

strongly recommended.) This course presents the tools of formal semantics, and instruction in Montague Semantics, discourse representation theory, or linguistic theories with comparable semantic capabilities, such as Head-driven Phrase Structure Grammar.

**Professor Gillon**

**104-671A SYNTAX III.** (3) (Prerequisite: 571B or permission of instructor.) Exposure to current topics in syntactic theory through reading and discussion of primary literature. Emphasis will be placed on the logic and development of argumentation in syntactic theory.

**Professor Bobaljik**

● **104-675A,B COMPARATIVE SYNTAX.** (3) (Prerequisite 104-571B or permission of instructor.)

**104-682A,B SELECTED TOPICS I.** (3)

**104-683A,B SELECTED TOPICS II.** (3)

**104-690B TOPICS IN NEUROLINGUISTICS I.** (3) (Prerequisite: 104-590A) Topics of current interest in neurolinguistics of bilingualism.

**Professor Paradis**

● **104-691B TOPICS IN NEUROLINGUISTICS II.** (3) (Prerequisite: 104-590A)

**104-692A,B TUTORIAL ON A SELECTED TOPIC.** (3)

**104-697D M.A. RESEARCH PAPER.** (15)

**104-698D M.A. THESIS RESEARCH.** (12)

**104-699D M.A. THESIS.** (12)

**104-700D PH.D. RESEARCH SEMINAR.** (6)

**104-701D PH.D. COMPREHENSIVE EVALUATION.** (12)

● **104-720A,B PROBLEMS OF LANGUAGE CONTACT.** (3)

● **104-731B ADVANCED SEMINAR IN PHONOLOGY.** (3) (Prerequisite: 104-631B)

● **104-740A,B ADVANCED SEMINAR IN MORPHOLOGY.** (3) (Prerequisites: 104-640A and 571B)

● **104-750A LINGUISTIC THEORY II.** (3)

● **194-755B ADVANCED SEMINAR IN LANGUAGE ACQUISITION.** (3) (Prerequisites: 104-571B and 555A or 655A, or permission of instructor.)

● **104-760A,B ADVANCED SEMINAR IN SEMANTICS.** (3) (Prerequisite: 104-660A)

**104-775B ADVANCED SEMINAR IN SYNTAX.** (3) (Prerequisite: 104-671A or 675)

**104-782A SELECTED TOPICS III.** (3)

**104-783B SELECTED TOPICS IV.** (3)

**104-790A TOPICS IN NEUROLINGUISTICS III.** (3) (Prerequisite: 104-590A)

**Professor Paradis**

**104-791B TOPICS IN NEUROLINGUISTICS IV.** (3) (Prerequisite: 104-590A)

**Professor Paradis**

**104-792A,B TUTORIAL ON A SELECTED TOPIC.** (3)

**104-794A,B TUTORIAL ON A SELECTED TOPIC.** (3)

### Undergraduate Courses

Students deficient in certain areas may be required to take some of the following undergraduate courses in addition to graduate courses.

- 104-250 Introduction to Phonetics
- 104-340 Introduction to Historical Linguistics
- 104-351 Phonology I
- 104-360 Syntax I
- 104-370 Introduction to Semantics and Pragmatics
- 104-440 Morphology
- 104-471 Field Methods of Linguistics

## 45 Management

Samuel Bronfman Building  
1001 Sherbrooke Street West  
Montreal, QC H3A 1G5  
Canada

Telephone: (514) 398-4066

Website: <http://www.management.mcgill.ca>

*Dean, Faculty of Management* — Wallace Crowston

*Associate Dean, Undergraduate Program* — A. Duff

*Associate Dean, Master Programs; Director, M.B.A.* —

A.M. Jaeger

*Associate Dean, Academic Ph.D. Program* — R.J. Loulou

*Director, Ph.D. Program* — Jan Jörgensen

*Program Chair, International Masters Program in Practicing Management (IMPM)* — Henry Mintzberg

*Program Director, Master of Management (Manufacturing)* — Vedat Verter

*Program Director, McGill/McConnell Voluntary Sector* —

Frances Westley

### 45.1 Members of Faculty

*Emeritus Professor*

D. Armstrong; B.A., B.Com.(Alta.), Ph.D.(McG.)

*Professors*

N.J. Adler; B.A., M.B.A., Ph.D.(U.C.L.A.); Organizational Behaviour

R. Brenner; B.Sc., M.A., Ph.D.(Hebrew Univ.) (*Repap Professor of Economics*)

W.B. Crowston; B.A.Sc.(Tor.), S.M.(M.I.T.), M.Sc., Ph.D.

(Carnegie-Mellon); Management Science

D.H. Drury; B.Com., M.B.A.(McM.), Ph.D.(Northwestern),

R.I.A.(S.I.A.); Accounting

V.R. Errunza; B.Sc.(Tech.)(Bombay), M.Sc., Ph.D.(Calif.); Finance

J.L. Goffin; B.Eng., M.S.(Brussels), M.Sc., Ph.D.(Calif.);

Management Science

J. Hartwick; B.A.(W.Ont.), M.A., Ph.D.(Ill.); Organizational Behaviour

R.N. Kanungo; B.A., M.A.(Patna), Ph.D.(McG.); Organizational Behaviour

R.J. Loulou; M.Sc., Ph.D.(Calif.); Management Science

H. Mintzberg; B.Eng.(McG.), B.A.(Sir G.Wms.), S.M., Ph.D.

(M.I.T.); Strategy & Organization (*John Cleghorn Professor in*

*Management Studies*)

F. Westley; B.A.(Vt.), M.A., Ph.D.(McG.); Strategy & Organization

G.A. Whitmore; B.Sc.(Man.), M.Sc., Ph.D.(Minn.); Management

Science (*Samuel Bronfman Professor of Management Science*)

R.W. Wright; B.A., M.B.A.(Dart.), D.B.A.(Ind.); International

Business and Finance

*Associate Professors*

K. Basu; B.Eng.(Calc.), M.Sc.(Flor. Institute of Tech.), Ph.D.(U. of

Florida); Marketing; Coordinator, IMPM Program

Laurette Dubé; B.Sc.(Laval), M.B.A.(HEC), M.P.S., Ph.D.(C'neil);

Marketing

J.A. Duff; B.A., M.A.(Cantab.), C.A., F.C.A.; Accounting

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

International Business

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

Organizational Behaviour

J. Jörgensen; B.A., M.A.(N.C.), Ph.D.(McG.); International

Business, Strategy & Organization

M.D. Lee; B.A.(Eckerd), M.Ed.(Temple), M.A.(S.Florida),

Ph.D.(Yale); Organizational Behaviour

S. Li; M.S.(Georgia), Ph.D.(Tex.); Management Science

C. McWatters; B.A. M.B.A., C.M.A., Ph.D.(Queen's); Accounting

N. Phillips; B.Sc., M.B.A.(Calg.), Ph.D.(Alta.); Strategy &

Organization

A. Pinsonneault; B.C.(C'dia); M.Sc.(H.E.C.); Ph.D.(Calif.); Information Systems  
 E. Sarigöllü; B.A., M.B.A.(Bogazici), M.A., Ph.D.(Penn.); Marketing  
 M. Yalovsky; B.Sc., M.Sc., Ph.D.(McG.); Management Science

#### Assistant Professors

S. Banerji; B.A., M.A.(Calcutta), Ph.D.(S.U.N.Y./ Buffalo); Finance  
 S. Basu; B.Sc.(Calcutta), M.A.(Tufts), Ph.D.(Pitt.); General Management  
 T. Boyaci; B.S.(Middle-East Tech., Turkey), M.S.(Col.), Ph.D.(Col.); Management Science  
 M.L. Buck; B.A.(Mich.), M.A., Ph.D.(Prin.); Organizational Behaviour  
 F. Carrieri; Laurea-Law(Universita'di Bari), M.A., Ph.D.(U.S.C.); Finance  
 B. Choi; B.A.(Korea), M.B.A.(Wash.), Ph.D.(Iowa); Accounting  
 P. Christofferson; B.A.(Copenhagen), M.A., Ph.D.(Penn.); Finance  
 S. Christofferson; B.A.(Queen's), M.A.(Br.Col.), Ph.D.(Penn.); Finance  
 J. Craighead; B.Com.(Mt.All.), G.D.P., Ph.D.(McG.); Accounting  
 J. Ericsson; M.Sc., Ph.D.(Stockholm Sch.of Econ.); Finance  
 S. Fortin; Acct. Sci.(Rimouski); Accounting  
 J.M. Handelman; B.B.A.(Ryerson), M.B.A.(McG.), Ph.D.(Queens); Marketing  
 K. Jacobs; B.A., M.A.(Cath. U. of Louvain), Ph.D.(Pitts.); Finance  
 L. Lapointe; B.A., M.Sc.,(Mtl), Ph.D.(HEC); Information Systems  
 F. Liu; B.Eng., M.Eng.(Tianjin, China), Ph.D.(C'dia); Finance  
 S. Maguire; B.Sc.(Queen's), M.B.A.(Br.Col.); Strategy & Organization  
 M. Mendonça; B.A., B.Com., M.A.(Bombay), M.B.A.(McG.); Organizational Behaviour  
 A. Mukherjee; B.Eng.(Jadavpur-India), M.B.A.(Indian Inst. of Mgmt), Ph.D.(Texas-Austin); Marketing  
 L. Rivera-Batiz; B.A.(U. Puerto Rico), M.A., Ph.D.(Chic.); Finance  
 O. Toulan; B.Sc.(Georgetown), Ph.D.(M.I.T.); Strategy & Organization  
 V. Verter; B.A., M.S.(Bogaziçi), Ph.D.(Bilkent); Management Science/Operations Management

#### Faculty Lecturers

R. Cecere; B.Com, G.D.P.A.(McG.);Accounting  
 M. Chaudhury; B.A., M.A.(Dhaka), M.A.(Wat.), Ph.D.(S. Fraser); Finance  
 L. Chauvin; B.A.(Ott.), M.A.(C'dia); Strategy & Organization  
 R. Donovan; B.Com.(McG.), GDIT(C'dia); Information Systems  
 L.P. Gialloreto; B.A.(UWO), M.B.A.(McG.), B.A. Law(Carleton), LL.M.(McG.); Marketing  
 L. Goldsman; B.Com.(C'dia), Dip-P.Acc'ting(McG.), C.A.; Accounting  
 P. Levy; B.Com.(C'dia), D.P.A., M.B.A.(McG.); Accounting  
 P. Martucci; B.Com.(C'dia), Dip-P.Acc'ting(McG.); Accounting  
 I.V. McLachlin; B.Eng.(McG.); Strategy & Organization  
 S. Sepinwall; B.A.(Sir G. Wms), M.Ed.(McG.); Organizational Behaviour  
 B. Smith; B.A., M.A.(Dublin) M.Sc.(Albt.), Ph.D.(Queen's); Management Science  
 V. Vaupshas; B.Sc., M.B.A.(McG.); Marketing  
 Glenn Zabowski; B.Com., M.B.A.(McG.); Management Science

#### Adjunct Professor

Peter Johnson; B.A.(Sir G.Wms.), C.M.C.; Entrepreneurial Studies

## 45.2 Programs Offered

McGill University offers ten programs which 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, therefore, be aware of the different and unique features of each program, and select the one which best suits their aspirations and abilities.

- 1) Master of Business Administration (M.B.A.) may be taken on either a full-time basis (section 45.5) or a part-time basis (see section 45.5.5).

- 2) M.B.A./Law Program offered in cooperation with the Faculty of Law (see page 213).
- 3) M.D./M.B.A. offered in cooperation with the Faculty of Medicine (see page 213).
- 4) M.B.A./M.Sc.(Agr.Econ.) offered in cooperation with the Faculty of Agricultural and Environmental Sciences (see page 213).
- 5) Post-M.B.A. Certificate intended for professional managers who wish to update their skills and/or broaden the base of their education. The certificate may be taken on a full-time or part-time basis. (see section 45.8)
- 6) Ph.D. in Administration 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 (see section 45.9.5).
- 7) Master of Management in Manufacturing a 12-month academic program followed by a four-month industrial internship, offered in collaboration with the Faculty of Engineering (see page 219).
- 8) Master of Management – International Masters Program in Practising Management (see page 220).
- 9) Master of Management – McGill/McConnell Program Voluntary Sector (see page 220).
- 10) Graduate Diploma in Public Accountancy (see section 45.9.4).

## 45.3 Admission Requirements

### 45.3.1 M.B.A. Program – Admission Requirements

Applicants with strong indications of managerial potential are desired. Given below are the minimum entrance criteria. Owing to the large number of applicants to the McGill M.B.A., merely meeting the minimum requirements will not guarantee acceptance.

- a) An undergraduate degree, from an approved college or university, with a Grade Point Average of at least 3.0 out of a possible 4.0, or a B average.
- b) A score of at least 570 on the Graduate Management Admission Test (GMAT), written within the past five years.
- c) Applicants who earned a Bachelor degree outside Canada, the United States, Australia, New Zealand or the United Kingdom, are required to take the Test of English as a Foreign Language. The TOEFL is **not** waived for graduates of four-year university programs whose language of instruction is English if the university is located in a non-English speaking country. Canadian citizens or applicants with at least three years Permanent Resident status may request a TOEFL waiver. Applicants who are not Canadian citizens and whose mother tongue is not English may be asked to demonstrate an English language competency beyond the submission of the TOEFL score. A minimum score of 600 for paper-based test or 250 for computer-based test is required.
- d) At least two years of full-time work experience, following completion of an undergraduate degree.
- e) Two letters of reference.

### 45.3.2 M.B.A. Part-time Studies – Admission

The McGill M.B.A. Program may be also be completed on a part-time basis. This is meant to accommodate persons with full-time employment. Admission as an M.B.A. part-time student may be made twice a year, in September and in January. The admission requirements are shown in section 45.3.1.

**Note:** Students studying on a part-time basis may transfer to full-time at various stages during their studies. Students wishing to do this must meet with the Program Manager to review their schedule (see section 45.5.6.).

### 45.3.3 M.B.A. Admission – Transfer of Credits

#### Option 1

Candidates who have completed some portion of the first year of an M.B.A. program at another recognized institution may be granted CREDIT for equivalent courses up to a maximum of 15 credits. In most cases candidates would be admitted to the first year of the program and will complete the remaining first year courses on a part-time basis.

#### Option 2

Candidates who have completed the entire first year of an M.B.A. program at another recognized institution may be exempt from the entire first year and required to take 15 second-year courses.

In both options, candidates must submit a completed application and meet the competitive entrance requirements of the M.B.A. program.

In order to be awarded an M.B.A. from McGill a minimum of 45 credits must be completed at McGill.

### 45.3.4 M.B.A. Admission – Advanced Standing

Candidates who hold a Bachelor of Commerce degree from a recognized North American institution with a minimum cumulative grade point average of 3.0 on a four (4) point scale and possess three or more consecutive years of full time work experience following completion of their undergraduate degree in a position that has allowed for interaction across a number of areas in the enterprise may be considered for advanced standing. Candidates will be required to take 15 second-year M.B.A. courses (45 credits). Applicants applying for advanced standing must complete and return the advanced standing application, accompanied by a document detailing management responsibilities and the M.B.A. application form.

Note: Students accepted with Advanced Standing may apply for the International Exchange Program. However, the term of study spent abroad will be IN ADDITION to the 45 credits required for their M.B.A.

### 45.3.5 Special Student Admission

Special students are those students who are not working toward a McGill M.B.A. or a Post-M.B.A. Certificate. They already have their M.B.A. degree.

Students must submit an application form and \$100 fee, plus official M.B.A. transcripts. The deadlines for submission of applications are the same as admission deadlines.

### 45.3.6 Visiting Student Admission

Visiting students are graduate students from another university taking a course in the Faculty of Management for credit at their home university.

Quebec students must complete the inter-university transfer form and present it at registration. Visiting students from outside the province of Quebec must forward an application form and \$100 fee, as well as a letter of permission from their school indicating the course(s) they are permitted to follow. The letter must also confirm that they are in good standing at their home university.

The deadlines for submission of applications are the same as admission deadlines.

## 45.4 Application Procedures

### 45.4.1 M.B.A. Application Procedure

The McGill M.B.A. program begins in September of each year. Deadlines for receipt of application, \$100 fee and all supporting documents are:

- March 1 for International Applications
- April 1 for Domestic Applications

Applications are reviewed on a rolling basis so that the earlier a file is complete, the sooner the applicant may expect to receive an answer. The undergraduate record, GMAT and TOEFL scores (where applicable), work experience and letters of reference are the criteria used in making admission decisions. With the exception of a few select cases, a personal interview is not mandatory.

Application forms may be obtained from, and documents are to be submitted directly to:

Admissions Office  
McGill M.B.A. Program  
Faculty of Management  
McGill University  
1001 Sherbrooke Street West  
Montreal, Quebec H3A 1G5  
E-mail: [mba@management.mcgill.ca](mailto:mba@management.mcgill.ca)  
Website: <http://www.management.mcgill.ca>

**Applicants must submit, or arrange for the submission of:**

- 1) the first three copies of the completed Application Form;
- 2) a completed Personal Background Sheet;
- 3) duplicate official transcripts of undergraduate marks (and graduate, if any) forwarded directly by the applicant's university. For international applicants, the academic records must include: transcripts in the original language with official translations (into English), listing courses and grades for each year of study, verifying conferral of degree. These documents must bear the actual signature of the registrar and the official seal or stamp of the institution.
- 5) the \$100 application fee (see [section 45.4.3](#) for further information);
- 6) two letters of reference forwarded from individuals who have been directly responsible for evaluating the applicant's academic and/or managerial performance and potential.
- 7) the GMAT score (written within the past five years) and the TOEFL score (where applicable) forwarded directly from the Educational Testing Service (see [section 45.4.4](#) for further information).

**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 will be notified when their file is complete and a decision will follow within 4 to 6 weeks.**

**Students who are not admitted to the program may appeal the admission decision. The Admission Appeal Fee is \$100, and will be credited to the student fee account if the initial admission decision is overturned. Payment must be made as per [section 45.4.3](#) below.**

**No documents submitted as part of the application package will be returned to the applicant.**

### 45.4.2 M.B.A. Part-Time Application Procedures

Admission as an M.B.A. part-time student may be made twice a year. Deadlines for receipt of application, \$100 fee and all supporting documents are:

- April 1 for September
- October 1 for January

The application procedure is the same as that for full-time studies. Please refer to [section 45.4.1](#).

### 45.4.3 Application Fee Information

The \$100 application fee must be paid using one of the following methods:

- Certified Personal cheque in Canadian dollars drawn on a Canadian Bank.
- Certified Personal cheque in U.S. dollars drawn on a U.S. Bank.
- Canadian Money Order in Canadian dollars.
- Money Order in U.S. dollar.
- Bank draft in Canadian dollars drawn on a Canadian Bank.
- Bank draft in U.S. dollars drawn on a U.S. Bank.

In all cases the cheque/money order should be made payable to McGill University.

**Please note that a file will not be opened until an official application with the \$100 fee is received.**

#### 45.4.4 GMAT and TOEFL Information

##### Graduate Management Admission Test (GMAT)

The GMAT is administered by the Educational Testing Service (ETS). It is required of all M.B.A. applicants. The McGill ETS Code Number is 0935. Only the GMAT written within the last five years will be considered valid. GMAT test results must be sent to McGill directly from the ETS; photocopies will not be accepted.

All inquiries concerning testing arrangements should be addressed to: Graduate Management Admission Test, Educational Testing Service, P.O. Box 6103, Princeton, N.J. 08541-6103 U.S.A. Telephone: (609) 771-7330

There is a learning book available to the students entitled "GMAT". This book may be obtained from many bookstores, including the McGill University Bookstore, located at 3420 McTavish Street and students may wish to buy this book prior to writing the GMAT examination.

##### Test of English as a Foreign Language (TOEFL)

The purpose of this test is to determine the English proficiency of non-Canadian individuals whose native language is not English.

For a copy of the Bulletin of Information, write directly to the Educational Testing Service, Box 6152, Princeton, New Jersey, USA 08541-6151. Copies can also be obtained from the Admissions, Recruitment and Registrar's Office in the James Administration Building.

#### 45.4.5 Application Procedures for other Programs

Application procedures for the other programs listed under section 2 may be found in each individual program's section:

M.B.A./Law, see [page 213](#).

M.D./M.B.A., see [page 213](#).

M.B.A./M.Sc.(Agr.Econ.), see [page 213](#).

Master of Management in Manufacturing, see [page 219](#).

Post-M.B.A. Certificate, see [section 45.8](#).

Ph.D. in Administration, see [section 45.9.5](#).

International Masters Programs in Practising Management (IMPM), see [page 220](#).

Master of Management – McGill/McConnell Program Voluntary Sector, see [page 220](#).

Graduate Diploma in Public Accountancy, see [section 45.9.4](#).

#### 45.4.6 Procedure for accepting an Offer of Admission to the M.B.A. Program

Those students admitted to the first year of the M.B.A. Program should forward a registration deposit fee of \$500 (Canadian or U.S. funds; certified cheque or money order) payable to McGill University. Two passport size photographs must also be supplied along with the deposit fee.

- This fee is payable immediately upon receipt of the letter of acceptance and a place is reserved.
- If this fee is not paid by the date specified in the letter of acceptance, no reservation will be made.
- The fee is applied against tuition fees provided that the candidate informs the Faculty of Management by the specified date that they will be joining the program and if they register by the given date of registration.
- The \$500 fee is refundable provided the candidate informs the Faculty by the specified date that they do not intend to join the program for the coming academic year.
- The \$500 fee is forfeited if the candidate fails to inform the Faculty by the specified date that they will not be attending the program.
- Students who are unable to begin attending classes in the first week of the first trimester will be required to defer their admission until the next admission period.

**Note:** International Students should carefully follow all instructions sent to them re applying for their Certificate of Acceptance (CAQ) which is required of all students who wish to study in the Province of Quebec (see [section 45.4.10](#)). The M.B.A. Office is unable to help students obtain this document.

All of the above is clearly outlined in the letter of acceptance.

#### 45.4.7 Registration

All accepted candidates will receive a package outlining registration procedures as well as deadline dates for fee payment.

Candidates who fail to register during the specified registration period may do so later but will be charged a late registration fee by the University.

#### 45.4.8 Orientation

Orientation for all new M.B.A. I students is held during the week before classes begin. **This activity is a mandatory part of M.B.A. I.** During this orientation, students get acquainted with other students and may form initial study groups. There is also an opportunity to meet with professors and to have various facets of the program outlined and clarified. An orientation fee of approximately \$80 is assessed to each student.

#### 45.4.9 International Applicants

The University is unable to waive or defer the application fee for international students. Applications received without the application fee will not be processed.

There is no financial aid to bring international students to study in Canada. If an international applicant has been selected to receive an award, it will be credited to the student fee account after registration in September. International applicants must, therefore, rely on their own financial resources to enter Canada.

The regulations governing international students working in Canada should be checked with the nearest Canadian Embassy or Consulate. Visas must be checked also.

#### 45.4.10 "Certificat d'acceptation" (C.A.Q.)/ (Certificate of Acceptance)

Any person, other than a Canadian citizen or Permanent Resident wishing to pursue studies in Quebec, must be in possession of a "Certificat d'acceptation" (Certificate of Acceptance) issued by the Ministry of Immigration of Quebec. This certificate is needed to obtain a student authorization (issued by Canada Immigration). In order to obtain the "Certificat d'acceptation" (C.A.Q.) the student must submit an application to a Quebec Immigration Representative.

Details on Quebec Immigration offices and application procedures are routinely sent with official letters of admission.

**Note:** International Students should carefully follow all instructions sent to them when applying for their Certificate of Acceptance (CAQ) which is required of all students who wish to study in the Province of Quebec. The MBA Office is unable to help students obtain this document.

### 45.5 M.B.A. Program Requirements

Students studying on a full-time basis must complete this 60-credit program in three years; part-time students have a five-year time limit.

The first year of the program is designed to provide students with the basic managerial techniques and skills. The second year allows the student to concentrate in a particular field. Students will take both day and evening classes from September to April for two years.

#### 45.5.1 First Year (M.B.A. I)

**Students must have a thorough understanding of Word, Excel and basic management statistics prior to entry.**

Three highly integrative **9-Week Modules** have been developed to provide the skills essential to the entire organization. Emphasis is on team work and team building. The Integrative Core is a year-long project course which integrates material across the three modules.

**The first year will run on a Trimester basis.**

First Trimester	Module I	September to November
Second Trimester	Module II	November to February
Third Trimester	Module III	February to April

<b>MODULE I (September to November)</b>	<b>Credit Weight</b>
280-611 Financial Accounting	2
280-612 Organizational Behaviour	2
280-613 Managerial Economics	2
280-614 Management Statistics	2
280-628 Integrative Core	2
<b>Module II (November to February)</b>	
280-641 Elements of Modern Finance I	2
280-616 Marketing	2
280-617 Operations Management	2
280-618 Human Resource Management	1
280-619 Research, Development and Engineering	1
280-628 Integrative Core (continues)	2
<b>Module III (February to April)</b>	
280-620 Information Systems	2
280-621 International Environment	2
280-622 Organizational Strategy	2
280-640 Management Accounting or	2
280-642 Elements of Modern Finance II	2
280-628 Integrative Core (concludes)	2

The Integrative Core runs from September to April. Students completing the M.B.A. part-time will register for the Integrative Core while in the process of completing the last M.B.A. I courses.

Courses with a credit weight of 2 run for 9 weeks with 1 week for exams. Courses with a credit weight of 1 (Module II) have 4½ weeks of class each.

#### 45.5.2 Second Year (M.B.A. II)

The second year of the M.B.A. allows students to focus on a particular area of interest and to develop some specialization; or to create their own general management curriculum. Courses are offered both during the day and the evening. Students choose one of the following options to earn the 30 credits:

- 1) Six courses (18 credits) from the concentration in which the student wishes to specialize, and four electives (12 credits). It is not necessary to select the area of concentration until completion of the first year.

A Research Paper is an optional part of the M.B.A. which may be included as part of a concentration or replace free electives. The research paper is worth 6 credits. The Research Paper is designed to familiarize students with the process and the problems of independent research. The student is given considerable freedom in choosing research topics. Students have the opportunity to work on a one-to-one basis with a Faculty Member.

or,

- 2) Ten courses (30 credits) selected as part of a General Management program.

#### 45.5.3 M.B.A. II Year Concentrations

The M.B.A. II Concentrations are very much geared to the needs and demands of the employment market. They have been designed with considerable thought and attention to provide meaningful and useful packages of courses which will be an advantage upon graduation.

M.B.A. students may select a concentration or create their own General Management Curriculum.

A Concentration consists of six courses within an area.

##### Concentrations include:

- Entrepreneurial Studies
- Finance
- International Business
- Management for Development
- Marketing
- Operations Management
- Strategic Management

Support courses from accounting, human resource management, industrial relations, management information systems, manage-

ment science, and managerial economics are also offered to supplement the six courses within each concentration.

#### 45.5.4 Descriptions of Concentrations

##### ENTREPRENEURIAL STUDIES CONCENTRATION

###### Required Courses (18 credits)

270-664	(3)	Creating the Small Business
270-665	(3)	Managing Small Business Enterprise
271-614	(3)	Taxation Seminar
274-652	(3)	Managerial Finance
275-652	(3)	Marketing Management II

one free elective, with area approval.

##### FINANCE CONCENTRATION

###### Complementary Courses (18 credits)

six courses selected from the following:

274-541	(3)	Applied Investments
274-639	(3)	Options & Futures
274-644	(3)	Canadian Financial Institutions
274-645	(3)	Money and Capital Markets
274-646	(3)	Investments and Portfolio Management
274-647	(3)	Advanced Finance Seminar
274-648	(3)	Corporate Finance
274-690	(3)	Topics in Finance
274-693	(3)	International Finance I
274-694	(3)	International Finance II
274-660	(3)	Global Investment Management

##### INTERNATIONAL BUSINESS CONCENTRATION

###### Complementary Courses (18 credits)

six courses selected from the following:

270-615	(3)	Global Economic Competitiveness
270-625	(3)	Asia/Pacific Management
270-626	(3)	International Business Law
270-627	(3)	North America in the Global Market
270-690	(3)	Topics
270-697	(3)	European Economy and Management
272-628	(3)	Women as Global Leaders and Managers
272-685	(3)	Cross-Cultural Management
274-660	(3)	Global Investment Management
274-676	(3)	International Financial Management
274-693	(3)	International Finance I
274-694	(3)	International Finance II
275-630	(3)	Marketing in Developing Countries
275-698	(3)	International Marketing Management
276-651	(3)	Strategic Management in Development Countries
276-669	(3)	Managing Globalization
276-683	(3)	International Business Policy

##### MANAGEMENT FOR DEVELOPMENT CONCENTRATION

###### Required Courses (12 credits)

275-630	(3)	Marketing in Developing Countries
276-651	(3)	Strategic Management in Developing Countries
278-685	(3)	Cross-Cultural Management
276-640	(3)	Strategies for Sustainable Development

###### Complementary Courses (6 credits)

two courses chosen from the following departments, with a maximum of one from the Faculty of Management:

- Anthropology
- Economics
- Geography
- Management
- Political Science
- Sociology

Other electives, with the approval of the Area Coordinator.

Students must have permission from the instructor to enrol in graduate-level courses outside the Faculty of Management and meet prerequisites for such courses. Other faculties are not required to offer the courses on a regular basis.

**MARKETING CONCENTRATION****Required Courses** (6 credits)

- 275-652 (3) Marketing Management II  
275-658 (3) Marketing Research I

**Complementary Courses** (12 credits)

four courses selected from the following:

- 275-654 (3) Marketing Communications  
275-655 (3) Marketing Planning  
275-657 (3) Consumer Behaviour  
275-659 (3) Industrial Marketing  
275-630 (3) Marketing in Developing Countries  
275-690 (3) Topics in Marketing  
275-698 (3) International Marketing Management

**OPERATIONS MANAGEMENT CONCENTRATION****Complementary Courses** (18 credits)

six courses chosen from the following:

- 277-601 (3) Management of Technology in Manufacturing  
277-602 (3) Manufacturing Strategies  
277-603 (3) Logistics Management  
277-605 (3) Total Quality Management  
277-608 (3) Data Decisions and Models  
277-631 (3) Analysis of Manufacturing Systems  
277-671 (3) Statistics for Business Decisions  
277-675 (3) Applied Time Series Analysis  
277-676 (3) Applied Multivariate Data Analysis  
277-678 (3) Simulation of Management Systems  
277-679 (3) Applied Optimization I  
277-690 (3) Independent Topics in Operations Management  
280-610 (6) Research Paper in Operations Management

**STRATEGIC MANAGEMENT CONCENTRATION****Complementary Courses** (18 credits)

one course chosen from the following:

- 276-630 (3) Managing Strategy  
276-637 (3) Cases in Competitive Strategy  
276-680 (3) Strategy, Commitment & Choice

and five courses chosen from the following

- 276-562 (3) Seminar in Organizational Strategy  
276-638 (3) Managing Organizational Politics  
276-639 (3) Managing Corporate Diversification  
276-640 (3) Strategies for Sustainable Development  
276-650 (3) Managing Innovation  
276-651 (3) Strategic Management in Developing Countries  
276-652 (3) Ethics in Management  
276-669 (3) Managing Globalization  
276-690 (3) Topics Strategic Management

**GENERAL MANAGEMENT STREAM**

Students may also choose to design their own packages of courses in the M.B.A. II program.

**DOUBLE CONCENTRATIONS**

Students wishing to do a Double Concentration (one which is not outlined above) must take five courses in each area. These courses will be designated by the Area Co-ordinators involved but will probably include the mandatory courses. No more than two Concentrations will be awarded.

**45.5.5 M.B.A. Part-Time Studies**

The course requirements for students completing their degree on a part-time basis are identical to those studying full-time. Please refer to [section 45.5.1](#) for a description of the first year Modules (M.B.A. I), and to [section 45.5.2](#) for the Second Year (M.B.A. II).

The usual course load for a student studying part-time is two courses per Trimester. This would permit students to complete the first year course requirements in 2½ to 3 years. However, this is simply a guide and students may elect to take the number of courses which best suits their schedule. In the second year (M.B.A. II) courses are given in the more traditional semester schedule i.e. September to December and January to April. Stu-

dents may also take second year courses in the summer terms provided they have the necessary prerequisites.

A limit of 5 years is permitted to complete the degree requirements.

**45.5.6 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 (M.B.A. I) on a part-time basis, students may request a status change to full-time to complete the second year (M.B.A. II) as full-time students.

**Option 2**

Upon completion of some portion of the first year (M.B.A. I) on a part-time basis, students may request a status change to full-time to complete the degree requirements. This may require some complex scheduling of courses and will require a meeting with the Program Manager to make the necessary program arrangements.

Students wishing to change their status to full-time must make a written request at least 6 weeks prior to the beginning of the relevant term. These requests should be sent to the Student Advisor. It should also be noted that acceptance to any one of these options is not automatic. In all cases the student's record in the completed courses as well as availability of space in the Program will be considered.

**45.5.7 Additional M.B.A. Programs**

The following special programs are also available: the M.B.A. International Exchange program; M.B.A. Stage program; M.D./M.B.A. program; M.B.A./Japan; M.B.A./Law program; M.Sc./M.B.A. program in Agricultural Economics.

**M.B.A. INTERNATIONAL EXCHANGE PROGRAM**

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

Participation in the program gives McGill students the opportunity to spend part of the second year of the M.B.A. studying at a business school abroad. Students successfully completing the program's requirements receive both the Master's Degree from their home university and an International Management Certificate from the foreign institution which they attended. McGill is part of the Program in International Management (PIM), a consortium of the leading business schools in North America, South America, Europe, and Asia. There are exchanges with both PIM and non-PIM schools.

The following schools may exchange students with McGill in 2000-2001:

PIM members:

- Asian Institute of Management, Manila, Philippines
- Copenhagen Business School, Denmark
- Erasmus University, Rotterdam, The Netherlands
- ESADE (Escuela Superior de Administracion y Direccion de Empresas), Barcelona, Spain
- Fundacao Getulio Vargas, Sao Paulo, Brazil
- HEC (Hautes Etudes Commerciales), Jouy-en-Josas, France
- Institut Supérieur des Affaires (I.S.A.), France
- ITAM, Mexico
- ITESM, Mexico
- Luigi Bocconi, Milan, Italy
- Norwegian School of Economics
- Stockholm School of Economics, Sweden
- University of Cologne, West Germany
- University of Louvain, Louvain-La-Neuve, Belgium
- University of St. Gallen, Switzerland
- University of Texas at Austin, U.S.A.
- University of Witwatersrand, South Africa

Non-PIM members:

- Bilkent University, Turkey
- Bogazici University, Turkey
- Manchester Business School, England
- Solvay Business School, Brussels, Belgium
- Thammasat University, Bangkok, Thailand

### M.B.A. STAGE PROGRAM

The M.B.A. *Stage* program has been designed to provide students the opportunity to integrate their studies in a practical work situation. This Program will be most appealing for students with little work experience in their field of specialization. The work experience is an essential part of the *Stage* Program and students who opt for this will be required to:

1. Secure an offer from a prospective employer – the offer must be made in writing and should include the job/*Stage* description, duration and remuneration.
2. Obtain approval for this *Stage* by the M.B.A. Director.
3. Upon completion of the *Stage* and in order to obtain credit, submit a paper on the integration of the applied and academic aspects of the first year courses and the *Stage* experience

Note: International students will also require a work-authorization for employment from Citizenship and Immigration Canada.

### M.D./M.B.A. PROGRAM

The M.D./M.B.A. program recognizes that physicians will be increasingly involved in the growing partnership between Business and Health/Sickness care into the next century. The program will graduate a group of doctors with skills uniquely directed towards management in the Health Care Sector. This will provide opportunity to compete for positions in a growing niche of physician-managers who will be found in all facilities from the smallest clinic to the largest tertiary health care facility, from research laboratory to university or hospital medical departments.

This is a five-year program in which the first year from September to the following July is spent in the Faculty of Management. In August the students will begin their medical studies with the first year class and elements of health management and practicums will be integrated into the elective opportunities in the regular four-year medical curriculum. At graduation, graduates will receive an M.B.A. from the Faculty of Management and an M.D.,C.M. from the Faculty of Medicine.

Applicants to this program must apply separately to each program and meet the admission requirements of both the Faculty of Medicine and the Faculty of Management. Applications and all supporting documents for both M.B.A. and Medicine must be received by the respective Admissions Offices by **November 15**. Further information and application forms for the Faculty of Medicine can be obtained from Program Administrator M.D./M.B.A. Program, McIntyre Medical Sciences Bldg, 3655 Drummond St., Montreal, QC, H3G 1Y6. Tel: (514) 398-3521 Fax: 398-3595.

### M.B.A./JAPAN

This two-year M.B.A. program – delivered by McGill faculty at the campus of the prestigious Sophia University in downtown Tokyo, Japan – provides local students with a world-class North American style graduate business education in International Business. For more information visit our Website at <http://www.Management.mcgill.ca> (Programs).

### M.B.A./LAW PROGRAM

The Faculty of Management, in cooperation with the Faculty of Law, offers a joint M.B.A./Law degree. This program prepares students for admission to the Quebec legal profession as well as for admission to the Bars of the Common Law Provinces.

The combined degree program has been designed for those students who are interested in both the legal and administrative aspects of business and will help prepare them for careers in private and public enterprises as well as government service. The joint program may be completed in 4½ years.

Students who are interested in applying for the joint program must apply to both the Faculty of Law and the Faculty of Management. They must meet the admission requirements for both Faculties. For Law, students must demonstrate a substantial fluency in both the French and English languages. If accepted, students will begin their first year in the M.B.A. program with a guarantee of admission to Law the following year, providing they successfully complete the first year M.B.A. program requirements.

Students wishing information on the Law program should contact the Faculty of Law, Admissions Office, 3674 Peel Street, Montreal, Quebec, H3A 1W9. Telephone: (514) 398-40505.

### M.Sc./M.B.A. PROGRAM IN AGRICULTURAL ECONOMICS

The M.Sc./M.B.A. Program in Agricultural Economics is a joint program offered at McGill University by the Faculty of Agricultural and Environmental Sciences and the Faculty of Management. Students who complete all the degree requirements will be awarded two degrees, an M.Sc. and an M.B.A. and would acquire expertise in the Agribusiness, Environment or Natural Resource Economics areas. Currently, no such joint degree program exists in Canada and few exist in other countries.

Due to pressures of globalization, industries are being faced with challenges that are themselves becoming more complex. Many of these are the result of within-country and cross-border jurisdictional concerns, such as the environment. The skills required for business management in these situations are provided by the M.B.A. training of the joint degree program. The thesis component and the additional analytical courses of this joint degree will allow and challenge the student to address pertinent issues in greater detail.

#### M.Sc. Component

The Master of Science (M.Sc.) Degree in Agricultural Economics is designed to provide students with an understanding of economic theory and the ability to apply these theories to research. A thesis is a requirement for graduation. The Agricultural Economics component of this joint degree will require a total of 45 credits: 19 credits of course work and 26 credits of thesis work including the Thesis Internships.

#### M.B.A. Component

The Master of Business Administration is a general degree program which provides students with basic managerial skills and a professional concentration in a particular field. Basic managerial techniques and skills are developed with a required core of courses comprising three modules and 30 credits. A further 15 credits are taken to fulfil the basic requirements (45 credits) of the M.B.A. portion of the program. Students may start the program in either degree component, but it is expected that most students will start in the M.B.A. component. The second year of the joint program provides the "bridge" between the two subject fields. The first M.Sc. Internship, combined with the Integrative Core courses will provide the opportunity for the program "mix" to occur along with the thesis topic to be developed. Students can individualize their programs to suit their thesis research topic.

#### Admission

Students must fulfil the admission requirements for both the M.Sc. degree in Agricultural Economics and the M.B.A. degree in the Faculty of Management. Admission to the M.Sc. in Agricultural Economics requires a high academic standing in a Bachelor of Science degree in Agricultural Economics or a closely related area with a strong background in economic theory and mathematics (please consult the Department of Agricultural Economics). The admission in M.B.A. is competitive. Please refer to [section 45.3.1](#) for the admission requirements.

Students are eligible for a number of scholarships. The Department of Agricultural Economics offers the Sir Vincent Merideth Fellowships to a limited number of outstanding students. Bilateral fee agreements exist with several nations to obtain International Fee Waiver.

#### Further Information

For more information and application forms please contact the:  
Chairman, Graduate Studies  
Department of Agricultural Economics  
McGill University, Macdonald Campus  
Ste. Anne de Bellevue, Quebec, Canada H9X 3V9  
Telephone: (514) 398-7820 Fax: (514) 398-8130;  
E-mail: [atkinson@agradm.lan.mcgill.ca](mailto:atkinson@agradm.lan.mcgill.ca)  
<http://www.agrenv.mcgill.ca>

### 45.5.8 Policies and Regulations of the M.B.A. (Full-Time)

The following is a brief overview of the rules and regulations of the M.B.A. program. All attending students will be given a copy of the "Official Rules and Regulations" from the M.B.A. office. Students are responsible for reading and abiding by these rules and regulations.

The McGill M.B.A. (Full-Time) is designed as a two-year program. The academic year begins in September and ends in May. Students admitted with advanced standing may complete the program in 15 months.

#### Withdrawal from an M.B.A. Course

- Course withdrawals in the first year of the M.B.A. Program are not normally permitted and will be counted as a failure. Exceptions may be granted with special permission but only in the case of exceptional circumstances; this permission must be granted by the M.B.A. Program Director.
- Students in the second year of the Program may withdraw from a course without penalty provided they do so prior to the deadline date. After the deadline, a J will appear on the student's transcript, and the course will be counted as a failure. Exact deadline dates will be provided by the beginning of each term.

#### Withdrawal from the M.B.A. Program

Students wishing to withdraw from the McGill M.B.A. program must complete a "Withdrawal Form" 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 but do not complete this form will be billed for the full tuition. Refer to the General Information and Faculty Regulation section of the Graduate Studies Calendar for further information.

#### Exemptions

M.B.A. I students may be exempted up to a maximum of 15 credits excluding the integrative core, based on academic proof and contingent on professors' and M.B.A. Program approval. Each credit must be replaced by a second year credit.

#### Course Deferrals

Deferral of courses in the M.B.A. Program is normally not permitted. All students registered in the Program full-time are expected to carry a full course load each term. Only in very exceptional circumstances will a student be permitted to defer a course. Written justification must be provided and submitted to the M.B.A. Program Manager for approval.

#### Grading and Promotion Standards

The pass mark for each course is 65%.

**Failures:** Any student failing two courses over the duration of the M.B.A. program will be asked to withdraw from the M.B.A. program (currently under review).

Students who withdraw from courses, excluding "extra" courses, may have the withdrawal counted as a failure for purposes of determining whether they should withdraw from the M.B.A. program.

Students must have obtained at least 55% on the failed course to be eligible to apply for a supplemental examination; students receiving below 55% on the failed course are required to repeat the course or, in the case of an M.B.A. II elective, replace the failure with an additional elective.

**Supplementals:** Supplemental examinations are in no way considered a right. Rather, they are a privilege to be granted in special circumstances. M.B.A. students are mature and presumed to be capable of passing any of McGill's courses, given proper attention to preparation. Second chances are not a regular feature of the program. Students who have received a failing or unsatisfactory final grade in a course are, therefore, not generally permitted to write supplemental examinations. If a supplemental is permitted, it will substitute for only the final examination in recalculating a final grade. **Students must not approach the instructors for special permission for supplemental examinations.**

**Rereads:** In cases where students feel that an error has been made in arriving at their final grade, the Instructor will be requested to carry out a detailed check that all questions have been marked, that class work has been adequately counted toward the final grade and that the final grade has been correctly computed on the basis of term work, final examinations, etc. No fee will be charged for this verification.

For graduate courses (600 and 700 level courses), the application for reassessment or re-read should be sent in writing, together with the original receipt of the reread fee, to the Office of the Associate Vice-Principal (Graduate Studies) within 30 days of the submission of final marks.

**Promotion into M.B.A. II** Students must have obtained an overall average, including all failures and supplemental examinations and repeats, of at least 70% to be permitted to continue into second year and in order to graduate.

#### Outside Elective Courses

An outside elective is any course which 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 M.B.A. Program Manager. Once approval is obtained, students must obtain permission from the department offering the course before registering for the elective with their Faculty.

All Quebec Universities have agreed to permit transfer of academic credit and fees among themselves up to a maximum of two half-courses in any one year. However, this agreement includes only those courses not offered at the home university and which fit into the student's program. Authorization for an M.B.A. student to transfer courses must be obtained from the M.B.A. Program Manager and once approval has been granted, the student must complete a Transfer Credit Form, available from the M.B.A. Office.

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

- Students completing a 60-credit program may take 15 credits maximum outside the Faculty of Management. This does not include courses offered by other faculties at McGill and approved as M.B.A. electives in Section 6 of this Calendar.
- Students may not take courses outside the Faculty if they are offered within the Faculty unless there are exceptional circumstances.
- Students may not take language courses as credit toward the M.B.A.

## 45.6 M.B.A. Courses

### 45.6.1 M.B.A. I Year: Course Descriptions

The course credit weight is given in parentheses (#) after the course title.

**280-611 FINANCIAL ACCOUNTING.** (2) The understanding and use of published financial statements as a primary source of accounting information. The concepts, conventions and techniques involved in the preparation of financial statements leading to the analysis and interpretation of this information.

**280-612 ORGANIZATIONAL BEHAVIOUR.** (2) This course examines many issues that influence the management of people in complex organizations. The term "organizational behaviour" refers to a collection of theory and research that seeks to understand individual and group attitudes, cognitions, and behaviours in organizations. The intellectual traditions of organizational behaviour are rooted in psychology, sociology, economics, anthropology and other disciplines.

**280-613 MANAGERIAL ECONOMICS.** (2) The course provides an understanding of how economic systems and markets work, a command of how concepts and models developed by economists can be used in managerial decisions, a familiarity with the more practical aspects of competitive behaviour and the structure of competition, and a good appreciation of issues arising in the devel-



opment of corporate goals and strategies. The emphasis of the course is on the use of economic analysis in strategy formulation.

**280-614 MANAGEMENT STATISTICS.** (2) The course aims to provide students with the appropriate skills that will allow them to use up-to-date statistical analysis to extract information from a set of data. The emphasis will be placed on the application and interpretation of results rather than on formal statistical theory; the challenge will be in the selection of the appropriate statistical methodology to address the problem and an understanding of the limitations of this answer. The course will fully integrate the use of statistical software with statistical analysis.

**280-616 MARKETING.** (2) The course concentrates on what may be the most scarce resource for most corporations today – the consumer. The course examines how organizations research what the consumer wants and needs. The course also looks at the social and psychological backgrounds of consumer choice and looks at the methods for grouping consumers into segments according to the heterogeneity of their desires. The firm's response to consumers is then considered. First, the need satisfying item is considered – the product. Following this, the elements of the marketing mix, distribution, pricing and promotion, are considered.

**280-617 OPERATIONS MANAGEMENT.** (2) A comprehensive introduction to the fundamental decisions and tradeoffs associated with the management of a firm's production activities will be examined. It is a study of how production systems can be effectively designed, utilized and managed in order for them to compete successfully on the basis of different parameters.

**280-618 HUMAN RESOURCE MANAGEMENT.** (1) This course provides an introduction to critical human resource management issues from the perspective of general managers. The course presumes that people in any organization represent an important organizational resource, and that effective management of that resource must be a priority. Students are expected to gain: 1) an understanding of the range of human resource problems managers face; 2) an understanding of the considerations which must be taken into account in taking immediate action, as well as developing longer range policies; 3) knowledge of some current and emerging human resource programs and practices, and 4) skills in diagnosing HRM problems and pursuing a course of action to address those problems.

**280-619 RESEARCH, DEVELOPMENT AND ENGINEERING.** (1) While technology per se exists in many domains of the firm, this course focuses on the research and development domain of the firm. This is an essential function – even in low-tech industries, well managed RD&E is essential because this is what provides the attributes and performance capabilities that customers desire in the products and services sold by the firm. Thus, every manager must understand how RD&E applies knowledge to achieve new performance capabilities, producing new products or services or enhancing existing ones. In addition, managers must be aware of the special and challenging issues faced by managers of this domain. Finally, managers must be aware of how they can provide a more effective link with the RD&E function.

**280-620 INFORMATION SYSTEMS.** (2) The foundations of the information systems concepts and applications that will be useful to managers in a variety of business specialties will be presented. Thus, the course will allow students to develop a functional information technology literacy in order to understand the impact of information technology on the creation of value in business organizations.

**280-621 INTERNATIONAL ENVIRONMENT.** (2) The goal of this course is to help students achieve an understanding of the international environment in which Canadian businesses must compete. As Canada has extensive trading and investment relationships with the rest of the world, it is important for managers to be able to analyze the impact of events in the international arena on the domestic economy. Thus, the study is important to managers in all businesses.

**280-622 ORGANIZATIONAL STRATEGY.** (2) Organizational strategy concerns the process through which managers position their busi-

ness or unit favorably against competitors, with customers, and in accordance with societal needs. This course emphasizes the skills that managers need to assess strategic threats and opportunities, match them with internal competencies to develop a strategy, devise action plans to realize the strategy, and continually develop capabilities to keep the organization viable.

**280-628 INTEGRATIVE CORE.** (6) This course provides an integrative perspective to the topics in the first year core, building on progressive stages of integrative understanding from basic management skills looking inward to basic and specialized management skills looking both inward and outward. The emphasis is on pedagogic tools which focus on a holistic view of the organization, forcing an understanding of the management of the enterprise from multiple perspectives and the resolution of conflicting viewpoints.

**280-640 MANAGEMENT ACCOUNTING.** (2) The use of internally generated accounting information for decision making, planning and control purposes. The concepts and techniques involved in developing and interpreting accounting information that is relevant and useful for managers.

**280-641 ELEMENTS OF MODERN FINANCE I.** (2) Elements I is the first of the two-course sequence that will take a "tool-kit" approach to modern finance. Elements I will cover the following topics: appropriate evaluation criteria for projects, risk and return; how to construct efficient portfolios; rigorous techniques for valuing financial assets; Corporate financing strategies, efficient market theories and investment banking; principles of debt financing and Modigliani-Miller propositions.

**280-642 ELEMENTS OF MODERN FINANCE II.** (2) Elements II is the second of the two-course sequence that will take a "tool-kit" approach to modern finance. Elements II will cover the following topics: Asset pricing theories; organization and structure of bond markets; yield curves, term structure of interest rates; boot-straping techniques, bond pricing; concepts of duration; corporate debt market; structure and covenant features; tax effects, innovations and project finance; derivative markets; futures & forward pricing; options trading strategies.

## 45.7 M.B.A. II Course Descriptions

- Denotes courses not offered in 2000-01.

The course credit weight is given in parentheses (#) after the course title.

**270-615 GLOBAL ECONOMIC COMPETITIVENESS.** (3) Review of theories and practical case applications on the dynamics of global competitiveness; study of how countries develop and sustain competitive advantage in the rapidly expanding global economy; in-depth analysis by groups of the evolution and status of world competitiveness in selected countries. (Awaiting University Approval)

**270-625 ASIA/PACIFIC MANAGEMENT.** (3) An in-depth study of business relationships and management practices in the world's most dynamic region. Principal focus is on the dominant Asian economy, Japan, with discussion also of China, Korea and ASEAN countries. Emphasis is placed throughout on underlying cultural differences and how they influence the ways in which organizations are managed. The course is built on a variety of readings, case studies, reports and films in a seminar format emphasizing interaction between students, professor, and invited guest speakers.

**270-626 INTERNATIONAL BUSINESS LAW.** (3) Introduction to the law regulating international business. The world's three main legal systems and procedure of civil trials before their courts. The main business organizations used in world trade. Forms and documentation of various types of foreign trade contracts. Conflict avoidance, arbitration and international transaction litigation. Specific analysis of trade terms, international commercial transactions (export sales, marketing through distributors, licensing) and international conventions (tax treaties, industrial and intellectual property, GATT, etc.).

**270-627 NORTH AMERICA IN THE GLOBAL MARKET.** (3) As trade barriers diminish and worldwide communications expand, North America can no longer consider itself an isolated haven of prosperity. But it is still one of the current "triad" of economic powers, centered on the dominating strength of the United States. This course focuses on how the other two North American nations, Canada and Mexico, are adjusting to the realities of global competitiveness and to the often overwhelming regional role of the United States. The evolution of NAFTA and the possible next steps in trade accords are examined, as are continuing efforts to preserve elements of meaningful national autonomy in a rapidly changing global marketplace.

**270-630 STAGE PROGRAM.** (1) After completing their stage, (minimum 80 hours in an organization) students in the M.B.A program must submit a paper which integrates the applied and academic aspects of the first year courses and stage. This paper involves the equivalent of 15 academic hours.

● **270-635 BUSINESS LAW.** (3)

**270-664 CREATING THE SMALL BUSINESS.** (3) Focusing on the strategies and operating policies of small business enterprises, the course is designed for individuals who are considering entrepreneurial careers either as owners or managers. Provides a practical approach to the many problems likely to be encountered in the evolving life cycle of the small business.

**270-665 MANAGING THE SMALL BUSINESS ENTERPRISE.** (3) The course is designed to teach students the concepts of entrepreneurship and the fundamentals of managing small businesses. It will explore, within the context of small entrepreneurial companies, the various interactions between financing, accounting, marketing, strategic planning, operations and human resources.

**270-697 EUROPEAN ECONOMY AND MANAGEMENT.** (3) Overview of current social, economic and business developments in Europe; examination of cultures, practices and institutional arrangements underpinning business in both the EU and Eastern Europe; opportunities and challenges in conducting business in Europe.

**270-698 HEALTH CARE SYSTEMS.** (3) Overview and study of the Quebec, Canadian and international health care systems within the Canadian context. Brief historical overview and analysis of its major elements: Quebec Ministry of Social Affaires, Regional Health Councils, Social Service Centres, hospitals, etc. Critical issues examined: planning health care needs and resources, financing health care, labour relations, patterns of power and assessing quality of care.

**270-699 HEALTH CARE MANAGEMENT.** (3) Course is divided into hospital goals and priorities; the basic elements and functioning of administrative and medical organization structure; the complexity of hospital management; assessment of overall as well as departmental performance. Course material, approach and assignments are strongly practice-oriented.

**271-614 TAXATION FOR MANAGEMENT.** (3) Impact of Federal Income Tax on individuals and corporations.

● **271-616 MANAGEMENT ACCOUNTING: DECISION.** (3)

● **271-617 MANAGEMENT ACCOUNTING: PLANNING AND CONTROL.** (3)

**271-618 FINANCIAL REPORTING: STRUCTURE & ANALYSIS.** (3) An indepth analysis of corporate financial reporting principles and practices, with emphasis on developing the abilities of the student to discriminate between the form and substance of corporate financial reports. Analysis of all components of the financial statements with the effect of reference to alternative practices on financial reports.

**271-619 FINANCIAL REPORTING: VALUATION.** (3) Analysis of financial statements and their uses. A financial statement analysis framework will be developed and applied to: (1) development of business and securities valuations, (2) the prediction of bankruptcy, (3) the strategic planning process, (4) the interpretation of consolidated financial statements.

**271-690 TOPICS IN ACCOUNTING.** (3) A learning cell in which one or more students work with a faculty member.

**272-525 COMPENSATION MANAGEMENT.** (3) Total compensation systems in business and service organizations. Understanding various compensation theories and their relation to compensation policies within organizations. Topics include: nature of financial motivation compensation theories, job design and job analysis, compensation practices, designing a compensation package, pay and organizational effectiveness.

**272-625 MANAGING ORGANIZATIONAL CHANGE.** (3) Examine strategies of organizational development (OD) that enhance the organization's capacity to respond to change, maximize productivity and allow employees to experience dignity and meaning in their work. Explores the strategic, techno-structural, human process, and human resource management types of OD interventions. In addition, the course will provide opportunities for the practice of various OD skills (process consultation, feedback, observation) which enable managers to identify dysfunctional policies or behaviors. The fundamental theoretical framework of the course will draw upon developments in the behavioural and socio-technical systems approaches to organizational change.

**272-628 WOMEN AS GLOBAL LEADERS AND MANAGERS.** (3) Women are assuming leadership roles in many fields heretofore almost exclusively led by men. Yet even in the 1990s, less than 5% of international managers are women and less than 3% of international business cases portray women in leadership roles. This seminar will review the major trends affecting women's power and influence in society in general and in organizations in particular. Participants will develop the vision, skills, and competencies needed for global leadership.

**272-632 GROUP DYNAMICS & INTERPERSONAL BEHAVIOUR.** (3) The dynamics of group and interpersonal behaviour. As well as learning conceptual frameworks, participants will examine their own interpersonal style and behaviour in group processes.

**272-633 MANAGERIAL NEGOTIATIONS.** (3) Negotiating is a critical managerial skill. The purpose of this course is to allow students to learn to be more effective negotiators. The class environment used to accomplish this goal includes many exercises, personality inventories, and cases. The focus of the course will be on the processes of bargaining and the emphasis is "hands on" learning, although theories of negotiation and research examining negotiation will also be covered. Each student will have a great deal of control over how much he or she will develop into a better negotiator as a result of participating in this course.

● **272-634 CAREER DEVELOPMENT.** (3)

**272-640 LEADERSHIP POWER & INFLUENCE.** (3) Influence of personality, situational and cultural factors on strategic decision making. The role of power and political behaviour in organizational life. Topics include: managerial style, superior-subordinate relationships, organizational stress, entrepreneurial behaviour patterns, power and politics in decision making.

**272-685 CROSS-CULTURAL MANAGEMENT.** (3) Cross-cultural awareness and communication skills necessary to manage in multicultural organizations. The focus of the course is on the relationship between cultural values and communication styles as they affect inter-and-intra cultural communication of managers, personnel and clients of multinational and multicultural corporations and organizations.

**273-605 SYSTEMS ANALYSIS AND MODELLING.** (3) Techniques for conducting systems requirements analysis and project management using structured analysis for specifying both manual and automated systems. Focuses on the role of the analyst in investigating the current organizational environment, defining information system requirements, working with technical and non-technical staff, and making recommendations for system improvement. Analysis project.

**273-635 TELECOMMUNICATIONS MANAGEMENT.** (3) Conceptual foundations of integrated office systems: data, text, voice and video transmission. Issues of network design, and current trends in

local area networks. Communications technology and its management. Network protocols and computer interfaces. Applications for distributed computing and office automation will be studied.

**273-636 INFORMATION SYSTEMS ADMINISTRATION.** (3) This course covers the issues relating to managing information systems resources. A combination of lecture and class discussions covers topics such as the role of the Information Systems department within the corporation, staff organization and leadership, strategic systems, planning, end user computing, and other areas of importance to information systems managers.

**273-637 INFORMATION SYSTEMS DESIGN.** (3) Principles of business systems designs, organization structure, software design and systems theory. Information system modelling techniques. Inter-organizational systems. Use of Computer Assisted Software Engineering tools. Design Project.

**273-638 DATA AND DATABASE MANAGEMENT.** (3) Focus on the management of organizational data and database management systems. Practice in database design. Examination of different models of representing data with emphasis on the relational model.

**273-645 MANAGEMENT OF E-COMMERCE.** (3) This course will provide students with an understanding of e-commerce. The most important concepts, models, tools and applications related to e-commerce will be studied. The primary objective of the course is to explore the knowledge and the skills that an IS professional should develop to face this new reality in business organizations.

**274-541 APPLIED INVESTMENTS.** (Prerequisite: Permission of the instructor.) In this course students are exposed to practical aspects of managing investment portfolios. Topics covered include the study of asset mix decisions, stock and bond investments, security analysis, and options and futures contracts. To supplement the educational value of the course, a principal activity of students is participation in the management of a substantial investment fund.

**274-639 OPTIONS AND FUTURES.** (3) (Prerequisite: 274-646) This course studies the field of investments related to options and futures. The course will concentrate on trading strategies and analytical models for valuing options and futures contracts.

**274-644 CANADIAN FINANCIAL INSTITUTIONS.** (3) Two interrelated subject areas are explored: the micro-management of financial institutions using the tools of portfolio and financial intermediation-theory; and the macro, public policy implications of institutions, their forms and legal framework.

**274-645 MONEY AND CAPITAL MARKETS.** (3) The demand for and supply of money and other financial instruments by and to banks and near banks. Simple analytical models integrating the Canadian institutional aspects. The role of the banking sector in the money creation process is stressed as well as international aspects of monetary policy.

**274-646 INVESTMENTS AND PORTFOLIO MANAGEMENT.** (3) The prime objective is to provide the student with a rational framework for investment. The portfolio and capital market theory of 274-650 is extended and the empirical evidence supporting these and competing hypotheses is investigated for both individual securities and portfolios.

**274-647 ADVANCED FINANCE SEMINAR.** (3) (Prerequisites: must have completed at least 4 finance courses and/or be taking last courses in concentration concurrently.) Selected topics will be discussed by Faculty members, invited guest speakers, and the students. Each student is required to select a topic for study and prepare a written report for presentation.

**274-648 CORPORATE FINANCE.** (3) Concepts and techniques developed in earlier courses are extended and/or applied to problems faced by managers in Corporate Finance. Such problems include: working capital management, capital budgeting, capital structure, dividend policy, cost of capital and mergers and acquisitions. Stresses the application of theory and techniques and extensive use is made of case studies.

**274-652 MANAGERIAL FINANCE.** (3) (for non-Finance Concentration) Designed as a second course in Finance for students not specializing in Finance. Topics include: short and long term asset and liability management, risk and diversification, and the nature of capital markets. The course format will be a mixture of cases, lectures, projects and discussions.

**274-660 GLOBAL INVESTMENT MANAGEMENT.** (3) Primary focus will be on global investments. The course will deal with the theoretical foundations of modern international portfolio theory and empirical evidence in a real world setting. It will span the developed markets of Europe and Japan, NICS of the Pacific rim and emerging markets. The primary objective is to prepare a new generation of managers who can operate effectively in the new global investment environment.

**274-676 INTERNATIONAL FINANCIAL MANAGEMENT.** (3) (For non-Finance concentration) Operational problems and policies of financial management in an international context: the international monetary system; foreign exchange and Eurocurrency markets; determining a firm's exposure to exchange rate changes; protecting against exchange losses; multinational sources and cost of capital; multinational capital project analysis; contemporary developments in international finance. The course has a practical orientation, combining basic conceptual readings with applied case analyses.

**274-693 INTERNATIONAL FINANCE I.** (3) The international financial environment as it affects the multinational manager. In-depth study of the various balance of payments concepts, adjustment of the external balance, and the international monetary system will be followed by a review of theory and institutional aspects of the foreign exchange and the international (Eurodollar) markets.

**274-694 INTERNATIONAL FINANCE II.** (3) (Prerequisite: 278-693) Focus on the operational problems of financial management in the multinational enterprise: financing of international trade, determining the firm's exposure to foreign exchange rate changes, protection against exchange losses, international capital budgeting, multinational cost of capital, working capital management and international portfolio diversification.

● **275-557 MARKETING RESEARCH II.** (3) (Prerequisite: 275-658)

**275-630 MARKETING IN DEVELOPING COUNTRIES.** (3) The focus of this course is on the link between marketing and development. As diverse development philosophies are in practice across the developing world, identifying consistent marketing approaches remains a critical challenge. Issues include prioritizing domestic marketing tasks to suit developmental goals, agricultural, social and product/service marketing, and a discussion of appropriate functional practices. While diverse marketing agents coexist in developing countries, this treatment will place somewhat greater emphasis on domestic marketers and the indigenous exchange processes.

**275-640 LAUNCHING NEW VENTURES.** (3) This course is a natural complement to the MBA 280-628 Integrative Core, during which students examined the requirements for a new product, service or retail venture. This course will take that plan and develop it into a detailed business plan, just as though the venture would actually be launched. This course has a strong focus on the development of an introductory marketing strategy, organizational structure and financing for new firms – all in the context of launching a new product, service or retail venture.

**275-652 MARKETING MANAGEMENT II.** (3) Its orientation is one of decision making and problem solving. Focuses on the decision areas of marketing management. Emphasizes the application of marketing theory, concepts and methods to the solution of real life marketing problems.

**275-654 MARKETING COMMUNICATIONS.** (3) The design and implementation of advertising and promotions. Draws on theories of persuasion to develop a managerially oriented decision making framework. Links the framework to decisions pertaining to creative strategy, media planning, consumer promotions and trade promotions.

**275-655 MARKETING PLANNING.** (3) The design and implementation of marketing plans. Emphasis on management decision-making; approaches and techniques for formulating marketing objectives; identifying alternate strategies; preparing the marketing plan; implementing and controlling the plan.

**275-657 CONSUMER BEHAVIOUR.** (3) Research approaches focusing on the behaviour of the consumer in the market place. Intended to sensitize the students to human behaviour in general so they may carry their understanding of basic processes over to the more specific area of the consumer.

**275-658 MARKETING RESEARCH I.** (3) The basic problems of searching for additional information for better marketing decisions. Designed from the marketing manager's point of view. Placed in a cost-benefit perspective. All steps of the research process (problem definition, data collection methods, sample design, etc.) are covered.

● **275-659 INDUSTRIAL MARKETING.** (3)

**275-698 INTERNATIONAL MARKETING MANAGEMENT.** (3) Marketing management considerations of a company seeking to extend beyond the confines of its domestic market. A review of product, pricing, channels of distribution and communications policies to develop an optimum strategy (between adapting completely to each local environment and standardizing across them) for arriving at an integrated and profitable operation. Particular attention to international marketing and exporting in the Canadian context.

**276-630 MANAGING STRATEGY.** (3) This course examines the organizational issues associated with strategic change. It focuses on how managers can orchestrate organizational changes in order to realize strategic intentions and exploit environmental opportunities. Students examine how the strategic change in process works and how to tackle key strategic transitions faced by organizations.

**276-637 CASES IN COMPETITIVE STRATEGY.** (3) The course applies the techniques for analyzing industries to a number of industries (electronics, photocopy, bicycles, chain saws, securities, fibre optics) through the use of specific company cases. The objective is to develop skills and techniques in a competitive environment and define competitive strategies through practical application.

**276-638 MANAGING ORGANIZATIONAL POLITICS.** (3) The course examines how organization politics impacts on the individual and how the individual can impact on the political system. We draw on some of the classic works on power, politics, decision making, and bureaucracy. We then apply the concepts derived from the theory to explicit organizational situations, to develop practical frameworks that will help and benefit the student.

**276-639 MANAGING CORPORATE DIVERSIFICATION.** (3) The course examines theoretical, managerial and social issues surrounding diversification, acquisitions and management of diversified corporations. Topics include theoretical approaches, diversification goals and performance, the acquisition and divestment processes, post acquisition integration, structure and strategy in the management of the diversified corporation, and socio-political and ethical issues in acquisitions and divestments.

**276-640 STRATEGIES FOR SUSTAINABLE DEVELOPMENT.** (3) This course aims to produce new knowledge about the multidimensional nature of sustainable development; develop skills required to formulate and implement policies that integrate economic progress with quality of life and the preservation of the biosphere.

**276-650 MANAGING INNOVATION.** (3) To survive competitively, many organizations need to develop new products successfully and consistently, yet established firms often face difficulties responding to new opportunities. This course examines the strategic, organizational, and interdepartmental aspects of the new product development process to understand why problems occur and what managers can do about them. Topic areas include (1) the creative synthesis of market possibilities with technological potential; (2) the collaborative coordination of diverse functions in the firm; and (3) the strategic connection between the project and the firm's strategy and structure.

**276-651 STRATEGIC MANAGEMENT IN DEVELOPING COUNTRIES.** (3) The course examines strategic management challenges in developing countries using lectures and discussion of readings and cases. Topics include economic policy management (national development strategies, structural adjustment, privatization), economic cost/benefit analysis, technology choice and transfer, negotiations between multinational firms and host governments, and strategic management for public enterprise, family-owned firms, economic groups, and developmental organizations.

**276-652 ETHICS IN MANAGEMENT.** (3) An examination of the economic legal and ethical responsibilities of managers in both private and public organizations. Through readings, case studies, discussions and projects, the class evaluates alternative ethical systems and norms of behaviour and draws conclusions as to the right, proper and first decisions and actions in the face of moral dilemmas. The focus of this course is on the decision processes, values and consistency of values of the individual and on the impact of systems control and incentives on managerial morality.

**276-669 MANAGING GLOBALIZATION.** (3) MBAs need to understand international competitive issues, such as: forces for industry globalization, a firm's international expansion process, and international competitive strategies. Many types of firms will be analyzed, from small U.S. and Canadian firms beginning to explore internationally to large multinationals that are managing investments around the world.

**276-680 STRATEGY, COMMITMENT AND CHOICE.** (3) To create a competitive advantage, a company must commit itself to developing a set of capabilities superior to its competitors. But such commitments tend to be costly and hard to reverse. The course addresses the broad issues of how a company decides to commit to a strategy and how competition and uncertainty are to be considered in that choice.

**276-683 INTERNATIONAL BUSINESS POLICY.** (3) Development and application of conceptual approaches to general management policy and strategy formulation in multinational enterprises. Alternative forms of international business involvement (licenses, contractual arrangements, turnkey projects, joint ventures, full direct investment); formulation and implementation of international, multinational and transnational competitive strategies; technology transfer; ownership strategy; international collaborative arrangements. A combination of conceptual readings and applied case analyses.

● **277-600 APPLICATIONS IN PRODUCTION MANAGEMENT.** (3) (Prerequisite: 277-635 or permission of instructor.)

**277-601 MANAGEMENT OF TECHNOLOGY IN MANUFACTURING.** (3) This course discusses the latest developments in manufacturing technology and manufacturing planning, and examines issues in manufacturing management. Lectures and cases emphasize both the understanding of technology as well as operational and planning issues in effective utilization of technology. With this as a framework the course deals with appropriate technology (conventional and automated) and its evaluation, development and implementation process, manufacturing planning and design, design for manufacturability and the engineering/manufacturing interface. The course will present in detail operational issues related to management (design and control) of automated systems.

● **277-602 MANUFACTURING STRATEGIES.** (3)

**277-603 LOGISTICS MANAGEMENT.** (3) Concerning the internal logistics, the design and operation of a production-distribution system will be discussed. Emphasis will be given to the management of supply chains in global manufacturing companies. The external logistics part will include an analysis of the prevailing sourcing strategies and alternative means of customer satisfaction.

**277-605 TOTAL QUALITY MANAGEMENT.** (3) The topics include: Top Management Commitment, Leadership Style, Bench Marking, Employee involvement, Human Resource Utilization. Employee Motivation, Quality Function Deployment, Statistical Techniques for Quality Improvement including the seven tools of quality and statistical process control. New topics of ISO9000, Just-in-Time,

"Kaizen" and Return-of Quality are also discussed. Students are encouraged to do industry projects on TQM.

**277-608 DATA, DECISIONS AND MODELS.** (3) The goal is to evaluate quantitative information and to make sound decisions in complex situations. The course provides a foundation for various models of uncertainty, techniques for interpreting data and many decision making approaches in both deterministic and stochastic environments. (Awaiting University Approval)

● **277-630 PRODUCTION FOR COMPETITIVE ADVANTAGE.** (3)

**277-631 ANALYSIS OF MANUFACTURING SYSTEMS.** (3) This course presents a framework for design and control of modern production and inventory systems, and bridges the gap between theory and practice of production and inventory management. The course develops analytical concepts in the area and highlights their applications in manufacturing industry. The course is divided into three segments. The first segment looks at the production planning process and discusses in detail the resource allocation issues. The second segment deals with analysis and operation of inventory systems. The third segment integrates production planning and inventory control and looks at various integrated models for determining replenishment quantities and production lots.

● **277-632 SAMPLE SURVEY METHODS AND ANALYSIS.** (3)

● **277-633 APPLIED DECISION ANALYSIS.** (3)

**277-671 STATISTICS FOR BUSINESS DECISIONS.** (3) Theory, methods of linear statistical models, application to management. Simple, multiple, polynomial regression; matrix approach to regression; diagnostics and remedial measures; indicator variables; model selection, including stepwise regression; autocorrelation, one-and two-factor ANOVA, analysis of covariance; selected topics in experimental design.

**277-675 APPLIED TIME SERIES ANALYSIS FOR MANAGERIAL FORECASTING.** (3) Management applications of time series analysis. Starting with ratio-to-moving-average methods, the course deals successively with Census 2, exponential smoothing methods, the methodology introduced by Box and Jenkins, spectral analysis and time-series regression techniques. Computational aspects and applications of the methodology are emphasized.

**277-676 APPLIED MULTIVARIATE DATA ANALYSIS.** (3) Statistical methods for multivariate data analysis, including multivariate analysis of variance (MANOVA), multivariate linear regression, principal components, factor analysis, canonical correlation, discriminant analysis, classification procedures, and clustering methods. The course emphasizes management applications and makes extensive use of statistical software packages, including SAS and SYSTAT.

**277-678 SIMULATION OF MANAGEMENT SYSTEMS.** (3) Building simulation models of management systems. The construction of useful models, the design of simulation experiments and the analysis and implementation of results. Students are expected to design a complete simulation of a real problem using a standard simulation language.

**277-679 APPLIED OPTIMIZATION I.** (3) Methodological topics include linear, nonlinear and integer programming. Emphasis on modelling discrete or continuous decision problems that arise in business or industry, using the modern software tools of algebraic modelling (GAMS) that let the user concentrate on the model and on its implementation rather than on solution techniques. Management cases involving energy systems, production and inventory scheduling, logistics and portfolio selection, will be used extensively.

● **277-680 APPLIED OPTIMIZATION II.** (3) (Prerequisites: 277-679 or equivalent, and a working knowledge of a computer language Fortran, Pascal, Basic...)

**279-603 INTRODUCTION TO INDUSTRIAL RELATIONS.** (3) The goal of this course is to develop student's understanding of law, institutions, current practices, and power relations affecting the workplace. Topics include: regulation of employment, relationships in the unionized and nonunionized sectors, managerial approaches

to labour relations, collective bargaining, union organizing, negotiation of collective agreements, dispute resolution and grievance procedures.

● **279-604 COLLECTIVE BARGAINING IN THEORY AND PRACTICE.** (3)

**279-605 THE ROLE OF GOVERNMENT IN LABOUR RELATIONS.** (3) Role of government, both as legislator and as employer. Development of public policy toward industrial relations and collective bargaining in the private and public sectors as well as other government policies that affect employment and industrial relations. The private sector model of collective bargaining and the peculiarities of public employment.

**279-633 CREATING WEALTH & PROSPERITY.** (3) The objective of the course is to show the similarities and differences between the ways governments can create prosperity, and the ways companies can create wealth. The first part of the course covers topics in economic policy (what makes some countries, regions prosper and others fall behind), the second part covers financial, managerial and strategic topics companies face (what makes their market value increase and what makes this value diminish).

**280-610 RESEARCH PROJECT.** (6) The process and problems of independent research. Choice of topic may be a normative or descriptive study based on primary or secondary data. Opportunity to work on a one-to-one basis with a faculty member. Members of the Montreal business community may act as resource consultants.

## 45.8 Post-M.B.A. Certificate

The Post-M.B.A. Certificate will be awarded after the equivalent of one term of residence and the successful completion of 15 credits of M.B.A. courses.

The certificate meets the needs of two groups of professional managers: (1) managers who graduated from an M.B.A. Program several years ago and would like to take a series of courses to update their skills; and, (2) managers who graduated from an M.B.A. Program recently and who would like to broaden the base of their education with a selection of courses that complement their major field of studies. The certificate may be taken on a full-time or part-time basis.

The entrance requirement is an M.B.A. degree from a recognized university with a CGPA that meets the minimum requirements of the Faculty of Graduate Studies (a TOEFL to determine the English proficiency of non-Canadians may be also be required).

## 45.9 Other Master and Graduate Diploma Programs

### 45.9.1 Master of Management Programs (M.M.)

**Master in Manufacturing Management** (56 credits) The Master in Manufacturing Management program (M.M.M.) is offered to students who wish to have a career as manufacturing managers. The program sets a curriculum in manufacturing and management subjects as well as providing exposure to industry through case studies, seminars and a paid industry internship. The M.M.M. program is a 12-month academic program starting in September followed by a 4-month industrial internship. The program is offered in collaboration with the Faculty of Engineering, and the Master of Management degree is granted jointly by the Faculties of Engineering and Management.

Students should hold an undergraduate degree in engineering or science. Two to five years industrial experience is preferred, but not mandatory. Students with other academic backgrounds and appropriate industrial experience will be considered. The program is intended for full-time as well as part-time students. Enrollment is limited.

The M.M.M. program is a self-funded program. Tuition is \$25,000.

Students will take courses in the following areas.

#### MANAGEMENT SEGMENT

277-608 (3) Data, Decisions and Models  
272-640 (3) Leadership, Power and Influence

- 279-603 (3) Industrial Relations  
 280-611 (2) Financial Accounting  
 280-612 (2) Organizational Behaviour  
 280-616 (2) Marketing

#### Management Electives

- 272-632 (3) Group Dynamics & Interpersonal Behaviour  
 272-640 (3) Leadership, Power and Influence

#### MANUFACTURING SEGMENT

- 277-601 (3) Management of Technology in Manufacturing  
 277-603 (3) Logistics Management  
 277-605 (3) Total Quality Management  
 277-631 (3) Analysis of Manufacturing Systems  
 305-524 (3) Computer Integrated Manufacturing  
 305-526 (3) Manufacturing and the Environment

#### Manufacturing Electives

- 277-602 (3) Manufacturing Strategy  
 MET6.212 Strategic Planning and Technical Forecasting

For more information, students should contact the Program Coordinator, Mechanical Engineering at (514) 398-76201, fax: (514) 398-7365 or the Masters Program Office, Faculty of Management at (514) 398-4648, fax: 398-2499. Website: <http://www.mecheng.mcgill.ca/grad/mmm>

#### 45.9.2 International Masters Programs in Practising Management (IMPM)

Functioning within an authentically international context, this cooperative venture of business schools located in five different countries allows mid-career executives to study topical international business problems on site at universities in France, England, India, Japan and Canada.

For more information visit our Website (<http://www.impm.com>).

#### 45.9.3 McGill/McConnell Program for National Voluntary Sector Leaders

The program is designed for senior and emerging leaders of Canada's national voluntary organizations. The need for a program such as this is clear; national voluntary organizations are a critical component of the country's social and civic fabric and at the present time they are being called upon to address a host of significant changes that have national and long-term impact. The program content is organized around leadership mindsets which examine a set of concepts and competencies that voluntary sector leaders require to operate most effectively in a given context.

For more information visit our Website (<http://www.management.mcgill.ca/exec/vleaders/index.htm>).

#### 45.9.4 Diploma in Public Accountancy (Chartered Accountancy)

The Diploma in Public Accountancy Program is under the academic supervision of the Faculty of Graduate Studies and Research, and is administered by the Faculty of Management.

The faculty is made up of professionally active C.A.s with specific areas of expertise. Students benefit from a program of academic counseling, tutoring and monitoring as they progress through a program in which they are exposed to the latest concepts and practice-related issues.

Chartered Accountants play leadership roles in public practice, business, industry, government and education.

#### ADMISSION REQUIREMENTS

##### Option 1:

Students completing the McGill Honours in Accounting are required to obtain a minimum CGPA of 3 out of 4, and successfully complete the 14 qualifying courses listed below, or their equivalent:

- 271-351 Intermediate Financial Accounting I  
 271-352 Intermediate Financial Accounting II  
 271-361 Intermediate Management Accounting I  
 271-362 Intermediate Management Accounting II  
 271-385 Principles of Taxation

- 271-453 Advanced Financial Accounting  
 271-454 Financial Reporting: Standard and Practices  
 271-455 Development of Accounting Thought  
 271-475 Principles of Auditing  
 271-332 Accounting Information Systems  
 280-272 Statistics II  
 280-293 Managerial Economics  
 280-341 Finance I

##### Option 2:

Students must be graduates of an approved university and hold a Bachelor's degree with a minimum CGPA of 3.0 out of 4 and successfully complete the 12 qualifying courses listed below, or their equivalent:

- 280-211 Intro to Financial Accounting  
 271-311 Financial Accounting I  
 271-312 Financial Accounting II  
 271-414 Financial Accounting III  
 271-313 Management Accounting I  
 271-415 Management Accounting II  
 271-411 Accounting Theory  
 271-412 Taxation I  
 271-413 Auditing I  
 273-332 Accounting Information Systems  
 280-272 Statistics II  
 280-341 Finance I  
 280-293 Managerial Economics

Graduates of programs other than Commerce with Major/Honours in Accounting may complete the courses above through Continuing Education's Diploma in Accounting prior to admission to the Graduate Diploma program.

#### Language Admission Requirement

Applicants whose mother tongue is not English, and who have not completed a university program in the province of Quebec, must submit evidence of their facility in English before they can be considered for admission. Acceptable evidence would be the successful completion of one of the following:

- 1) a University program in English;
- 2) the G.C.E. Ordinary & Advanced Level Examinations in English Literature or Composition;
- 3) the University of Michigan English Language Test (Level V);
- 4) the Test of English as a Foreign Language (TOEFL) (Score 550);
- 5) Certificate of Proficiency in English. Arrangements for the McGill Placement Test may be made through the Department of Languages and Translation at 398-6150. Intensive English courses are available through the Department of Languages and Translation in the Centre for Continuing Education.

#### ADMISSION PROCEDURES

Application forms can be obtained from the Department. The deadline dates for admissions are as follows:

- February 1 for Spring
  - June 1 for Fall (September?)
  - October 1 for Winter (January?)
- 1) Applicants must have a university degree from a recognized institution.
  - 2) All students wishing to take courses in the Diploma in Public Accountancy must complete the Application for Admission form.
  - 3) All students must make arrangements to have an official transcript confirming the awarding of a degree sent to the Department before their application can be considered.
  - 5) An evaluation will be made granting credits in the program for equivalent courses completed (B- required) within the last five years. Academic advising is available to assist the student.
  - 6) Applicants who have been accepted to the program are required to make a \$200 (certified cheque or money order) de-

posit. This fee is non-refundable and will be applied to the student's fee account.

### TIME LIMITS

The program must be completed within three years of admission. Time limits will be adjusted accordingly for those students who are granted advanced standing or who transfer from one program to another. Students exceeding the time limits may request an extension, in writing, which may be granted under special circumstances with the approval of the Department. Where appropriate a revised program of study may be recommended.

### PROFESSIONAL REQUIREMENTS FOR ADMISSION TO L'ORDRE DES COMPTABLES AGREES DU QUEBEC (C.A.)

Membership in the l'Ordre des comptables agréés du Québec and the Canadian Institute of Chartered Accountants entitles Chartered Accountants to practice the profession of Chartered Accountancy.

Admission is based upon meeting the following requirements as indicated in the Chartered Accountants Act (Bill 264).

- 1) possession of a university degree from a recognized institution;
- 2) possession of the Graduate Diploma in Public Accountancy;
- 3) passing of the national Uniform Final Examination given by the Ordre and the CICA;
- 4) completion of an articling period with a firm of Chartered Accountants which is registered with the Order (minimum of two years), this can be done while registered in the CA Program;
- 5) a working knowledge of French;
- 6) Canadian citizenship or Permanent Resident status.

Further information can be obtained from: Ordre des comptables agréés du Québec, 680 Sherbrooke West, Suite 700, Montreal, Quebec, H3A 2S3. Tel: (514) 288-3256.

### ADVANCED STANDING

#### Credit / Exemptions

An official course outline of the courses taken elsewhere, and the marks obtained, must be submitted. Students who have been granted credits and/or exemptions are not permitted to register for the courses, which they have been granted credits and/or exemptions. Credits or exemptions will NOT be granted for courses taken more than five years before the date of application.

### RESIDENCY REQUIREMENTS

- 1) Students transferring to McGill: advanced standing of up to 30% of the courses in any one-degree program may be awarded for successfully completed equivalent study done at another university within the last two years.
- 2) Students taking two programs concurrently: may apply for admission to and register in more than one program at a time. Where program course requirement overlap, credit may be granted up to a maximum of 3 courses (9 credits). Students may be granted exemption for overlapping courses in excess of 9 credits but must choose substitute courses with the approval of the Department.

### PROGRAM REQUIREMENTS

The program requires completion of 10 courses (eight 3-credit courses, and two 4-credit courses). It is composed of the courses, which cover the theoretical and technical knowledge for entry-level Chartered Accountancy practitioners, and the Uniform Final Examination (C.A. exam).

#### Level I

271-651 Financial Accounting IV  
271-655 Auditing II  
271-657 Systems Audit  
271-659 Business Communications  
271-671 C.A. Law

#### Level II

271-679 BAS - CORE  
271-681 Financial Accounting V  
271-683 Taxation II  
271-685 Auditing III (4 credits)  
271-689 BAS - CASE (4 credits)

Level I must be completed prior to Level II. Flexibility exists where minimal course work is required in a prior level. Students must complete Level II courses in the 12 months prior to the Uniform Final Examination. Students who have successfully completed a Level II course can repeat the course as a non-credit basis to meet the 12-month requirements.

Students are reminded that the courses in the Diploma in Accounting are prerequisites to the Diploma Program in Public Accountancy courses, and knowledge of prerequisite course content is presumed.

### COURSE DESCRIPTIONS

**271-651 FINANCIAL ACCOUNTING IV.** (3) (Prerequisites: Entry to Program Financial Accounting III) Advanced topics in financial and reporting, including the relevant CICA Handbook pronouncements, exposure drafts, accounting guidelines and research studies. International pronouncements are discussed where no Canadian recommendation exist. The use of professional judgement in the application of accounting recommendations will be discussed.

**271-655 AUDITING II.** (3) (Prerequisite: 271-413) The role of the attest auditor. The topics covered include professional practice environment, engagement management, internal control, audit evidence, testing, reporting and general coverage of the professional services. Detailed study of the CICA Auditing recommendations, exposure drafts and guidelines. Research studies and current literature will be reviewed.

**271-657 SYSTEMS AUDIT.** (3) (Prerequisites: 273-332 and 271-655) Examining the control over computerized accounting systems and the implementation of management control systems, the student is expected to develop the ability to perform the attest audit in a computerized environment and to assist clients in business decisions. Theory and practice aspects of Comprehensive Audit will be analyzed.

**271-659 BUSINESS COMMUNICATIONS.** (3) (Prerequisite: 271-651 or 271-655) Professionals use written and oral communication to inform and persuade other people. This course prepares students to deal with a broad range of practical situations in which communication plays a crucial role. Effective business communication skills are taught through lectures, discussions and presentations which emphasize and enhance writing and speaking skills. Students prepare written and oral presentations which are subsequently evaluated for structure, organization and presentation.

**271-671 C.A. LAW.** (3) (Prerequisite: Entry to Program) Legal issues affecting professional conduct and business decisions. Professional ethics, liability and litigation support are addressed in the context of professional accounting practice. Business issues related to legislation governing corporations, securities, bankruptcy and insolvency contract law are examined as well.

**271-679 BUSINESS ADVISORY SERVICES – CORE.** (3) (Prerequisite: 271-415) The objective of this course is to explore topics in management accounting, finance and litigation support in the context of business advisory services provided by a Chartered Accountant. A multi-discipline approach integrating other accounting related areas; financial accounting, auditing and taxation. The course will examine the role of the Chartered Accountant and skills required to support management decision making from both a financial and operational perspective.

**271-681 FINANCIAL ACCOUNTING V.** (3) (Prerequisites: 271-651 and 271-659) The theoretical basis of current Canadian Accounting Practice. Current Canadian and U.S. exposure drafts; research studies; principles and conventions; emerging issues; and current literature will be used to develop an understanding of the theory

and to develop an ability to apply this theory in practical situations. Current issues in Accounting Practice will be discussed.

**271-683 TAXATION II.** (3) (Prerequisites: 271-412 and 271-415) The theory, techniques and considerations in taxation will be analyzed in a situational context. Tax planning is addressed integrating personal and corporate taxation issues. Topics such as sale of a business, rollovers and personal tax planning will be addressed.

**271-685 AUDITING III.** (4) (Prerequisites: 271-655, 271-657 and 271-659) The theoretical basis of current Canadian auditing practice. Current Canadian and International recommendations, exposure drafts, guidelines, research studies, principles and conventions, and current literature will be used to develop an understanding of the theory and to develop the ability to apply this theory in practical situations. Current issues in auditing practice will be discussed.

**271-689 BUSINESS ADVISORY SERVICES – CASE.** (4) (Prerequisite: completion of the other nine program courses.) Through the use of the case method, this course examines the processes and considerations used in the business advisory services area of professional practice. Complex scenarios integrate topics in financial accounting, auditing, managerial accounting, taxation and finance. Central themes such as mergers and acquisitions, litigation support, financing are addressed.

#### 45.9.5 Joint Ph.D. in Administration

The Ph.D. Program in Administration 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 problems.

The program represents a number of innovations in doctoral work in the field of administration. First, by cooperating, the four universities are able to make available to the students a diverse pool of approximately 300 professors qualified to direct doctoral level study and research. Second, the program has been carefully developed to encourage independent, creative work on the part of its students, with close, personal contact with the professors. This program will appeal especially to the mature, experienced candidate with relatively well-defined interests. Third, the doctoral program has a language requirement; the program is bilingual with some courses, including the compulsory ones, taught partly in English and partly in French. Applicants must attain a level of competence that would allow them to read technical material and to follow lectures and discussions in both languages. (All papers may, however, be written in English or French.) This is viewed as a definite advantage of the program for those students who expect to work in Canada or francophone countries after graduation.

The program places considerable emphasis on the theoretical foundations of administration and its underlying disciplines. Graduates of the program are expected to have: (1) some knowledge of all the main areas of administration, (2) a thorough knowledge of one applied area of administration, and one support discipline, (3) a complete command of the research methodologies used in administration, and (4) some familiarity with modern theories and methods of the pedagogy of administration.

The program consists of three phases: preparation, specialization and dissertation.

#### Phase I Preparation

The preparation phase is intended to give each student some understanding of the range of subject matter that makes up contemporary administrative theory. On entering the program, the background of each student will be judged in each of the following areas. Deficiencies, if any, are to be made up by M.B.A. courses, papers, or assigned readings in:

- Behavioural Science
- Economics
- Management Science
- Marketing
- Finance
- Management Policy

#### – Accounting and Control

Some students – notably those with strong Master's degrees in administration or related disciplines – have a minimum of work in Phase I; others require up to one academic year of work. In addition, in Phase I all students take a seminar, Fundamentals of Administrative Thought (278-704), which introduces them to the basic concepts of scientific inquiry, and relates this to the history of administrative thought, its various schools, and contemporary issues in the study of administration. This seminar is offered jointly by professors from the four universities. Also in Phase I, students must pass a qualifying examination in statistical methods.

#### Phase II – Specialization

In Phase II, students probe deeply into their chosen area of specialization. With their advisory committee, students work out an individual program of study which takes about 18 months. The specialization phase focusses on one applied area and one support field. The applied area could be one of the basic ones listed in Phase I (for example, management policy or management science), a sub-area within one of these (such as organizational development within organizational behaviour), or an interdisciplinary area that combines two or more of these (such as behaviour aspects of accounting or international marketing). In general, the program does not define fixed areas of specialization, but rather accepts the area of interest defined by the student, so long as there exists a sufficiently strong core of faculty members interested in that area to supervise the student.

The support field is selected to help the student develop a foundation of knowledge in a fundamental discipline that underlies the theory in administration. For example, a student in marketing might select psychology, sociology, or statistics. One in international business might select economics or anthropology. One in management policy might select political science or general systems theory or perhaps even philosophy. Many other choices are possible.

Students officially enter Phase II of the program when their advisory committee has been established and, together with the student, formally agrees on a proposal for the work to be done in Phase II. This includes the following:

- A publishable research paper (278-720), equivalent to about 3 months of full-time work.
- Doctoral seminars in the applied area (or an equivalent reading course if the number of students studying in the area in a given year does not justify a seminar); minimum four courses.
- Any other existing graduate level courses in the applied area and support field deemed appropriate by the advisory committee; minimum two courses in support field.
- Seminar on Research Methods (278-707) or equivalent course designated by area.
- Seminar in Pedagogy (278-706), or equivalent as defined by Program Committee, taken in common by all Phase II students.
- Subject to approval, a detailed bibliography on which the student will be examined in a Comprehensive Examination (278-701), the last step in Phase II.

The advisory committee will normally consist of three or four persons; a chair and others decided upon jointly by the chair and the student. One of these members will typically come from the support field. At least one other of the participating universities must be represented on every student's advisory committee.

#### Phase III – Dissertation

The third phase of the program consists of the dissertation in the course of which the student probes deeply into a well-defined research topic. The topic is developed with the thesis committee (at least three members), which may be the same as the Phase II advisory committee or may be reconstituted, again with representation from at least one of the other participating universities. The topic is approved formally by the thesis committee and, once the research is completed and the dissertation written, the student publicly defends the completed thesis as the last step in the Ph.D. program.



**ADMISSION – JOINT PH.D.**

Candidates will normally hold an M.B.A. or other related Master's level degree, with a strong academic record from a recognized university. In certain cases, candidates without related Master's degree but with exceptional backgrounds may be considered for the program. Experience judged relevant to the course of study will be considered a desirable feature of the applicant's background.

A recent GMAT score (within 5 years) and two recent letters of recommendation are required as part of the application.

Students may apply for admission to one or more of the participating universities. These applications will be processed by both the individual university and the joint committee of the four schools. Students' preferences will prevail when more than one participating university is prepared to accept them. The Ph.D. degree will be granted by the university that admits the student. The program requires a minimum full-time residency of six semesters.

These applications must be completed by February 1st for September admission. January admissions are exceptional and subject to the approval of the Program Director.

Completed McGill application forms should be sent to:

Program Coordinator, Ph.D. Program  
Faculty of Management  
McGill University  
1001 Sherbrooke Street West  
Montreal, QC H3A 1G5  
Telephone: (514) 398-4074  
Fax: (514) 398-3876  
E-mail: phd@management.mcgill.ca

The addresses of the three other institutions are:

Concordia University, Faculty of Commerce and Administration,  
1455 de Maisonneuve Blvd West, Montreal, QC H3G 1M8

École des Hautes Études Commerciales, 3000 Chemin de la  
Cote Ste-Catherine, Montréal, QC H3T 2A7

Université du Québec à Montréal, Département des Sciences  
Administratives, 315 Ste-Catherine Est, Montréal, Québec  
H3C 4R2

M. Makkai; M.A., Ph.D.(Bud.)  
S. Maslowe; B.Sc.(Wayne St.), M.Sc., Ph.D.(Calif.)  
C. Roth; M.Sc.(McG.), Ph.D.(Hebrew)  
K.P. Russell; Vor. Dip.(Hamburg), Ph.D.(Calif.)  
G. Schmidt; B.Sc.(Natal), M.Sc.(S.A.), Ph.D.(Stan.)  
G. Styan; M.A., Ph.D.(Col.)  
K.K. Tam; M.A., Ph.D.(Tor.)  
L. Vinet; B.Sc., M.Sc., Ph.D.(Montr.), Doctorat 3<sup>e</sup> cycle(Paris VI)  
*(joint appt with Physics)*  
D. Wolfson; M.Sc.(Natal), Ph.D.(Purdue)  
K.J. Worsley; B.Sc., M.Sc., Ph.D.(Auck.)  
J.J. Xu; B.S.(Beijing), Ph.D.(Ren. Poly.)  
S. Zlobec; M.Sc.(Zagreb), Ph.D.(Northwestern)

**Associate Professors**

H. Darmon; B.Sc.(McG.), Ph.D.(Harv.)  
W. Jonsson; M.Sc.(Manit.), Dr.Rer.Nat.(Tubingen)  
I. Klemes; B.Sc.(Tor.), Ph.D.(Cal.Tech.)  
J. Labute; B.Sc.(Windsor), M.A., Ph.D.(Harv.)  
B. Lawruk; M.Sc., Ph.D.(Lwow)  
R. Loveys; B.A.(St.Mary's), M.Sc., Ph.D.(S. Fraser)  
J. Rigelhof; B.Sc.(Sask.), M.Sc.(Wat.), Ph.D.(McM.)  
N. Sancho; B.Sc., Ph.D.(Belf.)

**Assistant Professors**

M.J. Gander; M.S.(E.T.H.), M.S., Ph.D.(Stanford)  
E.Z. Goren; B.A., M.S., Ph.D.(Hebrew)  
J.A. Toth; B.Sc., M.Sc.(McM.) Ph.D.(M.I.T.)

**Adjunct Professors**

T. Fox; B.A.(Oakland), M.Sc., Ph.D.(McG.)  
V.P. Havin; M.Sc., Ph.D.(Leningrad)  
R. Murty; B.Sc.(Car.), Ph.D.(M.I.T.), F.R.S.C.  
B. Rowley; B.Sc.(Wat.), M.Sc., Ph.D.(McG.)  
R.A. Seely; B.Sc.(McG.), Ph.D.(Cantab.)

**Associate Members**

L.P. Devroye (*Computer Science*); P.R.L. Dutilleul (*Plant Science*);  
L. Glass (*Physiology*); J.-L. Goffin (*Management*); L. Joseph  
(*Epidemiology & Biostatistics*); M. Mackey (*Physiology*);  
L.A. Mysak (*AOS*); P. Panangaden (*Computer Science*);  
J.O. Ramsay (*Psychology*); G.A. Whitmore (*Management*)

**46 Mathematics and Statistics**

Department of Mathematics and Statistics  
Burnside Hall  
805 Sherbrooke Street West  
Montreal, QC H3A 2K6  
Canada

Telephone: (514) 398-3800  
Fax: (514) 398-3899  
E-mail: gradprog@math.mcgill.ca  
Website: <http://www.math.mcgill.ca>

Chair — K. GowriSankaran

Chair of Committee on Graduate Affairs — K. Peter Russell

**46.1 Staff****Emeritus Professors**

J. Lambek; M.Sc., Ph.D.(McG.), F.R.S.C. (*Peter Redpath Emeritus  
Professor of Pure Mathematics*)  
W.O.J. Moser; B.Sc.(Manit.), M.A.(Minn.), Ph.D.(Tor.)

**Professors**

W.J. Anderson; B.Eng., Ph.D.(McG.)  
W. Brown; B.A.(Tor.), M.A.(Col.), Ph.D.(Tor.)  
M. Bunge; M.A., Ph.D.(Penn.)  
S. Drury; M.A., Ph.D.(Cantab.)  
K. GowriSankaran; B.A., M.A.(Madr.), Ph.D.(Bomb.)  
J. Hurtubise; B.Sc.(Montr.), D.Phil.(Oxon.)  
N. Kamran; B.Sc., M.Sc.(Bruxelles), Ph.D.(Wat.)  
O. Kharlampovich; M.A., (Ural State), Ph.D.(Lenin.), Dr. of Sc.,  
(Steklov Inst.)

**46.2 Programs Offered**

The brochure "Information for Graduate Students in Mathematics and Statistics", available on the Department website, supplements the information contained in this Calendar.

The Department offers both a Master's degree (in the form of an M.A. or an M.Sc.) and a Ph.D. degree.

By the choice of courses and thesis (or project topic) these degrees can be focussed in applied mathematics, pure mathematics or statistics.

The Institut des Sciences Mathématiques (ISM), among other activities, coordinates intermediate and advanced level graduate courses among the following universities: Concordia University, Université Laval, McGill, Université de Montréal, UQAM, Université de Sherbrooke. A list of courses available under the ISM auspices at the other universities can be obtained by consulting the ISM website (<http://www.math.uqam.ca/ISM/>). The ISM also offers fellowships and promotes a variety of joint academic activities greatly enhancing the mathematical environment in Montreal and indeed in the province of Quebec.

**46.3 Admission Requirements**

In addition to the general Graduate Faculty requirements the Department requirements are as follows:

**Master's Degree**

The normal entrance requirement for the Master's programs is a Canadian Honours degree or its equivalent, with high standing, in mathematics, or a closely related discipline in the case of applicants intending to concentrate in statistics or applied mathematics. For applicants intending to continue in a doctoral program, an Honours degree or its equivalent is the preferred background.