill University or Zhejiang University in China until startup costs are recovered by the GMM program

4 Marketing Plan

- 4.1 All marketing activities before the commencement of the program will be defined and approved in the marketing plan. It will include timetables, spending amounts, responsibilities and spending schedule. Note that the marketing plan before the commencement of the program will be finalized during May 2012 and will be an attachment to this document

Attachment 2

Terms of Agreement

between

Desautels Faculty of Management of McGill University

and

School of Management of Zhejiang University

relating to the intended provision of

Global Manufacturing Management (GMM) Program in China

7th May 2012

Desautels Faculty of Management, McGill University, Montreal, Canada

School of Management, Zhejiang University, Hangzhou, P.R. China

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Terms of Agreement

Parties:

1. Desautels Faculty of Management, McGill University:
1001 Sherbrooke Street West, Montreal, Quebec, Canada, H3A 1G5.

Representative: Dean Peter Todd

2. School of Management, Zhejiang University:
388 Yuhangtang Road, Hangzhou, Zhejiang Province, P.R. China, 310058.

Representative: Dean Xiaobo Wu

1 Intentions of the Parties and Overall Aim

- 1.1 Desautels Faculty of Management of McGill University (Montreal) and School of Management of Zhejiang University (Hangzhou) will co-operate to develop and launch two master degree programs to be delivered in Hangzhou, China. Subject to the formal approval of both institutions, graduates of the program will be awarded a Master of Management degree from McGill University and those satisfying additional requirements of Zhejiang University will also be awarded an MBA from Zhejiang University. The above double master degree program in its entirety will be termed as the Global Manufacturing Management (GMM) program.
- 1.2 The McGill component (MMM) of GMM Program will be a 2.5 year program designed as a part-time program for high-potential managers in manufacturing, operations-intensive service and supply chain sectors.
- 1.3 The GMM Program should be conducive to strengthening the competitiveness of the Parties in their respective areas and enhancing the prestige of the Parties in China.
- 1.4 The overall aim is to provide a technical MBA program for high potential managers to develop excellence in global operations, manufacturing and supply chain management capabilities. To achieve this aim the GMM program will incorporate state-of-the-art standards in terms of its design, content and delivery and will reflect specific Chinese characteristics in its orientation.
- 1.5 As part of their commitment to the successful operation of the GMM program, McGill University and Zhejiang University undertake to explore possibilities to upgrade their partnership to include collaboration in other areas of mutual interest such as: staff and student exchange, development of case studies and other learning materials, joint research and any other academic activity commensurate with the respective Universities' strategic goals and objectives in China and globally.
- 1.6 Zhejiang University will be the exclusive partner of the MMM program of McGill University in China (P.R.) on the condition that it will strive to grow the program to the extent possible and agreed to by both parties.

2 Definition

In this Terms of Agreement, the following words and expressions have the following meanings:

- 2.1 MMM program: The Master of Manufacturing Management program at McGill University, Montreal, Canada.
- 2.2 MBA program: The Master of Business Administration program at Zhejiang University, Hangzhou, China (P. R.).
- 2.3 GMM Program: The overall study program to be delivered in Hangzhou, China, that would consist of the above two master degree programs (as also referred to in Section 1). GMM program may also be termed as MMM China Program in Canada (see Section 3.1).
- 2.4 Course: A particular course in the GMM Program as defined in Schedule 1.
- 2.5 Module: An unit of study in the GMM Program, as referred.
- 2.6 Student: An individual who is registered for both MMM program of McGill University and MBA program of Zhejiang University as part of the GMM Program.
- 2.7 Cohort: The total of all students commencing the GMM program in the same year and proceeding together through the different stages of the GMM Program.
- 2.8 Commencement of the Program: The start of the Program will be the first date of the delivery of the orientation module to the first cohort of students onto the Program under this agreement.

3 The Name of Program

- 3.1 In China, the name of the Program will be Master in Global Manufacturing Management (GMM). In Canada, the program will be known as the Master of Manufacturing Management (MMM) China Program.

4 Admission and Degree

- 4.1 Applicants of the GMM program need to meet requirements of both McGill University and Zhejiang University.
- 4.2 The applicants need to meet the enrollment standards of McGill University, including GMAT/GRE and TOEFL tests.
- 4.3 The National Admission Examination in China needs to be passed by each applicant. Moreover, each candidate will be interviewed by professors from Zhejiang University and McGill University.
- 4.4 A pre-condition for admission to the GMM program is that the candidate holds at least a Bachelor's degree (preferably in Science, Engineering or Business) and two years related full-time working experience.
- 4.5 In China, there is a quota system for MBA degrees. Zhejiang University will use its given quota from Ministry of Education to accommodate the GMM cohort.
- 4.6 A final thesis is required by Zhejiang University to complete the MBA degree. MMM degree from McGill University will not require a thesis.

- 4.7 After successful completion of all required courses and successful thesis work, the students will be granted one MBA degree by Zhejiang University and one Master of Management degree by McGill University.

5 Program Design and Features

- 5.1 The Program will be a 2.5 year part time program.
- 5.2 A minimum of 30 students per cohort will be required for the program to proceed in any given year. However, this minimum requirement will be 25 students for the first two cohorts.
- 5.3 The curriculum of the MMM program of McGill University in Montreal will serve as the basis for the MMM part of the GMM program. A complete list of these courses is provided in the Schedule 1.
- 5.4 All courses in the MMM program curriculum will be regarded as equivalent to corresponding courses in Zhejiang University MBA program. Some elective courses from the MBA program will also be open to GMM program students.
- 5.5 All courses in GMM program will be taught in English. Chinese students who want to obtain the Zhejiang University MBA degree will need to take several common graduate courses offered in Mandarin. Students in the GMM program who come from outside of Mainland China could apply to have these courses waived.
- 5.6 The majority of the courses will be delivered in Hangzhou of China and an overseas module at the McGill University campus could be available. This module will be optional for GMM students.
- 5.7 Faculty for the program will be from both universities, combining world leading operations management education with local Chinese content. About 50% of the courses will be delivered by professors from McGill in Hangzhou.

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- 5.8 The program will adopt advanced pedagogical concepts that stress managing operations and supply chains in a global environment and take advantage of the international flavor of the students in the program.
- 5.9 The marketing of the program will try attract not only students from mainland China, but also from Taiwan, Hong Kong and other countries in Asia.
- 5.10 Industry participation and involvement will be an integral and formal part of the program. The program will maintain a high industry participation to bring relevant practical knowledge to students.

6 Program Organization and Management

- 6.1 Program Co-Directors from both universities will be appointed for the program. They will be responsible for the design, management and improvement of the program. They will be supported by administrative staff.
- 6.2 The Program Co-Directors would be responsible for:
- 6.2.1 Managing the marketing and administration of the GMM Program in China.
 - 6.2.2 Managing the incomes and expenditures of the GMM Program.
 - 6.2.3 Liasing with companies and prospective students.
 - 6.2.4 Assuring quality.
 - 6.2.5 Dealing with any other issues relevant to the program.

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- 6.3 The program coordination would be provided by a small staff to:
- 6.3.1 Provide information to prospective students
 - 6.3.2 Organize curricular events for the program including seminars, plant visits and case studies.
 - 6.3.3 Publish a newsletter about the program
 - 6.3.4 Maintain a database about students, alumni and company contacts.

- 6.4 The Program will establish a "Program Management Committee" (PMC) to make strategic decision on the program. PMC will consist of the two Co-Directors of the GMM program, the Deans (or their representatives) of the two business schools as well as one representative each from the Masters program office of the two business schools.
- 6.4.1 PMC will review all significant issues relating to the GMM Program including funding, marketing, student recruitment, cohort sizes, financial planning and control, appointment of personnel and, where applicable, also replacement of personnel, and other significant matters.
- 6.4.2 PMC will have decision making powers where the issues pertain to marketing, finance, personnel and administration of the program. However, any significant decision taken by PMC may subsequently be needed to be approved by the two universities.
- 6.4.3 PMC will only make recommendations related to all academic matters of the Program. Academic matters include curriculum design, content development, teaching, student admissions criteria, coursework and examinations assessment criteria, and academic standards particularly in relation to the choice of criteria for the determination of whether any student has satisfied the academic requirements of the program.
- 6.4.4 McGill University has sole control and decision taking powers in relation to all academic matters of the courses required to obtain the Master of Management degree of McGill.
- 6.4.5 Zhejiang University has sole control and decision taking powers in relation to all academic matters of the additional courses required to obtain the Master of Business Administration degree of Zhejiang University.
- 6.4.6 Any intellectual property rights over the learning materials and curriculum design specifically developed for the GMM Program will be shared by the parties and any usage of the intellectual property should be agreed to by both parties.

- 6.5 The GMM program will also establish a “Program Advisory Committee” that will strive to ensure the quality of the program.
- 6.5.1 The “Program Advisory Committee” will consist of members from McGill University, Zhejiang University, executives from sponsor companies and senior governmental officials.
- 6.5.2 The function of “Program Advisory Committee” will be to advise on all matters affecting the realization of the overall aim of the Program
- 6.5.2.1 The committee would provide input about program design and its implementation.
- 6.5.2.2 The committee will hold annual meeting to review the program, and will seek to raise the profile of the GMM Program in China and Canada, establish sponsorships and facilitate funding initiatives to support the development of the GMM Program.
- 6.6 McGill University will have the responsibility to:
- 6.6.1 Deal with general program enquiries and receive/process applications in accordance with its academic regulations.
- 6.6.2 Enroll and register students to the MMM China program using the same admission standards that it uses for the MMM program in Canada with regard to minimum levels for CGPA, TOFEL test, and GMAT or GRE test.
- 6.6.3 Ensure quality of delivery, including setting entry standards and administering student selection, setting curriculum and providing learning resources, academic support and coursework and examinations in accordance with McGill University rules & procedures.
- 6.6.4 Ensure timely delivery of learning materials to students for courses taught by McGill faculty including assignment questions, specimen examination questions and a detailed timetable for each module by due dates.
- 6.6.5 Appoint tutors and faculty to provide academic support, including online advice and support, teaching in face-to-face workshops,

marking assignments (and providing timely feedback to students) and examinations

- 6.6.6 Grant a Master of Management degree of McGill to any student who fulfills the requirements of the MMM program in China.
 - 6.6.7 Co-ordinate the graduation ceremony in Montreal for students who are willing to attend.
 - 6.6.8 Maintain the status of the MMM China program in good standing at McGill University.
 - 6.6.9 Liaise with Zhejiang University for program coordination.
- 6.7 Zhejiang University will have the responsibility to:
- 6.7.1 Secure the Ministry of Education of China's formal approval of, and license for, operating the GMM program in China.
 - 6.7.2 Admit students to the GMM program using the same admission standards that it uses for the MBA program in China with regard to minimum score in National Admission Examination in China.
 - 6.7.3 Grant a Master of Business Administration degree of Zhejiang University to any student who fulfills the requirements of the GMM program.
 - 6.7.4 Maintain the status of the GMM program in good standing at Zhejiang University.
 - 6.7.5 Provide a dedicated local Program team to manage the local operations and address the administrative matters.
 - 6.7.6 Provide suitable teaching accommodation and facilities for the class, weekend workshops and examinations on its campus in Hangzhou.
 - 6.7.7 Provide suitable accommodation and catering for visiting McGill Faculty for the class, weekend workshops and the requisite documentation necessary for their visas.
 - 6.7.8 Ensure supervision of students' internship projects with necessary support from McGill university.
 - 6.7.9 Liaise with McGill University for program coordination.

6.8 McGill University and Zhejiang University will work together to:

- 6.8.1 Design a Marketing Strategy for the GMM Program in China. This will include publicity, promotion and marketing, and provisions for design and content of publicity materials
- 6.8.2 Market the program according to a marketing plan agreed to by both parties on an annual basis.
- 6.8.3 Strive to obtain sponsorship from companies to support the GMM program.
- 6.8.4 Design both the content and delivery of the program so that the GMM program meets local needs in China.
- 6.8.5 Develop real-life case studies to enrich the learning experience of the students.
- 6.8.6 Maintain the quality of the program and administrate examinations.

6.9 Teaching Arrangement of the Program

- 6.9.1 The GMM Program's preliminary teaching arrangements between McGill and Zhejiang University are spelt out in Schedule 2 of this Agreement

6.10 Marketing and Recruiting Arrangement of the Program

- 6.10.1 The GMM Program's preliminary marketing and recruiting arrangements between McGill and Zhejiang University are spelt out in Schedule 3 of this Agreement

6.11 Financial Arrangement of the Program

- 6.11.1 The GMM Program's financial arrangements between McGill and Zhejiang University will be spelled out in a separate agreement between the two parties.

7 Commencement and Duration

- 7.1 This Agreement shall become effective once it has been duly approved through the required governance processes of Zhejiang University and McGill University and has received required approval from the Ministry of Education of the People's Republic of China.
- 7.2 Subsequent to the above formal approvals, which both parties will make best efforts to obtain by May 2013 in anticipation of starting a program in September 2013. This Agreement shall remain in force for five years, from May 2012 to May 2017.

8 Termination

- 8.1 This Agreement may be terminated:
- 8.1.1 At the end of the five year term or upon any party giving 3 years' notice of termination during the five year term for whatever reason.
- 8.1.2 Based on an annual review of the Program by both Parties that the Program was not sustainable either for financial or for academic reasons.
- 8.1.3 Because of bankruptcy or insolvency of any party.
- 8.2 In the event of termination, the parties undertake to ensure that such termination shall be without detriment to the students already studying in the program and will provide fair and reasonable opportunities for these students to complete their program despite the termination of this program.

9 Special Review and Renewal

- 9.1 The parties will conduct regular reviews of the Program through the PMC discussed in Section 6.4. Further renewals of the Program will be based on such reviews and shall be subject to negotiation among the Parties and a new agreement among them.


10 Disputes

Should any dispute or difference arise between the parties concerning this agreement they agree that they will, in good faith, endeavor to resolve the dispute by consultation and negotiation. However, if the dispute remains unresolved for a period of 30 days or more then it is open to either party to take such steps, as it considers appropriate.

11 Schedules

- 11.1 Schedule 1: List of Courses, Attached to this agreement
- 11.2 Schedule 2: Teaching Arrangement in China, Attached to this agreement
- 11.3 Schedule 3: Marketing and Recruiting Arrangement, Attached to this agreement

Dean Peter Todd
On Behalf of Desautels Faculty of Management, McGill University, Montreal



Date:

7th May, 2012.

Dean Xiaobo Wu
On Behalf of School of Management, Zhejiang University, Hangzhou



Date:

May 7, 2012

Dean Peter Todd
On Behalf of Desautels Faculty of Management, McGill University, Montreal

Date: _____

Dean Xiaobo Wu
On Behalf of School of Management, Zhejiang University, Hangzhou

Date: _____

Attachment 4

**Sponsorship Agreement Between Company X and
Desautels Faculty of Management, McGill University,
Canada re: Master in Global Manufacturing and Supply
Chain Management (GMSCM) Program**

The Double Degree Program in China between
McGill University's Desautels Faculty of Management &
Zhejiang University's School of Management

Proposed Program Start Date - Fall 2013

1 Introduction to GMSCM program

Master in Global Manufacturing and Supply Chain Management Program (GMSCM)

The GMSCM Program is a masters program for high-potential managers in manufacturing, operations-intensive service and supply chain sectors. The program will be of world-class quality in scope, content and depth.

The program is backed by two renowned academic institutions: McGill University, Canada and Zhejiang University, China. These two universities are working together to deliver a double-degree program—participants who complete the GMSCM would be awarded an MBA from the School of Management, Zhejiang University and an MMM (Master of Management) degree from the Desautels Faculty of Management, McGill University. GMSCM will build on the existing Master in Manufacturing Management (MMM) program delivered in Canada by McGill University and part-time and full-time MBA programs delivered by the School of Management of Zhejiang University in Hangzhou.

The basic features of the GMSCM program would be as follows:

- The curriculum of the existing McGill MMM program will serve as the basis for the GMSCM program. A complete list of courses is provided in the Appendix.
- The GMSCM program will be part-time to allow working professionals access to the program.
- All courses in the existing MMM curriculum would be counted for full credit equivalent in the Zhejiang University MBA program. Some elective courses from the Zhejiang MBA program are also open to GMSCM students.
- All courses will be taught in English. Chinese students who wish to obtain the Zhejiang University MBA degree will need to take several common graduate courses offered in Mandarin. Students from outside of Mainland China could apply to have these courses waived.
- The majority of the courses will be delivered in Hangzhou, China. An overseas module at the McGill University campus in Montreal, Canada may also be available. GMSCM students can optionally join the MMM class in Montreal and visit local companies.

- Faculty for the program will come from both universities, combining world leading operations management education with local Chinese content.

Approximately 50% of the courses will be delivered by professors from McGill University, in Hangzhou.

2 Current Situation and Objective

Zhejiang and McGill Universities are targeting to begin the GMSCM program in September 2013. It is the intention of both universities to sign a formal agreement in early 2013 after the approval of the board of each university.

Industry sponsors will be a critical component for the success of the GMSCM program. Company input will be sought to enable the universities to fine tune the program design and maximize its value to students and their potential employers. The present document serves to introduce the design of the proposed program and the value proposition to potential sponsors. Note that details about the admission requirements and degree conferred by the program are provided in the Appendix.

3 Benefits to Company X from sponsoring the program

1. **Keep your best operations talent in your organization:** Sponsoring key operation executives to attend this world class masters program on a part-time basis will demonstrate corporate commitment to employee career development, and hence, enhance the loyalty of company talent in the fast growing Chinese market which is now generating huge challenges for talent retention.
2. **Be a member of the Program Advisory Committee:** Company X will be an exclusive member on the Program Advisory Committee. The program direction and curriculum will be designed in consultation with the members of this committee to tackle key global manufacturing and supply chain challenges that may be affecting your organization. The committee also provides an opportunity to build business relationships among sponsor executives.
3. **Access to an information/knowledge exchange platform** for cutting-edge manufacturing technologies and advance operations management tactics:
 - a) Annual global manufacturing summit and bi-annual seminars will be organized. It will be open to executives from sponsoring companies.
 - b) Some classes or seminars could also be conducted at the sponsoring companies and a certain number of employees could attend for free.

4. Improved company image through marketing:

- a) By linking to this world-class program, Company X can show their commitment to attracting manufacturing talent not only to internal employees, but also to society and the government by investing in a hallmark of local education.
- b) Company X will gain exposure to the Canadian and global business community through McGill university's academic and professional networks, whenever possible.
- c) Company X will also gain exposure to the local business community in China through Zhejiang University's academic and professional networks.
- d) The program will develop business cases in conjunction with Company X and promote awareness of the company through teaching and publishing.

5. Business issues solved by the internship projects, case studies or research projects:

- a) During industrial stage or case study course, students will undertake research projects on operations-related topics. These projects could be on topics provided by and of interest to Company X.

4 Commitment from Company X

1. Company X will contribute XX,XXX CAD over three years in three equal payments of XX,XXX CAD. The precise timing of the sponsorships within each calendar year will be at the discretion of the Company X. Future sponsorships beyond the three years may be made at the discretion of the Sponsor after consultation with the co-directors of the GMSCM Program and the two Deans.
2. The GMSCM Program will use at least one third of Company X's contribution for scholarships to students across three years and the rest for the operation of the program. The scholarships will be named "Company X Scholarship". If there are students from Company X who are enrolled in the program, one student from Company X will be awarded the above scholarship to cover his/her tuition fees.
3. Company X will promote GMSCM program inside the company as well as among relevant suppliers and customers
4. Company X will offer 1 or 2 industrial projects per year (whenever possible) for GMSCM students
5. Company X will provide opportunities to develop case studies and allow plant tours and site visits (whenever possible) for GMSCM students
6. Company X will contribute to the improvement of the design of the GMSCM program.

**McGill**Desautels
Faculty of Management管理學院
School of Management

5 Contact Details

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APPENDIX

Program Curriculum

The overall design of the GMSCM program is based on the existing MMM and MBA programs of McGill University and Zhejiang University, respectively. The students in the GMSCM program will have the option of obtaining two separate degrees – an MMM (Master of Management) from McGill and an MBA from Zhejiang. From the perspective of the participant, it will be a clear advantage to have the option of obtaining two degrees from two world-class universities from Canada and China. The table below shows the proposed course list for the program.

Supply Chain Management Module:

Data Decisions and Models
Analysis: Production Operations
Logistics Management
Procurement and Distribution
Total Quality Management
Strategic Management of Operations

MBA Module:

Organizational Behavior
Marketing
Financial Accounting
Elements of Modern Finance

Manufacturing Management Module:

Product Design
Discrete Manufacturing Systems
Computer Integrated Manufacturing

Industry Module:

Manufacturing Industrial Stage
Manufacturing Case Studies
Manufacturing Industrial Seminar

One thesis in Chinese and a presentation in English about the outcomes of the industrial stage are also required to graduate in the program.

Admission & Degree

Applicants to the GMSCM program need to meet the standards and requirements from both McGill University and Zhejiang University.

- The National MBA Admission Examination needs to be passed by each applicant.

- The applicants also need to meet the enrollment standards of McGill University, including TOEFL tests.
- Each candidate will be interviewed by professors from Zhejiang University and McGill University.
- A pre-condition for admission to the GMSCM program is that the candidate holds at least a Bachelor's degree and two years full-time relevant working experience.

Note that the admission decision is based on an overall assessment of a candidate's profile (experience, undergraduate GPA, TOEFL/IELTS, National Entrance examination performance) and not solely on one criterion. So students are encouraged to apply even if they do not satisfy the minimum standard in a particular requirement.

After successful completion of all required academic curriculum work, the students will be granted one MBA degree by Zhejiang University and one Master of Management degree by McGill University.

