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## 1 The Faculty

### 1.1 Location

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

Telephone: (514) 398-4068

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

### 1.2 Administrative Officers

GERALD H. B. ROSS, B.Com.(McG.), M.Sc.(UBC),  
Ph.D.(W.Ont) **Dean**

RICHARD G. DONOVAN, B.Com.(McG.),  
Cert. Pub. Rel. (McG.), Grad.Dip.Inst.Tech.(C'dia)

**Associate Dean, B.Com. Program**

HELEN VAN EYK **Associate Director, B.Com. Program**

### 1.3 The Faculty Then and Now

The Faculty was established in 1968, incorporating the Graduate School of Business with the School of Commerce of the Faculty of Arts and Science, where courses in commerce had been offered since the beginning of the century.

Since 1971 the Faculty has been located at the corner of Sherbrooke and McTavish, easily accessible to the community it serves, in the Samuel Bronfman Building, named in honour of the late Mr. Bronfman who, while a Governor of the University, made a donation which was key to its construction.

The Faculty has gained a world-wide reputation as one of Canada's leading international business schools and attracts top students and faculty members from every continent. The academic programs in Management offer strong international content in conjunction with a variety of functional specializations and include an opportunity for students to participate in exchange programs with many leading universities in Europe, Asia, the United States and South America. This recognition of the global nature of business was further reflected by the introduction of a Faculty Program in International Management as part of the B.Com. program introduced in 1997.

## 2 General Information

### 2.1 Aims of the B.Com. Program

The primary objective of the undergraduate program in management is to prepare students for effective professional and managerial careers in organizations. At a general level this preparation includes developing in students a capacity for critical thinking, for integrating knowledge across different disciplines, and for utilizing current theory in approaching practical business problems. Students are also expected to become comfortable with taking risks and working as part of a team, and to develop the necessary skills to lead others. At a more specific level, students must acquire the critical man-

agement competencies which will enable them to offer the expertise organizations need to respond to the ever-changing, increasingly complex global marketplace.

The B.Com. curriculum offers students both breadth and depth. Breadth is achieved through a broad-based core of required courses which provide the necessary quantitative, analytical, and communication skills, while grounding students in applied theory and practice across the major management disciplines. Depth is achieved through three alternate streams of study designed to meet the needs of a highly diverse student body with a wide range of career interests and priorities. In Stream I, General Management, students pursue focused study in at least two different areas. They must choose one Concentration in Management, and for their second area of study, they have three options: 1) choosing a second Concentration in Management; 2) pursuing a Minor in another faculty; or 3) custom-designing their own sequence of higher level courses around a theme, with approval from the Area Coordinator of their Concentration. In Stream II, Majors and Honours, students focus their study in only one area in order to get maximum exposure to their chosen field. In Stream III, International Management, students have a chance to pursue interdisciplinary study of a particular geographic region of the world – East Asia, Latin America and the Caribbean, Western Europe, or North America. Language, social science, and humanities courses are taken to expand understanding of other cultures and to gain the necessary perspective for an international business career.

## 2.2 Part-time B.Com. Program

Students taking fewer than four courses per term are considered to be part-time students. Such students generally follow their program through evening courses offered by the Centre for Continuing Education. Since the range of Management and non-Management course offerings in an evening program is more restricted than in the day program, it is not possible to complete certain Concentrations, Honours or Majors, or the Faculty Program. Further information on program requirements for students who change from the full- to part-time program, or vice versa, can be obtained from the Student Affairs Office.

## 2.3 Summer Studies

Students wishing to make up deficiencies in their background, or to accelerate their progress to the degree, may apply to the Manager, Undergraduate Affairs and Advising, to take summer courses either at this University or at some other institution. Credit will be granted for such work only if it fits into the student's overall program, and if written permission to do such work for credit has been obtained in advance. A course which overlaps with course material already completed in the student's program, or a language course which does not substantially progress beyond corresponding language courses already taken by the student, will not receive credit approval.

Each summer, from early May to mid-August, many Core courses and several elective courses are offered by the Faculty of Management for full credit. They are available to Management students, and to students from other faculties and universities with the necessary course prerequisites. The University also offers a number of summer courses in various disciplines at different levels. Information on Management summer courses is available from the Student Affairs Office or from the Summer Studies Office.

Students working full or part-time during the summer will be allowed to take only one course in each of the two Summer Sessions; students who are not working and wish to follow a full-time period of study will be permitted to enrol for more than six credits per period only with special permission of the Associate Dean or the Manager of Undergraduate Affairs and Advising. In no circumstance will they be allowed to take more than 12 credits in either period of the Summer Studies, and may take no more than 18 credits in a single summer.

## 2.4 International Student Exchange Program

Students are encouraged to participate in the International Student Exchange Program to gain a broader international perspective. Through this program, students may study and earn academic credits at over 30 universities in countries around the world. Exchange opportunities are open to students in all streams. More information may be obtained from the Student Affairs Office (514) 398-4068; email [bcom@management.mcgill.ca](mailto:bcom@management.mcgill.ca); or found on the McGill website, <http://www.mcgill.ca/students>.

## 2.5 Internship Program

Students wishing to integrate valuable hands-on work experience in their academic studies are encouraged to apply to the Internship Program. This program provides students an opportunity to work for four or eight months in a business environment where they can apply their theoretical knowledge into practice,

The program is very competitive and requires that students submit a thorough application and pass an interview. To be eligible, students must meet the following requirements: be registered in full-time Bachelor of Commerce program, have a minimum CGPA of 3.0/4.0, have completed all core-courses except Organizational Policy, and have at least 12 credits remaining in the program. Students may register for internships starting in the Fall, Spring or Summer.

A student who is completing an internship appointment will receive a mid-term and final performance evaluation. After completing the internship appointment, the student is required to submit a written internship project report to the Associate Dean and return to McGill to complete the Bachelor of Commerce program. Students who have successfully completed the Internship Program will receive one credit for each four-month internship appointment, up to a maximum of two credits and will receive the Internship Program notation on their transcript.

The fees associated with the program include a \$25 enrollment fee, a \$400 internship fee for each appointment the student undertakes as well as the cost assessed for each credit.

More information may be obtained from the McGill Management Career Centre website at <http://www-mmcc.management.mcgill.ca> or by contacting the Internship Manager at (514) 398-2071; email: [intern@management.mcgill.ca](mailto:intern@management.mcgill.ca).

## 2.6 Scholarships, Prizes, Medals and Financial Aid

For information about Entrance Scholarships, please refer to [page 12](#).

Registered students are automatically considered by the Faculty Scholarships Committee for each award for which they are eligible, with the following exceptions: Bank of Montreal Awards, KPMG Scholarship, Commerce '55 Scholarships, Export Development Corporation International Studies Scholarships, Stephen S. Goldbloom Memorial Prize, Hugh Howson Memorial Prize, Dr. Alex Paterson Scholarship, Paul-Hervé Desrosiers Scholarship in Entrepreneurial Studies, and STS Systems Ltd. Prize in Information Systems. For these, the Faculty Scholarships Committee welcomes recommendations, substantiated by curriculum vitae, from individual students, student groups and clubs. Such information should be forwarded to the Associate Dean, B.Com. Program. A minimum of 27 *graded* credits must have been completed in the year to be eligible; 14 credits in one semester.

## 2.7 Management Undergraduate Society

The Management Undergraduate Society (MUS) represents all undergraduate students in the Faculty of Management and hosts a wide range of events, activities and resources, which add value to the quality of student life. Named 2001-2002 Faculty Association of the Year, the MUS offers countless services ranging from academic tutoring, fun-filled social gatherings to business contact opportunities. Through extra-curricular involvement with the MUS, students increase the value of their education and are provided with the opportunity to gain essential skills that are directly applicable in the business world. There are over 150 positions under

the MUS and offers students the opportunity to get involved, meet new people and enhance their university experience.

Activities sponsored by the MUS include: Management Welcome Week, Management Winter Carnival, Management Achievement Awards Luncheon, Jeux du Commerce/Commerce Games, the AIDS benefit fashion show, the Cancer Auction, a Faculty newspaper and magazine, a yearbook and a Graduation Ball. The MUS is also the umbrella organization under which the McGill Investment Club, the Information Systems Club, the Marketing Network, the International Management Society and the McGill Accounting Society all operate. Each club organizes career information sessions, guest speakers, peer tutorial programs, social activities as well as other activities that complement regular classes.

## 3 B.Com. Program Requirements

### 3.1 Academic Requirements for Graduation

A student is graduated upon satisfactory completion of the full number of credits indicated in the letter of acceptance, subject to the curriculum requirements. For students entering with a CEGEP Diploma, the number of credits will generally be 90. Students from outside the province of Quebec who have not completed the equivalent of CEGEP graduation will normally be required to complete 120 credits.

All students are expected to conform to the curriculum set out below. It is the student's responsibility to make sure his/her course of study conforms with the curriculum requirements as described. A student wishing to depart from that program must obtain written permission from the Associate Dean.

A student who has transferred with advanced standing to the Faculty of Management from another faculty within this University or from another university, is normally required to complete a minimum of 60 credits while registered in the Bachelor of Commerce program, including such required courses as are deemed necessary, to become eligible for the degree of Bachelor of Commerce.

Completion of the 90-credit degree requirements normally will require three years of study. A maximum of five years is permitted, however, for completion of the requirements for the degree. In exceptional circumstances, this maximum requirement may be extended by the Associate Dean.

### 3.2 Academic Advising

Students entering the Faculty for the first time are required to attend an Orientation and Advising Session during the last week of August, at which the Associate Dean and advising staff (Helen van Eyk, Giulia Campofredano and Ron Critchley) from the B.Com. Office provide information on all aspects of the B.Com. program. Students who have had difficulty registering for their courses have the opportunity to resolve the problem at this session.

Counselling is available throughout the year with area coordinators to discuss study plans and potential career paths. Appointments may be made after the first week of class to discuss such issues.

In February or March, an Information Session takes place which enables the student to select a course of study.

In April, students continuing in the B.Com. program plan their studies for the following year by completing a Study Plan Form, using the requirements as listed in the Calendar as a guide to their course selection, calling upon their Area Adviser or other faculty members for advice where appropriate. Students then register via Minerva. The Study Plan Form must be signed by one of the Advisers, Helen Van Eyk, Ron Critchley or Giulia Campofredano.

Students in Stream I choosing to do a Minor in another Faculty as their second area of study should meet with the appropriate department adviser to plan their courses and obtain an authorized Faculty of Management Minor Approval Form. Students in Stream I custom designing their own sequence of six courses as "structured electives" in their second area of study must get approval from the Area Coordinator of their Concentration before

taking more than two courses out of the six required at the 300- or 400-level. It should be noted that Minors must have a minimum of 18 credits not overlapping with other program requirements.

Students in Stream II, Honours or Majors programs must have this Study Plan Form first authorized by the appropriate Area Coordinator or Department Adviser.

Students in Stream III should meet with the appropriate International Management faculty adviser(s), Management and/or Arts, at least once a year to plan their course of study.

Students continuing in the part-time (evening) B.Com. program have their Study Plan Form authorized by the B.Com. Program Office.

Students wishing general information about the program, or encountering difficulties (academic or personal) during the session, should contact Giulia Campofredano or Ron Critchley.

### 3.3 Registration

**Course Selection:** Full-time students must register by Minerva. Further information for new students is distributed at the time of admission. Information for returning students and part-time students is available at the B.Com. Office.

**Change of Course:** Students who wish to change the courses for which they are registered within the change of course period must do so using Minerva. Permission may be granted provided that such changes do not involve timetable conflicts or alter the sequence of courses. Students should complete and return to the B.Com. Office a Course Change Form after they have successfully made their course changes using Minerva.

**Withdrawals:** Students wishing to withdraw from a course after the change of course deadline must do so using Minerva by the withdrawal deadline. A W will be indicated on the transcript.

Approval to withdraw after the withdrawal deadline will be granted only in exceptional circumstances.

Students whose circumstances require them to withdraw from their complete program should report to the B.Com. Office.

### 3.4 Academic Standing

Academic standing is based primarily on students' cumulative grade point average (CGPA), but may also be affected by their term grade point average (TGPA). Academic standing is assessed in January for the fall term, in May for the winter term, and in September for the summer term. Academic standing in each term determines if students will be allowed to continue their studies in the next term and if any conditions will be attached to their registration.

Decisions about academic standing in the fall term are based only on grades that are available in January. Grades for courses in which students have deferred examinations and fall-term grades for courses that span the fall and winter terms do not affect academic standing for the fall term, even though they will ultimately affect students' fall TGPAs. Therefore, academic standings for the fall term are designated as "interim" and should be interpreted as advisory. Note that interim standing will not appear on external transcripts. **Interim standing decisions are mentioned below only if the rules for them differ from those for regular standing decisions.**

#### Satisfactory / Interim Satisfactory Standing

Students in satisfactory standing may continue in their program.

- New students are admitted to satisfactory standing.
- Students with a CGPA of 2.00 or greater are in satisfactory standing.

#### Probationary / Interim Probationary Standing

Students in probationary standing may continue in their program, but must carry a reduced load (maximum 14 credits per term) and raise their TGPA and CGPA to return to satisfactory standing (see above). They should see their departmental adviser to discuss their course selection.

Students in interim probationary standing may continue in their program, but should evaluate their course load and reduce it as appropriate. They are strongly advised to consult a departmental adviser, before the withdrawal deadlines, about their course selection for the winter term.

- Students who were previously in satisfactory standing will be placed in probationary standing if their CGPA falls between 1.50 and 1.99.
- Students who were previously in probationary standing will remain in probationary standing if their CGPA falls between 1.50 and 1.99 and their TGPA is 2.50 or higher, although the TGPA requirement will not apply to the summer term.
- Students who were previously in interim unsatisfactory standing will be placed in probationary standing if their CGPA falls between 1.50 and 1.99 and their TGPA is 2.50 or higher.
- Students who were previously in unsatisfactory standing and who were readmitted to the Faculty by the Associate Dean or the Committee on Student Standing will be placed in probationary standing if their CGPA is less than 2.00, but if they satisfy relevant conditions specified in their letter of readmission.

### Readmitted Unsatisfactory Standing

Students who were previously in unsatisfactory standing and who were readmitted to the Faculty by the Associate Dean or the Committee on Student Standing will have their standing changed to readmitted unsatisfactory standing. Their course load is specified in their letter of readmission as are the conditions they must meet to be allowed to continue in their program. They should see their departmental adviser to discuss their course selection.

### Unsatisfactory / Interim Unsatisfactory Standing

Students in interim unsatisfactory standing may continue in their program, but should evaluate their course load and reduce it as appropriate. They are strongly advised to consult a departmental adviser, before the withdrawal deadlines, about their course selection for the winter term.

Students in unsatisfactory standing have failed to meet the minimum standards set by the Faculty. They may not continue in their program, and their registration will be cancelled.

Appeals for readmission by students in unsatisfactory standing should be addressed to the Associate Dean no later than July 15 for readmission to the fall term and November 15 for the winter term. Readmission will be considered only when proof of extenuating circumstances that affected academic performance can be provided (e.g., medical or other documentation). Students in unsatisfactory standing for the second time must withdraw permanently.

Normally supplemental examinations are not permitted; however, students in unsatisfactory standing may appeal to the Associate Dean for permission to write a supplemental examination, clearly stating the reasons for special consideration and providing proof as appropriate.

- Students will be placed in unsatisfactory standing (winter or summer term) or interim unsatisfactory standing (fall term) if their CGPA falls or remains below 1.50.
- Students who were previously in probationary, unsatisfactory readmitted, or interim unsatisfactory standing will be placed in unsatisfactory standing if their TGPA falls below 2.50 and their CGPA is below 2.00.
- Students who were previously in unsatisfactory standing and who were readmitted to the Faculty by the Associate Dean or the Committee on Student Standing and who have not at least satisfied the conditions to attain probationary standing that were specified in the letter of readmission will be placed in unsatisfactory standing.

### Incomplete Standings

Standing awaits deferred exam.  
Standing Incomplete.

Students with incomplete standings in the winter or summer term may register for the fall term, but their standing must be resolved by the end of the course-change period for that term; otherwise, their registration will be cancelled. Students whose incomplete standing changes to satisfactory, probationary, or interim unsatisfactory standing may continue in the program. Students whose standing changes to unsatisfactory standing may not continue in their program, and their registration will be cancelled.

Students whose standing changes to unsatisfactory and who wish to ask for permission to continue in their program must make a request to the Associate Dean as soon as they are placed in unsatisfactory standing. Readmission will be considered only when proof of extenuating circumstances that affected academic performance can be provided (e.g., medical or other documentation).

Students whose standing is still incomplete by the end of course change period should immediately consult with the Student Affairs Office.

At the end of the winter term, students with a mark of K, L, or && will be placed in the appropriate standing in June, if the outstanding mark in the course will not affect their result. Otherwise the standing decision will only be made once their incomplete marks have been cleared.

## 3.5 Academic Distinctions

- Full-time students will be given the designation "Dean's Honour List" when their academic standing is in the upper 10% of the B.Com. student body. The designation, while carrying no monetary reward, is an official recognition of the student's achievements and will be noted on the student's transcripts. A minimum of 27 *graded* credits must have been completed during the academic year to be eligible; 14 credits in one semester.
- Students not in an Honours program who graduate with a CGPA of 3.50 or better will be awarded their degrees with "Great Distinction"; those with a CGPA between 3.30 and 3.49 will receive their degrees with "Distinction". In the case of transfer students or transfer credits, consideration is given to the quality of the work done elsewhere in addition to the CGPA requirement.
- The designation of Dean's Honour List for graduating students will be awarded by the Faculty to a maximum of 10% of its graduating students. The award will be made on the basis of the CGPA, with the minimum standard being set at a CGPA not lower than a 3.50.

## 3.6 Examinations

The following is supplemental to that which given under "Examinations" on [page 35](#).

### Supplemental Examinations

Supplemental examinations are not offered in undergraduate courses administered by the Faculty of Management. A student required to improve standing in a course must repeat the course in a subsequent term, completing all course requirements to the satisfaction of the instructor.

### Deferred Examinations

Students should apply in writing to their Associate Dean within SEVEN days of the final examination for deferred examination privileges. If approved, such a deferred examination will generally be written within the next formal period for which there is an examination in the course. Special arrangements may be made where a student has an authenticated case of long-term illness.

## 3.7 Verification of Grades and Re-Reads

Every student has the right to arrange a meeting with the instructor to review the examination questions and see the corrected solutions. The instructor has the option of meeting with the student to answer any questions that the student may have about the grading of the paper, or may supply to the student a sheet containing the correct answers to the examination questions. The student may review this in the presence of the faculty member or designate, but

may not take the material away. Students must exercise their right to see their papers by the end of the third week of classes in September for preceding winter and summer courses, or by the end of the third week of classes in January for preceding fall courses.

In a case where a student feels that an error has been made in arriving at the final grade, a Verification of Grade Application must be completed in the Program Office, requesting the instructor to carry out a detailed check that all questions have been marked, and that the final grade has correctly been computed on the basis of the term work, final examination, etc. However, during the course of the term, any requests to have term work re-evaluated should normally first be made directly to the instructor.

Students may apply to the Program Office for re-reads of written course work. Re-reads for computer-scored examinations are not possible, but students may request verification of their final grade.

The deadline for applying for a Verification of Grade or Re-read for the winter and summer term courses is the end of September; the deadline for fall term courses is the end of January. There is no charge for Verification of Grades; students will pay a fee (which will be billed to their account) for each Re-read. Verification of Grades or Re-reads in courses not offered by the Faculty of Management are subject to the deadlines, rules and regulations of the particular faculty concerned.

When a Re-read is requested, a second reader will be appointed, and will review the examination paper and several other papers in the same general mark range, and will be concerned with actual errors of marking, whether they be errors of omission or judgment. The recommendation of the second reader will stand, whether this recommendation involves an up-grading or a down-grading of the original mark. In a case where the original mark has been up-graded, the Re-read fee will be refunded to the student.

## 4 B.Com. Program Structure

The Bachelor of Commerce (B.Com) degree program is a three- or four-year program when taken full-time. It can also be pursued on a part-time evening basis.

Although the language of instruction at McGill is English, those who plan to be part of the Quebec business environment are reminded of the importance of competence in both written and oral French.

### 4.1 Stream I, General Management

B.Com. General Management	90-credit	120-credit
Freshman Year Requirements	0	21
Core	51	51
One Concentration*	15	15
A Second Concentration* (15), a Minor or Minor Concentration (minimum of 18), or 18 approved credits at the 300-level or higher	15 - 24	15 - 24
Electives	0 - 9	9 - 18

#### Concentrations\*

Accounting  
 Entrepreneurship  
 Finance  
 Information Systems  
 International Business  
 Labour-Management Relations  
 Management Science  
 Marketing  
 Operations Management  
 Organizational Behaviour and Human Resource Management  
 Strategic Management

\* Awaiting University approval, Management Concentrations increase to 15 credits each.

### Minors/Minor Concentrations

Although only the Mathematics and Statistics Minors are outlined in this section, a wide variety of programs are available as listed in the sections for the Faculties of Arts and Science. Popular choices include Anthropology, Canadian Studies, Computer Science, Environmental Studies, Geological Sciences, German, International Development, Women's Studies, etc.

Students interested in the Minor in Economics (Stream III) must see Ron Critchley in the B.Com. Office for faculty approval.

**It should be noted that a minimum of 18 credits of the Minor's requirements must not overlap with any other part of the student's program.**

### 4.2 Stream II, with Major or with Honours

B.Com. with Major or with Honours	90-credit	120-credit
Freshman Year Requirements	0	21
Core	51	51
Major or Honours requirements as per discipline	30 - 39	30 - 39
Electives	0 - 9	9 - 18

#### Majors

Economics  
 Finance  
 Information Systems  
 Labour-Management Relations  
 Marketing  
 Mathematics  
 Psychology

#### Honours

Accounting  
 Economics  
 Economics/Accounting  
 Economics/Finance

### 4.3 Stream III, Faculty Program in International Management

B.Com. Faculty Program in International Management	90-credit	120-credit
Freshman Year Requirements	0	21
Core	51	51
Regional Interdisciplinary Area of Specialization	27	27
Advanced Management Courses on Integrative or International Topics	9	9
Electives	3	12

#### Areas of specialization:

East Asia  
 Latin America and the Caribbean  
 Western Europe (France, Germany, Italy, or Spain)  
 Canada  
 United States

## 5 Management Core

All B.Com. students take the 51-credit Core curriculum set out below, except where modifications are specifically required by a Major or Honours program. Any other student wishing to deviate from this program must obtain written permission from the Associate Dean.

A grade of C or better is required for all Core courses. If a D is obtained in a Core course, the grade must be improved during the following term.

The distribution of Core courses over years differs depending upon whether the student is in the 90-credit program (3 years) or the 120-credit program (4 years). [Students who have completed the CEGEP program enter the 90-credit program; students from outside Quebec who have been accepted on the basis of high school completion, enter the 120-credit program.]

**5.1 90-credit Program, Core Course Distribution****U1 Required Courses** (30 credits)

MGCR 211	(3)	Intro to Financial Accounting
MGCR 213 <sup>1</sup>	(3)	Intro to Management Accounting
MGCR 222	(3)	Organizational Behaviour
MGCR 271 <sup>2</sup>	(3)	Statistics 1
MGCR 272 <sup>2</sup>	(3)	Statistics 2
MGCR 293 <sup>3</sup>	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Finance 1
MGCR 352	(3)	Marketing Management 1
ECON 295 <sup>3</sup>	(3)	Macroeconomic Policy

**U2 Required Courses** (18 credits)

MGCR 320	(3)	Managing Human Resources
MGCR 360	(3)	Social Context of Business
MGCR 373	(3)	Operations Research
MGCR 382 <sup>1</sup>	(3)	International Business
MGCR 472	(3)	Operations Management
EDEC 305	(3)	Communication in Management 2 (Faculty of Education)

**U3 Required Course** (3 credits)

MGCR 423	(3)	Organizational Policy
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**Notes:**

- Students considering the Faculty Program in International Management should take MGCR 382 in U1 and MGCR 213 in U2.
- Students considering a Major or Minor in Mathematics replace MGCR 271 and MGCR 272 with MATH 323 and MATH 324. Students considering an Honours or Joint Honours Program in Economics replace them with ECON 257D1/ECON 257D2.
- Students entering an Economics program replace MGCR 293 in U1 with either ECON 230D1/ECON 230D2 (for the Majors program) or ECON 250D1/ECON 250D2 (for the Honours Program); and replace ECON 295 in U2 with either ECON 330D1/ECON 330D2 (for the Majors program) or ECON 352D1/ECON 352D2 (for the Honours Program) taken in U2.

**5.2 120-credit Program, Core and Freshman Course Distribution**

Students admitted to a program requiring 97-120 credits (four years) register in a Freshman Year in which they must complete MATH 130 and MATH 131 (or equivalents) as well as the 15 credits of Complementary Courses specified below.

The Freshman and Core courses are distributed as follows:

**U0 Required Courses** (12 credits)

MATH 130 <sup>1</sup>	(3)	Math. for Management 1
MATH 131 <sup>1</sup>	(3)	Math. for Management 2
MGCR 211	(3)	Intro to Financial Accounting
MGCR 331	(3)	Information Systems

**U0 Complementary Courses** (15 credits)

3 credits in Psychology or Sociology, one course at the 100 or 200 level

6 credits of Humanities or Language courses

6 credits of Social Science or Science courses

**U0 Elective Course** (3 credits)

one 3-credit course

(Students should refer to Note 5 below as it may be necessary for them to take EDEC 205 Communications in Management 1 in U0.)

**U1 Required Courses** (27 credits)

MGCR 213 <sup>2</sup>	(3)	Intro to Management Accounting
MGCR 222	(3)	Organizational Behaviour
MGCR 271 <sup>3</sup>	(3)	Statistics 1
MGCR 272 <sup>3</sup>	(3)	Statistics 2
MGCR 293 <sup>4</sup>	(3)	Managerial Economics

MGCR 341	(3)	Finance 1
MGCR 352	(3)	Marketing Management 1
ECON 295 <sup>4</sup>	(3)	Macroeconomic Policy
EDEC 305 <sup>5</sup>	(3)	Communications in Management 2

**U2 Required Courses** (15 credits)

MGCR 320	(3)	Managing Human Resources
MGCR 360	(3)	Social Context of Business
MGCR 373	(3)	Operations Research
MGCR 382 <sup>2</sup>	(3)	International Business
MGCR 472	(3)	Operations Management

**U3 Required Courses** (3 credits)

MGCR 423	(3)	Organizational Policy
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**Notes:**

- Students considering a Major or Minor in Mathematics, or an Honours or Joint Honours program in Economics replace MATH 130 and MATH 131 with three of the following courses, or demonstrated proficiency through appropriate McGill Placement tests.

MATH 133	(3)	Vectors, Matrices and Geometry
MATH 139	(3)	Calculus
or MATH 140	(3)	Calculus 1
MATH 141	(3)	Calculus 2

Six of these credits would be counted in the Freshman Year requirements, the remaining 3 credits would be counted as Humanities or Science Complementary.

- Students considering the Faculty Program in International Management should take MGCR 382 in U1 and MGCR 213 in U2.
- Students considering a Major or Minor in Mathematics replace MGCR 271 and MGCR 272 with MATH 323 and MATH 324. Students considering an Honours or Joint Honours Program in Economics replace them with ECON 257D1/ECON 257D2.
- Students entering an Economics program replace MGCR 293 in U1 with either ECON 230D1/ECON 230D2 (for the Majors program) or ECON 250D1/ECON 250D2 (for the Honours Program); and replace ECON 295 with either ECON 330D1/ECON 330D2 (for the Majors program) or ECON 352D1/ECON 352D2 (for the Honours Program) in U2.
- In order to register for EDEC 305, students must either pass a Placement Test or have taken the prerequisite course, EDEC 205. Credit for EDEC 205, which would normally be taken in U0, would be counted as a Language Complementary or an elective.

**5.3 Exemptions and Advanced Standing**

Students who transfer to Management from other faculties within McGill, or from other universities, who have completed Core course material with sufficiently high standing will be granted exemption from the corresponding Core course if the courses are judged by the Faculty to be equivalent. Students who are accepted directly into the Faculty of Management from CEGEP will have exemptions, if any, determined at the time of entry.

In either case, students would replace the exempted course with any elective or higher level course offered in the Faculty for which they have the necessary prerequisites. It must be emphasized, however, that while the exemption absolves students from the need to repeat the course material, they receive no reduction in the number of credits needed for the degree. Detailed information concerning exemption criteria is available from the Student Affairs Office.

**6 Concentrations**

In order to complete a Concentration, the student must achieve a grade of C or better in all the courses which comprise the Concentration. The student who has failed to earn 15 satisfactory credits will be required to embark on a new Concentration, repeat the

course(s) in question or, where possible, to replace the course(s) with a satisfactory option from the Concentration courses.

In general, the student will begin taking courses from the chosen Concentration in the U2 year.

An adviser is appointed for each Management Concentration to assist students in choosing a Concentration and provide additional information regarding course selection.

### Second Concentration:

Students who chose to take a second Concentration will be required to complete 15 non-overlapping credits at a satisfactory level with a minimum grade of C in each course.

## 6.1 Accounting Concentration

Adviser: Professor D. H. Drury

This Concentration is designed to meet the needs of Management students who want to have a good basic understanding of accounting but do not intend to become professional accountants or accounting specialists. It is primarily oriented towards users of financial information and emphasizes breadth of knowledge in a coherent selection of courses.

The Accounting Concentration complements or forms part of the B.Com., General Management Program. The individual courses in the Concentration also act as service courses for other areas in the Faculty for their Majors or Concentrations.

(Concentration revision awaiting University approval)

### Required Courses (12 credits)

ACCT 311	(3)	Financial Accounting 1
ACCT 312	(3)	Financial Accounting 2
ACCT 313	(3)	Management Accounting 1
ACCT 415	(3)	Management Accounting 2

### Complementary Courses (3 credits)

either:

ACCT 417	(3)	Taxation and Business Decisions
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or another approved course at the 300 level or above in other Areas of the Faculty

## 6.2 Entrepreneurship Concentration

Adviser: Professor P. Johnson

This Concentration is concerned with the genesis and development of entrepreneurial activities. It deals with the integration of marketing, finance, organization and policy in the development and expansion of business enterprise. Included are the evaluation of new business ventures, the role of acquisitions, and the strategic issues and operating problems at various stages of a firm's existence from its beginnings to maturity.

(Concentration revision awaiting University approval)

### Required Course (3 credits)

BUSA 464	(3)	Management of Small Enterprises
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### Complementary Courses (12 credits)

one of:

BUSA 462	(3)	Management of New Enterprises
BUSA 465	(3)	Technological Entrepreneurship

and three of:

ACCT 417	(3)	Taxation and Business Decisions
BUSA 364	(3)	Business Law 1
FINE 445	(3)	Real Estate Finance
MGPO 383	(3)	International Business Policy
MGPO 562	(3)	Seminar in Organizational Strategy
MRKT 354	(3)	Marketing Management 2
MRKT 452	(3)	Consumer Behaviour
MRKT 453	(3)	Advertising Management
ORGB 321	(3)	Leadership, Power and Influence

## 6.3 Finance Concentration

Advisers: Professors M. Chaudhury, S. Sarkissian, A. de Motta and J. Ericsson

This Concentration has been designed to provide understanding of key concepts in finance theory, financial institutions, investment analysis, risk management, and applied techniques. Graduates find a strong demand among financial organizations, governments, and non-financial firms where they pursue careers which lead to positions such as Managing Partner, Treasurer and V.P. Finance.

(Concentration revision awaiting University approval)

### Required Courses (9 credits)

FINE 342	(3)	Finance 2
FINE 441	(3)	Investments and Portfolio Management
FINE 443	(3)	Applied Corporate Finance

### Complementary Course (6 credits)

two of:

FINE 442	(3)	Capital Markets and Institutions
FINE 444	(3)	Insurance and Risk Management
FINE 445	(3)	Real Estate Finance
FINE 448	(3)	Derivatives and Risk Management
FINE 449	(3)	Implementing Derivatives Models
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 492	(3)	International Finance 2
FINE 541	(3)	Applied Investments
FINE 645	(3)	Money and Capital Markets

## 6.4 Information Systems Concentration

Adviser: Professor K. Leitch

Two concentration streams are offered in Information Systems. The Systems Analysis stream provides the foundation for systems analyst, some design, IS project management, implementation and support positions. The Business Systems Design stream provides the foundation necessary for positions as systems designers and developers. Students are introduced to four different programming languages, and various design concepts, including event-driven, structured and object oriented design.

An IS Concentration differs from the Major in that it focuses on a restricted set of activities rather than the broader set of skills required of students intending to pursue careers in the information systems field.

Due to prerequisites, at least three terms are required to complete an IS Concentration.

(Concentration revisions awaiting University approval)

### SYSTEMS ANALYSIS AND IMPLEMENTATION STREAM

#### Required Courses (15 credits)

INSY 333	(3)	Systems Analysis and Modeling
INSY 341*	(3)	Business Systems Design 1
INSY 432	(3)	Information Systems Administration
INSY 436	(3)	Telecommunications Management
INSY 437	(3)	Data and Database Management

### BUSINESS SYSTEMS DESIGN STREAM

#### Required Courses (15 credits)

INSY 333	(3)	Systems Analysis and Modeling
INSY 341*	(3)	Business Systems Design 1
INSY 342*	(3)	Business Systems Design 2
INSY 422	(3)	Object Oriented Design
INSY 438	(3)	Graphical Development Environments

\* Students who have already taken COMP xxx (Computer Science) courses must see the adviser.

Students seeking an elective in IS without pursuing a Concentration or Major should consider INSY 333 and INSY 341.

### 6.5 International Business Concentration

Adviser: Professor H. Etemad

The objective of this Concentration is to help the student develop conceptual and analytical skills needed to formulate feasible and effective management policies in an international setting. With economic and business activity becoming increasingly internationalized, the program provides useful preparation for careers in a variety of organizations, including local business firms with international trade, licensing or financial arrangements; headquarters or subsidiaries of multinational companies; banks and other international financial institutions; and various governmental organizations.

(Concentration revision awaiting University approval)

#### Required Course (3 credits)

MGPO 383 (3) International Business Policy

#### Complementary Courses (12 credits)

four of:

- BUSA 391 (3) International Business Law
- BUSA 394 (3) Asia/Pacific Management
- BUSA 395 (3) European Economic & Business Management
- BUSA 434 (3) Topics in Management
- BUSA 481 (3) North America in the Global Market
- BUSA 493 (3) Global Economic Competitiveness
- FINE 478 (3) International Financial Management
- MGPO 469 (3) Managing Globalization
- MRKT 483 (3) International Marketing Management
- ORGB 380 (3) Cross Cultural Management

### 6.6 Labour-Management Relations Concentration

Adviser: Professor R. Hebdon

The objective of this Concentration is to provide a general understanding of the factors affecting employer-employee relations, both at the micro-level and in relation to the socio-economic context in which they occur. Students interested in more intensive study of this area are urged to consider the Major Program in Labour-Management Relations.

(Concentration revision awaiting University approval)

#### Required Courses (6 credits)

INDR 294 (3) Intro to Labour-Management Relations

INDR 496 (3) Collective Bargaining

#### Complementary Courses (9 credits)

three of:

- INDR 434 (3) Topics in Labour-Management Relations
- INDR 449 (3) Occupational Health & Safety
- INDR 459 (3) International Labour Relations
- INDR 494 (3) Labour Law
- INDR 497 (3) Contract Administration

### 6.7 Management Science Concentration

Advisers: Professors J.L. Goffin, R.J. Loulou, G.A. Whitmore

This Concentration prepares students for careers as management scientists, systems analysts and applied statisticians in business, government and consulting firms. Most courses in the Concentration are currently offered jointly to MBA students.

Management Science courses stress conceptual and problem-solving skills and familiarize students with modern mathematical and computational decision-making tools. The use of computers and spreadsheets is extensive. Students in other management areas who wish to complement their studies with valuable analytical training might consider these courses –

Marketing students: MGSC 632, MGSC 676;

Finance students: MGSC 675, MGSC 679;

IS or Operations Management students: MGSC 678.

(Concentration revision awaiting University approval)

#### Required Courses (6 credits)

MGSC 671 (3) Statistics for Business Decisions

MGSC 679 (3) Applied Optimization 1

#### Complementary Courses (9 credits)

at least two of:

MGSC 675 (3) Applied Time Series Analysis for Managerial Forecasting

MGSC 676 (3) Applied Multivariate Data Analysis

MGSC 678 (3) Simulation of Management Systems

the remaining credits, if any, to be chosen from:

MGSC 434 (3) Topics in Management Science

MGSC 631 (3) Analysis of Manufacturing Systems

MGSC 632 (3) Sample Survey Methods and Analysis

MGSC 633 (3) Applied Decision Analysis

MGSC 680 (3) Applied Optimization 2

and approved courses in other Areas or faculties.

### 6.8 Marketing Concentration

Advisers: Professors L. Dube, L. Gialloredo, A. Mukherjee, V. Vaupshas, and E. Sarigollu

This Concentration prepares the student for a wide variety of career opportunities. Marketing graduates historically have found employment in the field of product management, advertising, sales management, marketing management, pricing, marketing research, distribution and retailing. The Marketing Concentration provides a balance between courses focusing on fundamental, theoretical and "need to know" material, and courses with a strong practical and applied orientation.

(Concentration revision awaiting University approval)

#### Required Courses (12 credits)

MRKT 354 (3) Marketing Management 2

MRKT 357 (3) Marketing Planning

MRKT 451 (3) Marketing Research (to be taken in U2)

MRKT 452 (3) Consumer Behaviour

#### Complementary Course (3 credits)

one of:

MRKT 351 (3) Marketing in Society

MRKT 355 (3) Service Marketing

MRKT 365 (3) New Products

MRKT 438 (3) Brand Management

MRKT 453 (3) Advertising Management

MRKT 455 (3) Sales Force Management

MRKT 456 (3) Industrial Marketing

MRKT 459 (3) Retail Management

MRKT 461 (3) Advertising Practicum

MRKT 483 (3) International Marketing

MRKT 557 (3) Marketing Research 2

### 6.9 Operations Management Concentration

Advisers: Professors T. Boyaci, S. Li, V. Verter

This Concentration prepares the student for a variety of career opportunities. Graduates typically begin their career in one of three kinds of jobs: 1) line positions involving production and materials management; 2) operations analyst positions at the corporate or strategic planning level, analyzing programs and investment options involving operations; or 3) consulting positions. The OM Concentration provides rigorous analytical training and links different functional areas in business with areas in operations such as technology management, production planning, inventory control, distribution systems, quality management, etc. Most courses in the Concentration are currently offered jointly to M.B.A. students.

(Concentration revision awaiting University approval)

#### Required Courses (9 credits)

MGSC 601 (3) Management of Technology in Manufacturing

MGSC 605 (3) Total Quality Management

MGSC 631 (3) Analysis of Manufacturing Systems



**Complementary Courses** (6 credits)

two courses chosen from:

- MGSC 434 (3) Topics in Management Science
  - MGSC 600 (3) Applications in Operations Management
  - MGSC 602 (3) Manufacturing Strategies
  - MGSC 603 (3) Logistics Management
  - MGSC 671 (3) Statistics for Business Decisions
  - MGSC 675 (3) Applied Time Series Analysis for Managerial Forecasting
  - MGSC 678 (3) Simulation of Management Systems
  - MGSC 679 (3) Applied Optimization 1
  - MGSC 680 (3) Applied Optimization 2
- and approved courses in other Areas or faculties.

**6.10 Organizational Behaviour and Human Resource Management Concentration**

Adviser: Professor M.D. Lee

This Concentration provides an opportunity for students to increase their awareness of behavioural issues encountered in job and organizational settings, and prepare themselves for graduate study in the behavioural sciences or for careers in general management or human resource management.

(Concentration revision awaiting University approval)

**Complementary Courses** (15 credits)

five of:

- ORGB 321 (3) Leadership, Power and Influence
- ORGB 380 (3) Cross-Cultural Management
- ORGB 420 (3) Group Dynamics
- ORGB 421 (3) Managing Organizational Change
- ORGB 429\* (6) O.B. for Course Counsellors
- ORGB 434 (3) Advanced Topics in O.B.
- ORGB 435 (3) Women as Global Leaders and Managers
- ORGB 525 (3) Compensation Management

\* If ORGB 429 is taken, only 3 credits will count towards the Concentration, the other 3 will be counted as elective.

**6.11 Strategic Management Concentration**

Advisers: Professors M. Graham, J. Jorgensen

This Concentration provides students with an understanding of an organization in its economic and social context. The economic context is concerned with the study of how organizations compete and collaborate in their industries or domains. The organization at the macro level (rather than from the point of view of a particular function or department) is the focus of this Concentration, which explores how strategies are formed to deal with opportunities and threats in the environment, how strategies can be realized, and how change processes are managed. The social context looks at how business interacts with the larger society of which it is a part. This focus explores the historical and ethical development of modern capitalist society, and the various difficulties and dilemmas that business and other organizations face in acting in a socially responsible manner.

(Concentration revision awaiting University approval)

**Complementary Courses** (15 credits)

at least one of:

- MGPO 469 (3) Managing Globalization
- MGPO 470 (3) Strategy and Organization

the remaining credits to be chosen from:

- BUSA 400 (3) Independent Studies in Management
- BUSA 462 (3) Management of New Enterprises
- BUSA 464 (3) Management of Small Enterprises
- MGPO 383 (3) International Business Policy
- MGPO 434 (3) Topics in Policy
- MGPO 440 (3) Strategies for Sustainable Development
- MGPO 450 (3) Ethics in Management
- MGPO 460 (3) Managing Innovation
- MGPO 468 (3) Managing Organizational Politics
- MGPO 562 (3) Seminar in Organizational Strategy
- MGPO 567 (3) Business in Society

**7 Minors**

B.Com. Program Minors Adviser: Ron Critchley

The Minor programs offered in the Faculties of Arts and Science may be taken in conjunction with any B.Com. program.

Students doing a Minor program must have a Faculty of Management Minor Approval Form, listing the courses being applied to the Minor, signed by the Minor adviser. The Minor in Mathematics and the Minor in Statistics are detailed below. For all other Minors, please refer to the Arts and Science Faculty sections. For the Minor in Economics, students must complete 18 credits of material which does not overlap with Management course content; students interested in this Minor must obtain approval from Ron Critchley in the B.Com. Office.

Students should begin the Minor in Mathematics and the Minor in Statistics no later than the penultimate year and should immediately consult the appropriate adviser in the Department of Mathematics and Statistics.

Students planning to take the Minor in Mathematics or the Minor in Statistics are advised to substitute MATH 323 and MATH 324 for MGCR 271 and MGCR 272. Those courses will then count 6 credits towards the Minor. If the decision to take a Minor program is made after MGCR 271 and MGCR 272 have been taken, students who wish to take MATH 323 and MATH 324 will receive three new credits for each of MATH 323 and MATH 324; however MGCR 271 and MGCR 272 will count for a total of only three credits towards the 24 credit Minor requirement.

**7.1 Minor in Mathematics**

Adviser: Professor W.J. Anderson, Department of Mathematics and Statistics, Faculty of Science

**Required Courses** (6 credits)

- MATH 222 (3) Calculus 3
- MATH 315 (3) Ordinary Differential Equations

**Complementary Courses** (18 credits)

- MATH 223 (3) Linear Algebra
- or MATH 235 (3) Algebra 1
- and MATH 236 (3) Linear Algebra 1

the remaining credits may be freely chosen from the Required and Complementary courses for Majors and Honours students in Mathematics (MATH 323 and MATH 324 are strongly recommended), with the obvious exception of courses that involve duplication of material. Alternatively up to six credits may be allowed for appropriate courses from other departments. These include MGSC 630, MGSC 632 (if MATH 425 is not taken), MGSC 633, MGSC 671, MGSC 675, MGSC 678, MGSC 679, MGSC 680.

All courses counted towards the Minor must be passed with a grade of C or better. No more than six credits overlap are permitted between the Minor and the primary program.

**7.2 Minor in Statistics**

Adviser: Professor K. Worsley, Department of Mathematics and Statistics, Faculty of Science

**Required Courses** (6 credits)

- MATH 222 (3) Calculus 3
- MATH 423 (3) Regression and Analysis of Variance

**Complementary Courses** (18 credits)

- MATH 223 (3) Linear Algebra
- or MATH 235 (3) Algebra 1
- and MATH 236 (3) Linear Algebra 1

6 credits, one of the following sets:

- MATH 323 (3) Probability Theory
- and MATH 324 (3) Statistics
- or MATH 356 (3) Probability
- and MATH 357 (3) Statistics

at least 6 credits to be chosen from:

MATH 425	(3)	Sampling Theory and Applications
or MGSC 632	(3)	Sample Survey Methods and Analysis
MATH 447	(3)	Stochastic Processes
MATH 524	(4)	Nonparametric Statistics
MATH 556	(4)	Mathematical Statistics 1
MATH 557	(4)	Mathematical Statistics 2
MGSC 633	(3)	Applied Decision Analysis
MGSC 634	(3)	Econometric Methods in Management
MGSC 671	(3)	Statistics for Business Decisions
MGSC 675	(3)	Applied Time Series Analysis for Managerial Forecasting
MGSC 676	(3)	Applied Multivariate Data Analysis

No more than six credits may be taken outside the Department of Mathematics and Statistics. Further credits (if needed) may be freely chosen from the Required and Complementary courses for Majors and Honours students in Mathematics, with the obvious exception of courses that involve duplication of material.

All courses counted towards the Minor must be passed with a grade of C or better. No more than six credits of overlap are permitted between the Minor and the primary program.

## 8 Majors

B.Com. Program Majors Adviser: Ron Critchley

Major programs are available in Economics, Finance, Information Systems, Labour-Management Relations, Marketing, Mathematics, and Psychology.

Because of the heavier demands of Major programs, students desiring to pursue a program of this type are advised to declare their intention at the beginning of the program. Students are then assigned an adviser from the appropriate department and a suitable program is worked out. Only satisfactory grades (C or better) may count towards the Major requirements.

### 8.1 Major in Economics for Management Students

Advisers: Professors A. Deutsch, P. Dickinson, M. Frankman, J. Iton, J. Kurien, K. MacKenzie, R.T. Naylor, L. Soderstrom, A. Vicas, T. Velk, W. Watson, Department of Economics, Faculty of Arts

Please consult the Economics Department website  
<http://www.mcgill.ca/economics>

This Major is comprised of 36 credits of Economics courses (6 credits of which are counted as Core credits).

#### Required Courses (12 credits)

ECON 230D1*	(3)	Microeconomy Theory
ECON 230D2*	(3)	Microeconomy Theory
ECON 330D1**	(3)	Macroeconomic Theory
ECON 330D2**	(3)	Macroeconomic Theory

\* 3 of the 6 credits for Microeconomy Theory are counted in the Core, where it replaces MGCR 293.

\*\* 3 of the 6 credits for Macroeconomy Theory are counted in the Core, where it replaces ECON 295.

#### Complementary Courses (24 credits)

24 credits from other 200-, 300- and 400-level courses in Economics (excluding courses with numbers between 200 and 209). At least 6 of these 24 credits should be taken from courses with 400 level numbers. No more than 6 of the 24 credits may be taken at the 200 level.

ECON 227D1/ECON 227D2 and ECON 257D1/ECON 257D2 or other economic statistics courses taken elsewhere to meet statistics requirements in lieu of MGCR 271 and MGCR 272 will not count as part of the 24 credits.

### 8.2 Major in Finance

Advisers: Professors M. Chaudhury, S. Sarkissian, A. de Motta and J. Ericsson

The 30-credit Finance Major has been designed to meet the increasing demand for expertise in this rapidly growing functional area of business. The Major is designed to provide in-depth knowledge of finance theory, financial institutions, investment analysis, risk management, and applied techniques. Employment for graduates is most often obtained in investment and commercial banking, manufacturing and service firms, non-profit organizations, and governments, and non-financial firms.

#### Required Courses (15 credits)

FINE 342	(3)	Finance 2
FINE 441	(3)	Investments and Portfolio Management
FINE 443	(3)	Applied Corporate Finance
FINE 448	(3)	Derivatives and Risk Management
FINE 482	(3)	International Finance 1

#### Complementary Courses (15 credits)

at least 9 credits from:

FINE 442	(3)	Capital Markets and Institutions
FINE 444	(3)	Insurance and Risk Management
FINE 449	(3)	Implementing Derivatives Models
FINE 480	(3)	Global Investments
FINE 492	(3)	International Finance 2
FINE 541	(3)	Applied Investments
FINE 647	(3)	Advanced Finance Seminar

the remainder, if any, from:

ACCT 311	(3)	Financial Accounting 1
ACCT 312	(3)	Financial Accounting 2
ACCT 417	(3)	Taxation and Business Decisions
FINE 445	(3)	Real Estate Finance
MGSC 675	(3)	Applied Time Series Analysis

### 8.3 Major in Information Systems

Adviser: Professor K. Leitch

The 30-credit Major in IS is designed to provide a strong foundation in the design, development, and implementation of information systems within the framework of the Management program. The Major is most appropriate for students seeking a career in the information systems field as systems analysts, systems developers, support analysts, and managers of information systems teams and departments. The IS Major combines both IS Concentration streams (Systems Analysis and Implementation, and Business Systems Development) with two additional courses chosen by the student and approved by the IS faculty.

Due to prerequisites, four terms are required to complete a Major in Information Systems.

(Program revision awaiting University approval)

#### Required Courses (24 credits)

INSY 333	(3)	Systems Analysis and Modelling
INSY 341	(3)	Business Systems Design 1
INSY 342	(3)	Business Systems Design 2
INSY 422	(3)	Object Oriented Design
INSY 432	(3)	Information Systems Administration
INSY 436	(3)	Telecommunications Management
INSY 437	(3)	Data and Database Management
INSY 438	(3)	Graphical Development Environments

#### Complementary Courses (6 credits)

6 credits chosen from the following:

INSY 332	(3)	Accounting Information Systems
INSY 334	(3)	Business Program Development
INSY 431	(3)	Information Systems Design
INSY 444	(3)	Decision Support Systems
ELEE xxx*	(3)	Computer Engineering Courses
COMP xxx*	(3)	Computer Science Courses**
CCCS xxx*	(3)	Computer Courses in Continuing Education

\* Courses with ELEE, COMP, or CCCS prefixes must be approved by the adviser.

\*\* Students who have already taken COMP xxx (Computer Science) courses must see the adviser to determine if they may count these courses as Complementaries, or if exemptions from Required courses will be permitted.

#### 8.4 Major in Labour-Management Relations

Adviser: Professor M.D. Lee

This 30-credit Major provides students with a general understanding of the factors affecting employer-employee relations, including labour unions and laws that regulate the employment relationship. It is integral to the practice of human resource management, particularly in a unionized environment.

In addition to giving students a foundation in various aspects of labour relations and labour markets, this program provides understanding of federal and provincial labour legislation, training in collective bargaining, the administration of trade union contracts, handling of grievances and preparation for participation in arbitration proceedings, a view of human resources, problems and planning on the macro level.

##### Required Courses (30 credits)

INDR 294	(3)	Intro to Labour-Management Relations
INDR 449	(3)	Occupational Health & Safety
INDR 459	(3)	International Labour Relations
INDR 492	(3)	Public Policy in Industrial Relations
INDR 494	(3)	Labour Law
INDR 495	(3)	Labour Relations in the Public Sector
INDR 496	(3)	Collective Bargaining
INDR 497	(3)	Contract Administration
ECON 306D1	(3)	Labour Economics and Institutions
ECON 306D2	(3)	Labour Economics and Institutions

#### 8.5 Major in Marketing

Adviser: Professor V. Vaupshas

This 30-credit Marketing Major is designed to provide students with a strong background in marketing in order to prepare them for the wide variety of marketing careers available. The Major is most appropriate for those students seeking a career in brand management, small business marketing, selling and sales management and business-to-business marketing. In addition to the 15 Required credits, students must select an additional 15 credits from the list of Complementary courses.

(Program revision awaiting University approval.)

##### Required Courses (15 credits)

MRKT 354	(3)	Marketing Management 2
MRKT 357	(3)	Marketing Planning
MRKT 451	(3)	Marketing Research
MRKT 452	(3)	Consumer Behaviour
MRKT 453	(3)	Advertising Management

##### Complementary Courses (15 credits)

five of:

BUSA 464	(3)	Management of Small Enterprises
MRKT 351	(3)	Marketing in Society
MRKT 355	(3)	Service Marketing
MRKT 365	(3)	New Products
MRKT 438	(3)	Brand Management
MRKT 455	(3)	Sales Force Management
MRKT 456	(3)	Industrial Marketing
MRKT 459	(3)	Retail Management
MRKT 461	(3)	Advertising Practicum
MRKT 483	(3)	International Marketing
MRKT 557	(3)	Marketing Research 2

#### 8.6 Major in Mathematics for Management Students

Adviser: Professor W.J. Anderson, Department of Mathematics and Statistics, Faculty of Science

This Major is comprised of 54 credits of Mathematics and related courses (15 credits of which are counted as Core credits). It provides students in Management with a sound mathematical basis for the understanding of the modern concepts of Management Science. These require a good knowledge of advanced calculus, analysis, linear algebra and statistics. Current research in various branches of Management Science also requires considerable training in mathematics.

Since management is, in part, a sequential decision making process, a good manager needs to be able to devise optimal strategies in a systematic and scientific way. Courses in stochastic processes, optimization, etc., will help to reinforce such skills.

Students entering the Major program in Mathematics are normally expected to have completed MATH 133, MATH 140, and MATH 141 or their equivalents. Otherwise they will be required to make up any deficiencies in these courses over and above the credits specified in the Major. Students entering the 120-credit Management program would take these courses in place of MATH 130 and 189-131 in U0, counting 6 credits as Freshman Program credits and the remaining 3 as Freshman Complementary.

##### Required Courses (30 credits)

MATH 222	(3)	Calculus 3
MATH 235	(3)	Algebra 1
MATH 236	(3)	Linear Algebra 1
MATH 242	(3)	Analysis 1
MATH 243	(3)	Real Analysis
MATH 314	(3)	Advanced Calculus
MATH 315	(3)	Ordinary Differential Equations
MATH 316	(3)	Functions of a Complex Variable
MATH 323*	(3)	Probability Theory
MATH 324*	(3)	Statistics

\* credits for these courses are counted in the Core where they replace MGCR 271 and MGCR 272.

##### Complementary Courses (24 credits)

one of:

MATH 317	(3)	Numerical Analysis
MATH 343	(3)	Discrete Mathematics and Applied Algebra

plus 12 credits selected from courses offered by the Department of Mathematics and Statistics.

The additional 9 credits in Mathematics or related disciplines which complete the Major are fulfilled by Core courses MGCR 331, MGCR 373, MGCR 472.

**Note:** Due to COMP 202, which is prerequisite to both MATH 317 and MATH 343, this Major requires 93 credits to complete.

#### 8.7 Major in Psychology for Management Students

Adviser: Professor M.D. Lee

This Major is comprised of 30 credits – 24 credits in Psychology and 6 credits to be taken in Management.

The Faculty of Management in collaboration with the Psychology Department, Faculty of Science, offers programs of study in organizational and consumer psychology leading to the B.Com. degree. These programs concentrate on providing an education in the fundamentals of experimental and social psychology. In view of rapid changes in practical methods and professional techniques employed by managers and professional consultants, broad training in such fundamentals is seen as excellent preparation for graduate school in psychology and management as well as for a successful managerial career.

##### Required Courses (12 credits)

PSYC 211	(3)	Introductory Behavioural Neuroscience
PSYC 213	(3)	Cognition
PSYC 215	(3)	Social Psychology
PSYC 333	(3)	Personality and Social Psychology

**Complementary Courses (18 credits)**

12 credits chosen from:

- PSYC 212 (3) Perception
- PSYC 310 (3) Human Intelligence
- PSYC 314 (3) Thinking and Concepts
- PSYC 331 (3) Inter-group Relations
- PSYC 332 (3) Introduction to Personality
- PSYC 335 (3) Formal Models of Psych. Processes
- PSYC 336 (3) Measurement of Psych. Processes
- PSYC 340 (3) The Psychology of Language
- PSYC 341 (3) Psychology of Bilingualism
- PSYC 351 (3) Research Methods in Social Psychology
- PSYC 352 (3) Lab in Cognitive Psychology
- PSYC 354 (3) Interpersonal Relationships
- PSYC 401 (3) Theories of Cognition
- PSYC 403 (3) Modern Psychology in Historical Perspective
- PSYC 406 (3) Psychological Tests and Measurement
- PSYC 408 (3) Principles of Cognitive Behaviour Therapy
- PSYC 451 (3) Human Factors Research and Techniques
- PSYC 471 (3) Human Motivation
- PSYC 510 (3) Statistical Analysis of Tests

and 6 credits taken in one of the following two options:

**Organizational Psychology Option**

two of:

- ORGB 321 (3) Leadership
- ORGB 380 (3) Cross-Cultural Management
- ORGB 420 (3) Group Dynamics
- ORGB 421 (3) Managing Organizational Change
- ORGB 434 (3) Advanced Topics in Organizational Behaviour
- ORGB 435 (3) Women as Global Leaders & Managers
- INDR 294 (3) Intro to Labour-Management Relations

**Consumer Psychology Option**

two of:

- MRKT 451 (3) Marketing Research
- MRKT 452 (3) Consumer Behaviour
- MRKT 557 (3) Marketing Research 2

## 9 Honours

B.Com. Program Honours Adviser: Ron Critchley

An Honours program is available in Accounting and in Economics, as well as Joint Honours programs in Economics and Accounting, and in Economics and Finance.

The difference between the Honours and Major programs is not one of quantity but rather of quality, the Honours program involving study in greater depth. Students must register with the Economics Department, Faculty of Arts, for the Honours in Economics programs. This will usually be done at the beginning of their U1 year but special arrangements may be made for students wishing to enter the program at the beginning of U2. Graduation with an Honours standing requires a minimum CGPA of 3.00 and an average of 3.00 in the specified courses of the program.

### 9.1 Honours in Accounting

Adviser: Professor D.H. Drury

The objectives of this 36-credit program are twofold – to prepare students for admission to the accountancy profession (CA, CMA, CGA) and to prepare students for careers in business and government, where accounting expertise is recognised as necessary and indispensable.

Students should note that although the program incorporates the academic and/or professional requirements imposed by the professional groups, the scope of the program is much broader. Courses are not designed specifically to meet professional requirements. Students entering the Accounting Honours program with the intention of proceeding onward to qualification as a CA,

CMA or CGA should consult the Honours Adviser. Further information on the Graduate Diploma in Public Accountancy, one of the requirements for admission to l'Ordre des comptables agréés du Québec (CA), may be obtained from the Faculty of Management office which administers that program. McGill's Centre for Continuing Education should be contacted regarding the Certified General Accountant program. For information on the Certified Management Accountant program, students should contact Professor C. McWatters in the Faculty of Management.

Entry into the Honours program will be by application at the end of U1. Acceptance to the program is on a competitive basis; students who apply must have a CGPA of 2.80 (65% average) in U1 with at least a B- in MGCR 211 and MGCR 213.

To remain in the Honours program, students must maintain minimum standards. A grade of at least B- is required in each course in the Honours Program. Students receiving a grade of less than B- in any Required course will have to repeat that course; if a grade of less than B- is received for a Complementary course, it may be repeated or another Complementary course taken in its place. Graduation with an Honours standing requires a minimum CGPA of 3.00 (70%) in each year of the Honours Program (U2 and U3) and an average of 3.00 (70%) in the specified courses of the program

**Required Courses (18 credits)**

- ACCT 351 (3) Intermediate Financial Accounting 1
- ACCT 352 (3) Intermediate Financial Accounting 2
- ACCT 361 (3) Intermediate Management Accounting 1
- ACCT 362 (3) Intermediate Management Accounting 2
- ACCT 385 (3) Principles of Taxation
- ACCT 455 (3) Development of Accounting Thought

**Complementary Courses (18 credits)**

a minimum of 9 credits (3 courses) must be chosen from Category A, and a maximum of 9 credits (3 courses) may be chosen from Category B

**Category A:**

at least one of:

- ACCT 453 (3) Advanced Financial Accounting
- ACCT 463 (3) Advanced Management Accounting

the remainder to be chosen from:

- ACCT 356 (3) International Accounting
- ACCT 454 (3) Financial Reporting: Standards & Practices
- ACCT 434 (3) Topics in Accounting
- ACCT 471 (3) Non-Profit Accounting
- ACCT 475 (3) Principles of Auditing
- ACCT 476 (3) Internal Auditing
- ACCT 477 (3) External Auditing
- ACCT 486 (3) Taxation 2

**Category B**

- INSY 332 (3) Accounting Information Systems
- INSY 333 (3) Systems Analysis and Modelling
- INSY 341 (3) Business Systems Design 1
- FINE 342 (3) Finance 2
- FINE 441 (3) Investments & Portfolio Management
- FINE 443 (3) Applied Corporate Finance
- FINE 482 (3) International Finance I

and Approved Courses at the 300 level or higher in other Areas of the Faculty

### 9.2 Honours in Economics for Management Students

Advisers: Professors S. Banerjee, G. Grantham, R. Rowley, and N. Turdaliev, Department of Economics, Faculty of Arts

Please consult the Economics Department website

<http://www.mcgill.ca/economics>

This program is comprised of 42 credits of Honours Economics courses (12 credits of which are counted as Core credits).

To remain in the Honours program, students must obtain a grade of at least B- in ECON 250D1/ECON 250D2. Graduation

with an Honours standing requires a minimum CGPA of 3.00 and an average of 3.00 in the specified courses of the program.

#### Required Courses (24 credits)

ECON 250D1 <sup>1</sup>	(3)	Introduction to Economic Theory – Honours
ECON 250D2 <sup>1</sup>	(3)	Introduction to Economic Theory – Honours
ECON 257D1 <sup>2</sup>	(3)	Economic Statistics – Honours
ECON 257D2 <sup>2</sup>	(3)	Economic Statistics – Honours
ECON 352D1 <sup>3</sup>	(3)	Macroeconomics – Honours
ECON 352D2 <sup>3</sup>	(3)	Macroeconomics – Honours
ECON 450D1	(3)	Advanced Economic Theory – Honours
ECON 450D2	(3)	Advanced Economic Theory – Honours

#### Notes:

- 3 of the 6 credits for Introduction to Economic Theory are counted in the Core, where it replaces MGCR 293.
- 3 of the 6 credits for Economic Statistics are counted in the Core, where it replaces MGCR 271 and MGCR 272.
- 3 of the 6 credits for Macroeconomics are counted in the Core, where it replaces ECON 295.

#### Complementary Courses (18 credits)

ECON 460	(3)	History of Thought 1 – Honours
and ECON 461	(3)	History of Thought 2 – Honours
or ECON 467D1	(3)	Econometrics – Honours
and ECON 467D2	(3)	Econometrics – Honours

plus 12 credits of other Economics courses approved by an Honours adviser.

### 9.3 Joint Honours in Economics and Accounting

Advisers: Professors S. Banerjee, G. Grantham, R. Rowley, and N. Turdaliev, Department of Economics, Faculty of Arts

Please consult the Economics Department website  
<http://www.mcgill.ca/economics>

This Joint Honours program is comprised of 36 credits of Honours Economics courses (12 credits of which are counted as Core credits) and 12 credits of courses from the Honours in Accounting program.

To earn an Honours designation, a CGPA of 3.00 is required in the 36 credits in Economics (including a 3.00 CGPA in the specified courses) and a grade of B- or better with a CGPA of 3.00 in all Accounting courses.

#### Economics Required Courses (24 credits)

ECON 250D1 <sup>1</sup>	(3)	Introduction to Economic Theory - Honours
ECON 250D2 <sup>1</sup>	(3)	Introduction to Economic Theory - Honours
ECON 257D1 <sup>2</sup>	(3)	Economic Statistics - Honours
ECON 257D2 <sup>2</sup>	(3)	Economic Statistics - Honours
ECON 352D1 <sup>3</sup>	(3)	Macroeconomics - Honours
ECON 352D2 <sup>3</sup>	(3)	Macroeconomics - Honours
ECON 450D1	(3)	Advanced Economic Theory - Honours
ECON 450D2	(3)	Advanced Economic Theory - Honours

#### Notes:

- 3 of the 6 credits for Introduction to Economic Theory are counted in the Core, where it replaces MGCR 293.
- credits for this course are counted in the Core, where it replaces MGCR 271 and MGCR 272.
- 3 of the 6 credits for Macroeconomics are counted in the Core, where it replaces ECON 295.

#### Economics Complementary Courses (12 credits)

ECON 460	(3)	History of Thought 1 – Honours
and ECON 461	(3)	History of Thought 2 – Honours
or ECON 467D1	(3)	Econometrics – Honours
and ECON 467D2	(3)	Econometrics – Honours

plus 6 credits of other Economics courses approved by an Honours adviser.

#### Accounting Required Courses (9 credits)

ACCT 351	(3)	Intermediate Financial Accounting 1
ACCT 352	(3)	Intermediate Financial Accounting 2
ACCT 361	(3)	Intermediate Management Accounting 1

#### Accounting Complementary Course (3 credits)

ACCT 362	(3)	Intermediate Management Accounting 2
or ACCT 385	(3)	Principles of Taxation

### 9.4 Joint Honours in Economics and Finance

Adviser: Professor V. Errunza

Please consult the Economics Department website  
<http://www.mcgill.ca/economics>

This Joint Honours program is comprised of 30 credits of Honours Economics courses (12 credits of which are counted as Core credits) and 18 credits in Finance.

This program is designed to take advantage of both McGill's Finance and Economics course offerings to produce a student who is well trained in these two complementary areas, and is particularly attractive to those planning careers in finance, economics or financial economics posts in both industry and government. The program is a demanding one and its potential rewards are correspondingly high.

To earn the Honours designation, a CGPA of 3.00 is required in the Economics credits and a grade of B- or better with a CGPA of 3.00 in all Finance courses.

#### Economics Required Courses (24 credits)

ECON 250D1 <sup>1</sup>	(3)	Introduction to Economic Theory - Honours
ECON 250D2 <sup>1</sup>	(3)	Introduction to Economic Theory - Honours
ECON 257D1 <sup>2</sup>	(3)	Economic Statistics - Honours
ECON 257D2 <sup>2</sup>	(3)	Economic Statistics - Honours
ECON 352D1 <sup>3</sup>	(3)	Macroeconomics - Honours
ECON 352D2 <sup>3</sup>	(3)	Macroeconomics - Honours
ECON 450D1	(3)	Advanced Economic Theory - Honours
ECON 450D2	(3)	Advanced Economic Theory - Honours

#### Notes:

- 3 of the 6 credits for Introduction to Economic Theory are counted in the Core, where it replaces MGCR 293
- credits for this course are counted in the Core, where it replaces MGCR 271 and MGCR 272.
- 3 of the 6 credits for Macroeconomics are counted in the Core, where it replaces ECON 295.

#### Economics Complementary Courses (6 credits)

ECON 460	(3)	History of Thought 1 - Honours
and ECON 461	(3)	History of Thought 2 - Honours
or ECON 467D1	(3)	Econometrics – Honours
and ECON 467D2	(3)	Econometrics – Honours

#### Finance Required Courses (12 credits)

FINE 342	(3)	Finance 2
FINE 441	(3)	Investments and Portfolio Management
FINE 443	(3)	Applied Corporate Finance
FINE 647	(3)	Advanced Finance Seminar

#### Finance Complementary Courses (6 credits)

two of:

FINE 448	(3)	Derivatives and Risk Management
FINE 449	(3)	Implementing Derivatives Models
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 492	(3)	International Finance 2
FINE 541	(3)	Applied Investments

## 10 Faculty Program in International Management

B.Com. Faculty Program Adviser: Giulia Campofredano

Students who choose this course of study take the standard 51 credits of Core courses but, instead of choosing a Major, Honours or Concentration, they focus on gaining knowledge of a specific geographical region of the world by taking a minimum of 27 credits of courses in an interdisciplinary area of study in the Faculty of Arts. The program also includes a minimum of 9 credits of 300 or higher level courses on integrative or international topics in management.

All students admitted into the full time B.Com. program are eligible for this course of study. Students considering the Faculty Program should take MGCR 382 in U1 to help them decide. In order to fulfill the requirements of this option in the 3 or 4 years typically taken to complete a B.Com. degree, students should select their region of specialization by the Spring of their U1 year. An adviser from the Faculty will be appointed to each of the interdisciplinary regional areas of study to help students plan their programs of study.

### REGIONAL INTERDISCIPLINARY AREAS OF SPECIALIZATION

Three areas of study are offered to all students: Latin America and the Caribbean, East Asia, and Western Europe (Germany, Italy, France, or Spain). Two additional areas of study (Canada and the United States) are offered for foreign students who come to McGill from other countries.

Students must complete 9 to 12 credits of language study appropriate to their regional area of study, unless they can demonstrate proficiency, in which case they must substitute courses taught in the language of their chosen region.

In addition to language study, a minimum of 15 to 18 credits of courses focused on the geographical region of choice must be taken. These courses are from a wide range of Faculty of Arts departments: Anthropology, Economics, Geography, History, Political Science, Religious Studies, etc.

### A TERM ABROAD

All students in the program will be expected to spend one term in the region they have chosen to study. During this term they would be required to either:

- take approved courses which can be used towards their language credits, their regional area studies, or the advanced management courses on integrative or international topics; or
- work in a job where they must use a language from their chosen region. If they are able to arrange a verifiable, paid work experience, they will be eligible to receive 3 course credits to be used toward their advanced management courses if they make arrangements in advance to take an Independent Study course and write a paper related to their experiences.

### INTEGRATIVE OR INTERNATIONAL TOPICS IN MANAGEMENT

Students must take at least 9 credits of courses on international or integrative business topics. At least one of the courses must include an assignment which requires students to capitalize on their broad interdisciplinary knowledge and expertise gained from their study of a particular culture, as well as management.

#### Integrative/International Topics in Management Component

9 credits chosen from the following:

- |           |     |   |
|-----------|-----|---|
| BUSA 391  | (3) | International Business Law              |
| BUSA 394* | (3) | Asia/Pacific Management                 |
| BUSA 395  | (3) | European Economic & Business Management |
| BUSA 434  | (3) | Topics in Management                    |
| BUSA 462  | (3) | Management of New Enterprises           |
| BUSA 464  | (3) | Management of Small Enterprises         |

- |          |     |  |
|----------|-----|--|
| BUSA 481 | (3) | North America in the Global Market     |
| BUSA 493 | (3) | Global Economic Competitiveness        |
| FINE 478 | (3) | International Financial Management     |
| FINE 482 | (3) | International Finance 1                |
| MGPO 383 | (3) | International Business Policy          |
| MGPO 440 | (3) | Strategies for Sustainable Development |
| MGPO 469 | (3) | Managing Globalization                 |
| MRKT 483 | (3) | International Marketing Management     |
| ORGB 380 | (3) | Cross Cultural Management              |

or 3 credits of Independent Study - if, during the term abroad, students are able to arrange a verifiable, paid work experience; make arrangements in advance to take an Independent Study course; and write a paper related to the experience.

\* This course is required for students taking the East Asian Studies option.

### 10.1 Latin American and Caribbean Studies

#### LANGUAGE COMPONENT (12 credits)

12 credits of Spanish language courses at the level deemed appropriate for the student or, with the approval of the Area adviser, of courses taught in Spanish from the Hispanic Studies Department list below.

#### Spanish Language Courses List

- |            |     |   |
|------------|-----|---|
| HISP 210D1 | (3) | Spanish Language, Elementary              |
| HISP 210D2 | (3) | Spanish Language, Elementary or HISP 218  |
|            | (6) | Spanish Language Elementary - Intensive   |
| HISP 220D1 | (3) | Spanish Language Intermediate             |
| HISP 220D2 | (3) | Spanish Language Intermediate or HISP 219 |
|            | (6) | Spanish Language Intermediate - Intensive |

#### Other Hispanic Studies Department Courses List

- |          |     |  |
|----------|-----|--|
| HISP 243 | (3) | Survey of Spanish American Literature 1      |
| HISP 244 | (3) | Survey of Spanish American Literature 2      |
| HISP 302 | (3) | Hispanic Literature in English Translation   |
| HISP 328 | (3) | Literature of Ideas: Spanish America         |
| HISP 332 | (3) | Spanish American Lit. of the 19th C.         |
| HISP 333 | (3) | Spanish American Theatre                     |
| HISP 351 | (3) | Spanish American Novel of the 20th Century   |
| HISP 352 | (3) | The Contemporary Spanish-American Novel      |
| HISP 356 | (3) | Spanish American Short Story                 |
| HISP 358 | (3) | Women Writers of Fiction in Spanish America  |
| HISP 432 | (3) | Literature of Discovery and Exploration      |
| HISP 433 | (3) | Gauche Literature                            |
| HISP 434 | (3) | The Dictator in the Spanish-American Novel   |
| HISP 437 | (3) | Viceregal Spanish America                    |
| HISP 442 | (3) | Modernism                                    |
| HISP 453 | (3) | Spanish-American Poetry: Modernism and After |
| HISP 505 | (3) | Seminar in Hispanic Studies                  |
| HISP 506 | (3) | Seminar in Hispanic Studies                  |
| HISP 507 | (3) | Seminar in Hispanic Studies                  |

#### AREA FOCUS COMPONENT (15 credits)

##### Required Courses (6 credits)

- |          |     |                                     |
|----------|-----|-------------------------------------|
| HIST 309 | (3) | History of Latin America to 1825    |
| HIST 360 | (3) | History of Latin America since 1825 |

##### Complementary Courses (9 credits)

6 credits, either the following two, or authorized substitutions from the list of Hispanic Studies Department courses given above:

- |          |     |                         |
|----------|-----|-------------------------|
| HISP 225 | (3) | Hispanic Civilization 1 |
| HISP 226 | (3) | Hispanic Civilization 2 |

3 credits chosen from the following:

- |              |     |   |
|--------------|-----|---|
| HIST 464D1** | (3) | Topics in Latin American History                    |
| HIST 464D2** | (3) | Topics in Latin American History                    |
| LACS 497     | (3) | Research Seminar on Latin America and the Caribbean |
| ANTH 326     | (3) | Peoples of Central and South America                |
| ECON 410     | (3) | Economic Development: Latin America                 |
| POLI 319     | (3) | Politics of Latin America                           |

- POLI 472 (3) Developing Areas/Social Movements  
 SOCI 366 (3) Social Change in the Caribbean

\*\* if HIST 464D1/ HIST 464D2 is taken, only 3 of the 6 credits will count towards the Option, the other 3 will be counted as elective.

## 10.2 East Asian Studies

**Note:** All students taking the East Asian Studies option must take BUSA 394 Asia/Pacific Management as part of the Integrative/International Topics in Management Component.

The East Asian Studies option combines the study of either Chinese or Japanese with related courses in culture and history as follows:

### LANGUAGE COMPONENT (9 credits)

9 credits of First Level Korean, Chinese or Japanese language or, with the approval of the Area Adviser, of courses taught in one of those languages by the East Asian Studies Department.

### East Asian Languages Courses List

EAST 220D1 (4.5) First Level Korean

and EAST 220D2 (4.5) First Level Korean

or EAST 230D1 (4.5) First Level Chinese

and EAST 230D2 (4.5) First Level Chinese

or EAST 240D1 (4.5) First Level Japanese

and EAST 240D2 (4.5) First Level Japanese

Students with a prior knowledge of an Asian language may substitute a second-level language course (EAST 320, EAST 330, EAST 340) for 9 credits, or a third or fourth-level course for 6 credits, along with an additional 3-credit course from the Complementary course list below.

### AREA FOCUS COMPONENT (18 credits)

#### Complementary Courses (18 credits)

6 credits from:

- EAST 211 (3) Introduction to East Asian Culture: China  
 EAST 212 (3) Introduction to East Asian Culture: Japan  
 EAST 213 (3) Introduction to East Asian Culture: Korea  
 HIST 208 (3) Introduction to East Asian History  
 HIST 218 (3) Modern East Asian History

6 credits, at least, from the following:

- EAST 351 (3) Women in Chinese Literature  
 EAST 353 (3) Twentieth Century China in Film and Fiction  
 EAST 362 (3) Japanese Cinema  
 EAST 363 (3) Aesthetics and Politics of Vision in Pre-Modern Japan  
 EAST 364 (3) Mass Culture and Postwar Japan  
 EAST 382 (3) Modern Japanese Society: People and Institutions  
 EAST 384 (3) Comp. Socioeconomic His. of Japan & Korea  
 EAST 452 (3) Song and Lyric in Traditional China  
 EAST 453 (3) History of Chinese Fiction  
 EAST 456 (3) Chinese Drama and Popular Culture  
 EAST 461 (3) Japanese Novel  
 EAST 462 (3) Japan in Asia  
 EAST 464 (3) Image/Text/Performance  
 EAST 466 (3) Feminism and Japan  
 EAST 484 (3) Communities and Change in Japan  
 EAST 515 (3) Seminar: Beyond Orientalism  
 EAST 529 (3) Contemporary China: Analysis of Change  
 EAST 551 (3) Technologies of the Self in Early China  
 EAST 563 (3) Images, Ideograms, Aesthetics  
 EAST 564 (3) Structures of Modernity: Japan  
 EAST 580 (3) Japan: The Sociopolitical Framework  
 EAST 584 (3) Industry in Japan  
 EAST 590 (3) Multiple Narratives of the "Orient"

the remaining credits, if any, to be chosen from the following:

- HIST 208 (3) Modern East Asian History  
 HIST 308 (3) The Formation of the Chinese Tradition  
 HIST 318 (3) History of Japan 1

- HIST 328 (3) China in Revolution 1: 1840-1921  
 HIST 337 (3) Japanese Intellectual History I  
 HIST 338 (3) China in Revolution 2: 1921-1997  
 HIST 348 (3) China: Science - Medicine - Technology  
 HIST 352 (3) Japanese Intellectual History 2  
 HIST 358 (3) China: Six Dynasties to the Mongols  
 HIST 359 (3) History of Japan 2  
 HIST 439 (3) History of Women in China  
 HIST 441 (3) Topics: Culture and Ritual in China  
 HIST 442 (3) Asian Diaspora: The Chinese Overseas  
 HIST 443 (3) China in the Modern World  
 HIST 445 (3) Late Imperial China  
 HIST 497D1 (3) Topics in Chinese History  
 HIST 497D2 (3) Topics in Chinese History  
 HIST 579 (3) The Arts of Healing in China  
 HIST 581 (3) The Art of War in China  
 ANTH 329 (3) Modern Chinese Society and Change  
 ECON 335 (3) The Japanese Economy  
 ECON 411 (3) Economic Development: A World Area (Asia)  
 POLI 323 (3) Developing Areas/East Asia  
 POLI 349 (3) Foreign Policy: Asia  
 RELG 253 (3) The Religions of East Asia  
 RELG 352 (3) Japanese Religions  
 RELG 354 (3) Chinese Religions  
 RELG 442 (3) Pure Land Buddhism  
 RELG 451 (3) Zen: Maxims and Methods  
 RELG 452 (3) Topics in East Asian Religions  
 RELG 549 (3) Topics in East Asian Philosophy

Students are encouraged to choose courses related to their language study although alternative programs are acceptable after consultation with an adviser.

## 10.3 Western European Studies

The Western European Studies Focus combines the study of a European language with related courses in culture, history, and economics. Students choose one of the four geographical areas listed below in which to concentrate their studies.

### 10.3.1 FRANCE

#### LANGUAGE COMPONENT (12 credits)

12 credits of French language courses at the level deemed appropriate for the student or, with the approval of the Area adviser, of courses taught in French by the French Languages and Literature Department.

#### French Language Courses List

- FREN 201 (3) Composition 1  
 FREN 203 (3) Composition 2  
 FRSL 101 (6) Beginners' French  
 FRSL 207 (6) Elementary French  
 FRSL 211 (6) Oral and Written French 1  
 FRSL 215 (6) Intensive Oral and Written French 1  
 FRSL 302 (3) Listening Comprehension and Oral Expression 1  
 FRSL 303 (3) Listening Comprehension and Oral Expression 2  
 FRSL 305 (3) Intermediate French: Writing  
 FRSL 321 (6) Oral and Written French 2

#### AREA FOCUS COMPONENT (15 credits)

##### Complementary Courses (15 credits)

6 credits selected from:

- FREN 336 (3) La langue française  
 FREN 221 (3) Introduction a la civilisation Française  
 FREN 324 (3) Civilisation Française 5: (depuis 1940)  
 FREN 310 (3) Histoire du cinema francais  
 or FREN 311 (3) Histoire du cinema francais 2

9 credits selected from:

- HIST 225 (3) History of France to 1789  
 HIST 346 (3) A History of France, 1871 to the Present

FREN 250 (3) Littérature française avant 1800  
 FREN 251 (3) Littérature française après 1800  
 FREN 336 (3) La langue française  
 FREN 454 (3) La théâtre du XXe siècle  
 FREN 483 (3) Le roman depuis Sartre  
 FREN 484 (3) Réalisme et naturalisme  
 and/or any of the French Literature and French Civilization  
 Courses offered by the French Language and Literature  
 Department, or from the listings of courses open to all students  
 in the Western European Studies focus, [section 10.3.5](#).

### 10.3.2 GERMANY

#### LANGUAGE COMPONENT (12 credits)

12 credits of German language courses at the level deemed  
 appropriate for the student or, with the approval of the Area  
 adviser, of courses taught in German by the German Studies  
 Department.

#### German Language Courses List

GERM 202D1 (3) German Language, Beginners'  
 GERM 202D2 (3) German Language, Beginners'  
 GERM 200 (6) German Language, Intensive Beginners'  
 GERM 300 (6) German Language, Intensive Intermediate  
 GERM 307D1 (3) German Language, Intermediate  
 GERM 307D2 (3) German Language, Intermediate  
 GERM 345 (3) Business German 1  
 GERM 346 (3) Business German 2

#### AREA FOCUS COMPONENT (15 credits)

(Program revisions awaiting University Approval)

#### Required Courses (6 credits)

HIST 235 (3) German History since 1648  
 GERM 400 (3) Interdisciplinary Seminar in Contemporary  
 German Studies

#### Complementary Courses (9 credits)

9 credits selected from:

HIST 214 (3) Intro. to European History  
 HIST 215 (3) Modern European History  
 HIST 234 (3) German History to 1648

and/or from all courses offered by the German Studies  
 Department or from the listings of courses open to all students in  
 the Western European Studies focus, [section 10.3.5](#).

### 10.3.3 ITALY

#### LANGUAGE COMPONENT (12 credits)

12 credits of Italian language courses at the level deemed appro-  
 priate for the student or, with the approval of the Area Adviser, of  
 courses taught in Italian by the Italian Studies Department.

#### Italian Language Courses List

ITAL 205D1 (3) Beginners' Italian  
 ITAL 205D2 (3) Beginners' Italian  
 ITAL 206 (6) Beginners' Italian Intensive  
 ITAL 210D1 (3) Elementary Italian  
 ITAL 210D2 (3) Elementary Italian  
 ITAL 215D1 (3) Intermediate Italian  
 ITAL 215D2 (3) Intermediate Italian  
 ITAL 216 (6) Intermediate Italian Intensive

#### AREA FOCUS COMPONENT (15 credits)

#### Complementary Courses (15 credits)

15 credits from the following list:

HIST 345 (3) History of the Italian Renaissance  
 HIST 365 (3) Early Modern Italy  
 ARTH 223 (3) Early Renaissance Art in Italy  
 ARTH 320 (3) Baroque Art in Italy  
 ARTH 324 (3) High Renaissance Art in Italy  
 ARTH 325 (3) Venetian High Renaissance Painting  
 ITAL 355 (3) Dante and the Middle Ages  
 ITAL 361 (3) Italian Prose after 1945  
 ITAL 363 (3) Gender, Literature and Society  
 ITAL 365 (3) The Italian Renaissance

ITAL 375 (3) Cinema and Society in Contemporary Italy  
 ITAL 477 (3) Italian Cinema: Director in Focus  
 ITAL 379 (3) Italy and European Romanticism  
 ITAL 385 (3) The Italian Futurist Movement  
 ITAL 395 (3) Interdisciplinary Seminar on Italian Culture  
 ITAL 412 (3) Pirandello and European Theatre  
 ITAL 416 (3) The Twentieth Century  
 ITAL 464 (3) Machiavelli  
 ANTH 337 (3) Mediterranean Society and Culture  
 POLI 414 (3) Society and Politics in Italy  
 MUAR 387 (3) The Opera

and/or from all the courses given in Italian by the Department of  
 Italian Studies, or from the listings of courses open to all  
 students in the Western European Studies focus, [section  
 10.3.5](#). Courses should be chosen in consultation with an  
 adviser.

### 10.3.4 SPAIN

#### LANGUAGE COMPONENT (12 credits)

12 credits of Spanish language courses at the level deemed  
 appropriate for the student or, with the approval of the Area  
 adviser, of courses taught in Spanish by the Hispanic Studies  
 Department.

#### Spanish Language Courses List

HISP 210D1 (3) Spanish Language, Elementary  
 HISP 210D2 (3) Spanish Language, Elementary  
 or HISP 218 (6) Spanish Language Elementary - Intensive  
 HISP 220D1 (3) Spanish Language Intermediate  
 HISP 220D2 (3) Spanish Language Intermediate  
 or HISP 219 (6) Spanish Language Intermediate - Intensive

#### AREA FOCUS COMPONENT (15 credits)

#### Complementary Courses (15 credits)

6 credits from:

HISP 225 (3) Hispanic Civilization 1  
 HISP 226 (3) Hispanic Civilization 2  
 HIST 217 (3) A Survey of Spanish History

9 credits selected from the following courses, most of which are  
 taught in Spanish, or from the listings of courses open to all  
 students in the Western European Studies focus, [section  
 10.3.5](#).

HISP 241 (3) Survey of Spanish Literature 1  
 HISP 242 (3) Survey of Spanish Literature 2  
 HISP 301 (3) Hispanic Literature in English Translation  
 (in English)  
 HISP 321 (3) Spanish Literature of the 18th Century  
 HISP 324 (3) 20th Century Drama  
 HISP 325 (3) The Spanish Novel of the 19th Century  
 HISP 326 (3) Spanish Romanticism  
 HISP 327 (3) Literature of Ideas: Spain  
 HISP 349 (3) Generation of 1898: Essay  
 HISP 350 (3) The Generation of 1898: Creative Genres  
 HISP 421 (3) Golden Age Prose  
 HISP 423 (3) Modern Lyric Poetry  
 HISP 424 (3) Spanish Novel Since the Civil War  
 HISP 425 (3) The World of Pérez Galdós  
 HISP 451D1 (3) Cervantes  
 HISP 451D2 (3) Cervantes  
 HISP 457 (3) Medieval Literature  
 HISP 458 (3) Golden Age Drama  
 HISP 460 (3) Golden Age Poetry  
 ANTH 337 (3) Mediterranean Society & Culture (in English)

### 10.3.5 COMPLEMENTARY COURSES OPEN TO ALL STUDENTS IN THE WESTERN EUROPEAN STUDIES FOCUS

#### Economics

ECON 313 (3) Economic Development 1  
 ECON 314 (3) Economic Development 2



ECON 344	(3)	The International Economy 1830-1914
ECON 345	(3)	The International Economy since 1914
ECON 423D1	(3)	International Trade and Finance
ECON 423D2	(3)	International Trade and Finance

**History**

HIST 214	(3)	Introduction to European History
HIST 215	(3)	Modern European History
HIST 305	(3)	War and Society 1
HIST 306	(3)	East Central Europe Since 1944
HIST 312	(3)	East Central Europe 1453-1740
HIST 313	(3)	East Central Europe 1740-1914
HIST 315	(3)	Western Europe from the French Revolution to ca. 1850
HIST 317	(3)	War and Society 2
HIST 325	(3)	Renaissance-Reformation Europe
HIST 335	(3)	Western Europe from 1850 to the Early 20th Century
HIST 354	(3)	Women in Western Europe Since 1750
HIST 365	(3)	17th - 18th C. Western Europe
HIST 372	(3)	The Low Countries: 14th to 17th Century
HIST 388	(3)	The Second World War

**Political Science**

POLI 212	(3)	Government and Politics of the Developed World
POLI 318	(3)	Comparative Local Government
POLI 328	(3)	Modern Politics in Western Europe
POLI 344	(3)	Foreign Policy: Europe
POLI 356	(3)	Development and Public Policy in Western Europe
POLI 357	(3)	Politics in Contemporary Western Europe

**10.4 Canadian Studies****Required Courses** (15 credits)

CANS 200	(3)	Introduction to the Study of Canada
CANS 300	(3)	Topics in Canadian Studies I: Nationalisms in Canada
ECON 303D1	(3)	Canadian Economic Policy
ECON 303D2	(3)	Canadian Economic Policy
SOCI 233	(3)	Canadian Society

**Complementary Courses** (12 credits)

POLI 221	(3)	Government of Canada
or POLI 222	(3)	Political Process and Behaviour in Canada plus 9 credits chosen from 300- or 400- level courses on Canada from the McGill Institute for the Study of Canada or other departments.

**10.5 American Studies****Complementary Courses** (27 credits)

at least 12 credits selected from the following:

HIST 211	(3)	The United States to 1865
HIST 221	(3)	The United States since 1865
ENGL 225	(3)	American Literature 1
ENGL 226	(3)	American Literature 2
ECON 308	(3)	Public Policies Toward Business
ECON 311	(3)	United States Economic Development
POLI 325D1	(3)	Government and Politics: United States
POLI 325D2	(3)	Government and Politics: United States

the remaining credits to be selected from the North American Studies program listings, or other departments. Courses must be at the 300- or 400-level and specifically related to American culture.

**11 Courses**

**For the Term (Fall and/or Winter), days, and times when courses will be offered, please refer to the 2002-2003 Class Schedule on the Web, <http://www.mcgill.ca/students/>. Class locations and names of instructors are also provided.**

**Students preparing to register are advised to consult the Class Schedule website for the most up-to-date list of courses available. New courses may have been added or courses rescheduled after this Calendar went to press.**

**The schedule of courses to be offered in Summer 2003 will be available on the website in January.**

**Please note the following course prefix changes:**

ACCT has replaced 271 for Accounting courses.  
 BUSA has replaced 270 for Business Administration (General Management) courses.  
 FINE has replaced 274 for Finance courses.  
 INDR has replaced 279 for Industrial Relations courses.  
 INSY has replaced 273 for Information Systems courses.  
 MGCR has replaced 280 for Management Core courses.  
 MGMT has replaced 278 for Management courses.  
 MGPO has replaced 276 for Management Policy courses.  
 MGSC has replaced 277 for Management Science courses.  
 MRKT has replaced 275 for Marketing courses.  
 ORGB has replaced 272 for Organizational Behaviour courses.

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

● Denotes courses not offered in 2002-03.

**11.1 Freshman Courses (MATH)****NOTE:**

MATH 133, MATH 139, MATH 140, MATH 141, MATH 150, and MATH 151 are not open to students who have taken or are taking MATH 130, except by permission of the Department of Mathematics and Statistics.

Students considering a Major or Minor in Mathematics or an Honours or Joint Honours program in Economics should read Note 1, in section 5.2 before selecting a MATH course.

MATH 130 and MATH 131 are offered by the Faculty of Science. All Science courses have limited enrolment.

**MATH 130 MATHEMATICS FOR MANAGEMENT 1.** (3) (3 hours lecture, tutorial sessions) (Not open to students who have taken or are taking MATH 139, MATH 140, MATH 150.) Linear and quadratic models. Systems of linear equations, Gaussian reduction, matrices and determinants, independence of vectors. Symmetric matrices. Input-output analysis, Markov processes. Limits, continuity, differentiation, differentials, elasticity, marginal change. Log and exponential functions. Curve sketching, asymptotes. Related rates, business and economic models. Applications to modeling and optimization.

**MATH 131 MATHEMATICS FOR MANAGEMENT 2.** (3) (3 hours lecture, tutorial sessions) (Prerequisite: MATH 130 or its equivalent) (Note: MATH 133, MATH 139, MATH 140, MATH 141, MATH 150, and MATH 151 are not open to students who have taken or are taking MATH 131, except by permission of the Department of Mathematics and Statistics.) Antiderivatives, definite integral, applications to business and economics. Improper integral, probability and density functions, double integrals. Infinite series. Taylor approximation and series. Partial derivatives. Min/max problems in management. Unconstrained and constrained optimization: Lagrange multipliers and their economic interpretation. Method of least squares. Applications.

**11.2 Management Core Courses (ECON and EDEC)**

**ECON 295 MACROECONOMIC POLICY.** (3) (Corequisite: MGCR 293) (Restricted to B.Com. students) (Not open to students who have taken or are taking ECON 330 or ECON 352) ( This applied macroeconomics course focuses on current and recurrent macroeconomic issues important in understanding the public policy environment in which firms make their decisions. Topics include

national accounts; national income determination; economic growth and fluctuations; money, monetary policy and financial markets; international trade and finance.

**EDEC 205 COMMUNICATION IN MANAGEMENT 1.**(3)(Placement test required) (Restricted to B.Com. students who have not taken EDES 201 or EDEC 202) (Because this course uses a workshop format, attendance at first class is desirable.) Written and oral communication in Management (in English): emphasis on strategies for identifying, analyzing and solving writing and speaking problems. Course work based on academic and professional communication in management.

**EDEC 305 COMMUNICATION IN MANAGEMENT 2.**(3) (Restricted to B.Com. students. Prerequisite: EDEC 205 or based on the results of Placement Test.) (Because this course uses a workshop format, attendance at first class is desirable.) Advanced course (in English) in professional written and oral communication in Management. Assignments include résumés, business proposals, public relations documents and oral presentations. Students use a wide variety of communication technologies such as presentation software, video equipment, e-mail and the Internet.

### 11.3 MGCR – Management Core Courses

**MGCR 211 INTRODUCTION TO FINANCIAL ACCOUNTING.** (3) The role of financial accounting in the reporting of the financial performance of a business. The principles, components and uses of financial accounting and reporting from a user's perspective, including the recording of accounting transactions and events, the examination of the elements of financial statements, the preparation of financial statements and the analysis of financial results.

**MGCR 213 INTRODUCTION TO MANAGEMENT ACCOUNTING.** (3) (Prerequisite: MGCR 211) (Formerly 271-213) An introduction to the role of management accounting information in manufacturing, service and not-for-profit organizations. The focus is on the activities performed to create value for customers. The course blends contemporary theory with practical applications to illustrate the demand for management accounting information in implementing organizational strategy.

**MGCR 222 INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR.** (3) Individual motivation and communication style; group dynamics as related to problem solving and decision making, leadership style, work structuring and the larger environment. Interdependence of individual, group and organization task and structure.

**MGCR 271 STATISTICS 1.** (3) (Prerequisite: MATH 131 or equivalent) (Not open to students who have taken or are taking MATH 323, PSYC 204, ECON 227, ECON 257) Statistical concepts and methodology, their application to management problems. Topics include: descriptive statistics; probability theory, random variables, important discrete and continuous probability distributions, sampling and sampling distributions, interval estimation and index numbers.

**MGCR 272 STATISTICS 2.** (3) (Prerequisite: MGCR 271) (Not open to students who have taken or are taking MATH 324, PSYC 307, ECON 227, ECON 257) Hypothesis testing and estimation, sampling procedures, nonparametric procedures, goodness-of-fit tests, analysis of variance, simple and multiple regression analysis, time series.

**MGCR 293 MANAGERIAL ECONOMICS.** (3) (Formerly 280-393) The course focuses on the application of economic theory to management problems and the economic foundations of marketing, finance, and production. Attention is given to the following topics: price and cost analysis; demand and supply analysis, conditions of competition.

**MGCR 320 MANAGING HUMAN RESOURCES.** (3) (Prerequisite: MGCR 222) Human resource systems are examined from a strategic business perspective and in an overall global context, with a focus on the role of the line manager. Topics covered include: staffing, training and development, performance management, reward systems, employee relations, high performance work systems, diversity, work/life issues.

**MGCR 331 INFORMATION SYSTEMS.** (3) (Fall sections restricted to B.Com. students) Introduction to principles and concepts of information systems in organizations. Topics include information technology, transaction processing systems, decision support systems, database and systems development. Students are required to have background preparation on basic micro computer skills including spreadsheet and word-processing.

**MGCR 341 FINANCE 1.** (3) (Prerequisites: MGCR 271, MGCR 211 and MGCR 293) An introduction to the principles, issues, and institutions of Finance. Topics include valuation, risk, capital investment, financial structure, cost of capital, working capital management, financial markets, and securities.

**MGCR 352 MARKETING MANAGEMENT 1.** (3) Introduction to marketing principles, focusing on problem solving and decision making. Topics include: the marketing concept; marketing strategies; buyer behavior; Canadian demographics; internal and external constraints; product; promotion; distribution; price. Lectures, text material and case studies.

**MGCR 360 SOCIAL CONTEXT OF BUSINESS.** (3) This course examines how business interacts with the larger society. It explores the development of modern capitalist society, and the dilemmas that organizations face in acting in a socially responsible manner. Students will examine these issues with reference to sustainable development, business ethics, globalization and developing countries, and political activity.

**MGCR 373 OPERATIONS RESEARCH 1.** (3) (Prerequisite: MGCR 271) Topics include: introduction to decision analysis and risk attitudes, inventory control, linear programming and simulation. Emphasis on the formulation of problems and their solution by standard methods or by computer packages.

**MGCR 382 INTERNATIONAL BUSINESS.** (3) (Formerly 278-382) An introduction to the world of international business. Economic foundations of international trade and investment. The international trade, finance, and regulatory frameworks. Relations between international companies and nation-states, including costs and benefits of foreign investment and alternative controls and responses. Effects of local environmental characteristics on the operations of multi-national enterprises.

**MGCR 423 ORGANIZATIONAL POLICY.** (3) (Open to U3 students only) (Formerly 280-323) Focus on the primary functions of general management: the formation of a corporate strategy that relates the company's opportunities to its resources, competence, and leadership style. Measures to improve organization effectiveness.

**MGCR 472 OPERATIONS MANAGEMENT.** (3) (Prerequisite: MGCR 271 or equivalent. Corequisite: MGCR 373) Introduction to decisions and trade-offs associated with production of goods and services. Topics include technology planning (production process), control issues (production planning and inventory control, MRP/JIT, scheduling, quality and reliability and distribution planning), design for manufacturability, management of new technology (FMS, group technology and robotics) and management of service operations.

### 11.4 ACCT – Accounting Courses

**ACCT 210 ACCOUNTING FOR MANAGERS.** (3) (Not open to B.Com. students) An introduction to financial and managerial accounting from the user perspective. Accounting concepts, elements of financial statements, including analysis and interpretation thereof. Behaviour of costs, cost-volume-profit analysis, job and standard costs, budgeting and performance measurement, relevant costs for decision making, evaluation of long term investments.

**ACCT 311 FINANCIAL ACCOUNTING 1.** (3) (Prerequisite: MGCR 211) A detailed examination of the issues involved in the measurement, recording and reporting of assets and related revenues and expenses.

**ACCT 312 FINANCIAL ACCOUNTING 2.** (3) (Prerequisite: ACCT 311) A continuation of Financial Accounting 1, examining the

issues involved in the measurement, recording and reporting of liabilities and owner's equity.

**ACCT 313 MANAGEMENT ACCOUNTING 1.** (3) (Prerequisite: MGCR 213) Cost accounting, budgeting and budgetary control, standard costing, break-even analysis, variable costing, costs for decision-making.

**ACCT 351 INTERMEDIATE FINANCIAL ACCOUNTING 1.** (3) (Prerequisites: MGCR 211 and MGCR 213) (Open only to Accounting Honours students) An examination of the theoretical foundation for financial reporting and revenue recognition. The tools of accounting, including a review of the accounting process and compound interest concepts. Asset recognition, measurement and disclosure. Partnership accounting.

**ACCT 352 INTERMEDIATE FINANCIAL ACCOUNTING 2.** (3) (Prerequisite: ACCT 351) (Open only to Accounting Honours students) A continuation of Intermediate Financial Accounting 1. An examination of liability recognition, measurement and disclosure, including leases, pension costs and corporate income tax. Shareholders' equity, dilutive securities and earnings per share. The statement of changes in financial position, basic financial statement analysis and full disclosure in financial reporting.

● **ACCT 356 INTERNATIONAL ACCOUNTING.** (3) (Prerequisites: ACCT 351 and ACCT 361) (Open only to Accounting Honours students)

**ACCT 361 INTERMEDIATE MANAGEMENT ACCOUNTING 1.** (3) (Prerequisites: MGCR 211 and MGCR 213) (Open only to Accounting Honours students) The role of management accounting information to support internal management decisions and to provide performance incentives.

**ACCT 362 INTERMEDIATE MANAGEMENT ACCOUNTING 2.** (3) (Prerequisite: ACCT 361) (Open only to Accounting Honours students) An examination of a number of recurring issues in the area of decision-making and control, including cost allocation, alternative costing systems, and innovations in costing and performance measurement.

**ACCT 385 PRINCIPLES OF TAXATION.** (3) (Prerequisite: ACCT 351) (Open only to Accounting Honours students) An introduction to the concepts underlying the Canadian tax system and how they are applied in relation to the taxation of individuals and businesses.

**ACCT 415 MANAGEMENT ACCOUNTING 2.** (3) (Prerequisite: ACCT 313)

**ACCT 417 TAXATION AND BUSINESS DECISIONS.** (3) (Prerequisite: MGCR 211) An overview of the income tax system; emphasis on its impact on selected business decisions. Topics include: individual and corporate taxation, tax shelters, tax planning and international operations. Use of cases.

**ACCT 434 TOPICS IN ACCOUNTING.** (3) (Open to advanced students only) Topics will be selected from current issues in the Accounting Area.

**ACCT 453 ADVANCED FINANCIAL ACCOUNTING.** (3) (Prerequisites: ACCT 352, ACCT 362 and ACCT 385) (Open only to Accounting Honours students) Reporting relevant financial information subsequent to long term intercorporate investments. The preparation of consolidated financial statements with emphasis on their economic substance rather than legal form.

**ACCT 454 FINANCIAL REPORTING: STANDARDS AND PRACTICES.** (3) (Prerequisites: ACCT 352, ACCT 362 and ACCT 385) (Open only to Accounting Honours students) An in-depth study of Canadian accounting standards and how Canadian corporations apply them in their financial reporting.

**ACCT 455 DEVELOPMENT OF ACCOUNTING THOUGHT.** (3) (Prerequisites: ACCT 352, ACCT 362 and ACCT 385) (Open only to Accounting Honours students) The conceptual underpinning of accounting thought, including its historical development and the modifications that have occurred over time. A review of accounting literature and its relevance to practice.

**ACCT 463 ADVANCED MANAGEMENT ACCOUNTING.** (3) (Prerequisites: ACCT 352, ACCT 362 and ACCT 385) (Open only to

Accounting Honours students) The theoretical frameworks for the examination and evaluation of management accounting and control systems. The technical aspects of accounting along with behavioural issues of management control.

● **ACCT 471 NON-PROFIT ACCOUNTING.** (3) (Prerequisites: ACCT 352, ACCT 362 and ACCT 385) (Open only to Accounting Honours students)

**ACCT 475 PRINCIPLES OF AUDITING.** (3) (Prerequisites: ACCT 352, ACCT 362 and ACCT 385) (Open only to Accounting Honours students) An introduction to basic auditing concepts and internal controls of an accounting system. Topics include current auditing standards, ethical conduct, legal liability, planning of an audit, sampling techniques, non-audit engagements, the study and evaluation of internal controls in an accounting system.

● **ACCT 476 INTERNAL AUDITING.** (3) (Prerequisites: ACCT 362, ACCT 385 and ACCT 475) (Open only to Accounting Honours students)

● **ACCT 477 EXTERNAL AUDITING.** (3) (Prerequisites: ACCT 362, ACCT 385 and ACCT 475) (Open only to Accounting Honours students)

## 11.5 BUSA – General Management Courses

**BUSA 364 BUSINESS LAW 1.** (3) An introduction to the legal system and basic legal principles affecting business. Tort negligence, contracts, forms of business organization, creditors' rights and bankruptcy.

**BUSA 368 BUSINESS LAW 2.** (3) An outline of the application of law to professional negligence, product liability, competition, corporate governance and employment. Review of particular contracts; sale, agency, mortgages, lease, insurance.

**BUSA 391 INTERNATIONAL BUSINESS LAW.** (3) (Prerequisite: MGCR 382) (Formerly 278-491) Introduction to the legal aspects of foreign trade and investment transactions. Forms and documentation of types of foreign trade contracts. Conflict avoidance, arbitration, and litigation arising from international transactions. Government regulation of foreign trade. Legal aspects of the international transfer of investments and technology. Conventions and institutions of international economic cooperation (e.g. GATT, ICC, IMF, etc.).

**BUSA 399 INTERNSHIP PROJECT.** (1) Upon completion of the internship, students must submit a paper on the integration of the applied and academic aspects of their B.Com. courses and the Internship experience.

**BUSA 400 INDEPENDENT STUDIES IN MANAGEMENT.** (3) (U3 students only) (CGPA of at least 3.00 required.) Research reading or field projects, permitting independent study under the guidance of a Faculty member. Projects to be arranged individually with instructors. A detailed student proposal must be submitted to the instructor and the Associate Dean during the first week of term.

**BUSA 462 MANAGEMENT OF NEW ENTERPRISES.** (3) (Prerequisite: MGCR 341) (BUSA 462 and BUSA 465 cannot both be taken for credit) Evaluation of new business ventures, recognition and treatment of associated risks. Detailed consideration is given to sources of risk funds in the form of venture capital, public, private and government programs. Emphasis on the critical importance of the entrepreneur, the demands and the risks faced as well as the rewards and satisfactions.

**BUSA 464 MANAGEMENT OF SMALL ENTERPRISES.** (3) (Prerequisite: MGCR 341) The distinctive characteristics, risks, opportunities and rewards inherent in the ownership and management of a small enterprise. It will assist students in judging the appropriateness of an entrepreneurial career and in selecting and timing a specific venture.

**BUSA 465 TECHNOLOGICAL ENTREPRENEURSHIP.** (3) (Prerequisite: MIME 310 or MGCR 341) (BUSA 462 and BUSA 465 cannot both be taken for credit) Concentrating on entrepreneurship and enterprise development, particular attention is given to the start-up, purchasing and management of small to medium-sized indus-

trial firms in an environment that would appeal to Engineering students. The focal point is in understanding the dilemmas faced by entrepreneurs, resolving them, developing a business plan and the maximum utilization of the financial, marketing and human resources that make for a successful operation.

**BUSA 466 TECHNOLOGICAL ENTREPRENEURSHIP PROJECT.** (3) (Restricted to students registered in Minor in Technological Entrepreneurship program) (Prerequisite: 12 credits in the MTE program and BUSA 465) Project involving a small to medium company in the high technology field.

**BUSA 481 NORTH AMERICA: GLOBAL MARKETS.** (3) (U2 and U3 students. Prerequisite: MGCR 382 or permission of instructor) (Formerly 278-481) Analysis of corporate strategies in the Canada-United States context. Emphasis on public policy impact of corporate decision-making and implications of alternative public policy options. Bilateral experience by major industrial sectors examined and compared with global corporate strategies. Theoretical and empirical literature combined with industrial histories and policy case studies.

**BUSA 499 CASE ANALYSIS AND PRESENTATION.** (3) (Prerequisite: B.Com. Core and 3.0 CGPA or better) Integration of core knowledge and practice for preparing and presenting case studies, including professor coaching, preparation and presentation feedback, presentation skills, leadership skills, team building skills, analytical skills, logical thinking, debating, persuasive communications and cross discipline work.

## 11.6 FINE – Finance Courses

**FINE 342 FINANCE 2.** (3) (For Finance Concentration/Major/Honours) (Prerequisites: MGCR 341 and MGCR 272) (Only one of FINE 342 or FINE 343 can be counted for credit) A second course in Finance for students pursuing the Finance Concentration. In depth study of corporate finance, risk, diversification, portfolio analysis, and capital market theory.

● **FINE 343 MANAGERIAL FINANCE.** (3) (For non-Finance students) (Prerequisite: MGCR 341) (Only one of FINE 342 or FINE 343 can be counted for credit).

**FINE 434 TOPICS IN FINANCE.** (3) Topics will be selected from current issues in the Finance Area.

**FINE 441 INVESTMENTS AND PORTFOLIO MANAGEMENT.** (3) (Prerequisite: FINE 342) Application of investment principles and security analysis to the selection and comparison of equity and fixed income securities in the current economic and financial environment. Also covered are: determinants of stock prices, growth models and portfolio diversification.

**FINE 442 CAPITAL MARKETS AND INSTITUTIONS.** (3) (Prerequisite: MGCR 341) (Only one of FINE 442 or ECON 302 can be counted for credit.) Functions of the capital market through flow of funds analysis and an examination of portfolio activities of financial intermediaries. Also covered are: securities regulations and ethical considerations, the term structure of interest rates and risk and rates of return in debt and equity markets.

**FINE 443 APPLIED CORPORATE FINANCE.** (3) (Prerequisite: FINE 342) Concepts and techniques are applied to problems faced by managers in Corporate Finance, such as working capital management, capital budgeting, capital structure, dividend policy, cost of capital, and mergers and acquisition. Application of theory and techniques through case studies.

**FINE 444 RISK MANAGEMENT AND INSURANCE.** (3) (Prerequisite: MGCR 341) Risk exposures of the individual and the firm. A wide variety of techniques for reducing risk exposure are studied including Life, Property and Casualty Insurance. In addition, the course treats the problems faced by insurers such as re-insurance and investment policy.

**FINE 445 REAL ESTATE FINANCE.** (3) (Prerequisite: MGCR 341) Fundamentals of mortgages from the viewpoint of both consumer and the firm. Emphasis on legal, mathematical and financial structure, provides a micro basis for analysis of the functions and performance of the mortgage market, in conjunction with the housing

market. A weekly series of one-hour tutorials are mandatory for the first six weeks of class.

● **FINE 446 REAL ESTATE INVESTMENT ANALYSIS.** (3) (For non-Finance Concentration) (Prerequisite: FINE 445)

● **FINE 447 REAL ESTATE VALUATION.** (3) (For non-Finance Concentration) (Prerequisite: FINE 445)

**FINE 448 DERIVATIVES AND RISK MANAGEMENT.** (3) (Prerequisites: FINE 342 and FINE 441 or consent of instructor) The course will concentrate on both the analytical and practical aspects of investments in options and futures. The first part of the course concentrates on option and futures valuation, considering both discrete and continuous time models. The second part of the course concentrates on the practical aspects of options and futures trading.

**FINE 449 IMPLEMENTING DERIVATIVE MODELS.** (3) (Prerequisite: FINE 448) Latest techniques for implementing the option pricing models used by leading investment banks, the binomial method, the trinomial method, finite difference methods, Monte Carlo simulation, and the use of implied trees for exotic options.

**FINE 478 INTERNATIONAL FINANCIAL MANAGEMENT.** (3) (Prerequisite: MGCR 341, MGCR 382.) An overview of operational problems and policies of financial management in an international context; the international monetary system; foreign exchange and Eurocurrency markets; effects of exchange-rate changes; protecting the firm against losses; multinational sources and cost of capital; international capital project analysis; contemporary developments.

**FINE 480 GLOBAL INVESTMENTS.** (3) (Prerequisite: FINE 441, FINE 482, or consent of instructor) (Formerly 278-480) The theoretical foundations of international investments theory and empirical evidence in a real world setting. This course will focus on portfolio investment decisions of investment banks. It will span the Developed Markets (DMs) of Europe and Japan, Newly Industrialized Nations (NICs) of the Pacific rim, Emerging Markets (EMs) of Asia, Latin America, Eastern Europe and Africa.

**FINE 482 INTERNATIONAL FINANCE 1.** (3) (Prerequisite: FINE 342) (Formerly 278-482) The international financial environment as it affects the multinational manager. Balance of payments concepts, adjustment process of the external imbalances and the international monetary system. In depth study of the institutional and theoretical aspects of foreign exchange markets; International capital markets, including Eurobonds and eurocredit markets.

**FINE 492 INTERNATIONAL FINANCE 2.** (3) (Prerequisite: FINE 482) (Formerly 278-492) Focus on the operational problems of financial management in the multinational enterprise: Financing of international trade, international capital budgeting, multinational cost of capital, working capital management; International banking and recent developments in international capital markets.

**FINE 541 APPLIED INVESTMENTS.** (3) (Prerequisite: FINE 441. U3 students only) Students are exposed to practical aspects of managing investment portfolios. A principal activity of students is participation in the management of a substantial investment fund.

**FINE 541D1 APPLIED INVESTMENTS.** (1.5) (Students must also register for FINE 541D2) (No credit will be given for this course unless both FINE 541D1 and FINE 541D2 are successfully completed in consecutive terms) (FINE 541D1 and FINE 541D2 together are equivalent to FINE 541) See FINE 541 for course description.

**FINE 541D2 APPLIED INVESTMENTS.** (1.5) (Prerequisite: FINE 541D1) (No credit will be given for this course unless both FINE 541D1 and FINE 541D2 are successfully completed in consecutive terms) (FINE 541D1 and FINE 541D2 together are equivalent to FINE 541) See FINE 541 for course description.

● **FINE 546 LAND LAW.** (3) (Prerequisite: BUSA 364 or equivalent)

**FINE 645 MONEY AND CAPITAL MARKETS.** (3) (Prerequisite: MGCR 341) 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. International aspects of monetary policy.

**FINE 647 ADVANCED FINANCE SEMINAR.** (3) (Prerequisite: FINE 441 and FINE 443, or FINE 646) (Lectures for this course span both the fall and winter semesters) 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.

### 11.7 INDR – Labour-Management Relations Courses

#### **INDR 294 INTRODUCTION TO LABOUR-MANAGEMENT RELATIONS.**

(3) An introduction to labour-management relations, the structure, function and government of labour unions, labour legislation, the collective bargaining process, and the public interest in industrial relations.

● **INDR 393 LABOUR RELATIONS IN QUEBEC.** (3)

● **INDR 434 TOPICS: LABOUR MANAGEMENT RELATIONS.** (3) (Prerequisite: INDR 294) Topics will be selected from current issues in the labour management relations area.

**INDR 449 OCCUPATIONAL SAFETY AND HEALTH.** (3) (Prerequisite: INDR 294) Examines the public policy of occupational health and safety in Canada as well as the dynamics of contemporary occupational health and safety management. Topics include occupational safety and health, human rights and workers' compensation legislation, accident prevention and investigation, ergonomics, safety training, and workers' compensation claims management.

**INDR 459 INTERNATIONAL LABOUR RELATIONS.** (3) (Prerequisite: INDR 294) Examines industrial relations systems of other nations, including those of the EEC and the Pacific rim. Includes a discussion of the existing institutional structure, the historical and recent developments in these systems, the role of multi-national corporations, as well as the current economic and political context.

**INDR 492 PUBLIC POLICY IN INDUSTRIAL RELATIONS.** (3) (Prerequisite: INDR 294) Development and structure of legislative framework governing labour-management relations. Court cases, arbitration precedents, labour relations board activities, and public attitudes; the formation of a public policy for labour relations. Major issues in shaping labour policy, and the linkages between policy and experience in labour management relations. The federal and Quebec jurisdictions.

**INDR 494 LABOUR LAW.** (3) (Prerequisite: INDR 294) (Management: Open to Labour-Management Relations Major students in U3) Introduction to the basic concepts of labour law relevant to the practice of industrial relations. Historical development of labour law in certain social and legal systems and the culmination in the legislative enactments and jurisprudence of Canadian jurisdictions and certain comparative foreign models.

**INDR 495 LABOUR RELATIONS: PUBLIC SECTOR.** (3) (Prerequisite: INDR 294) Labour relations in federal, provincial, municipal, and quasi-public services such as hospitals, schools, government agencies and boards. Contentious current issues in public service labour relations and compare and analyze the alternative methods that have been evolved to deal with them.

**INDR 496 COLLECTIVE BARGAINING.** (3) (Prerequisite: INDR 294) Principles of collective bargaining in Canada and abroad. Problem oriented. Mock collective bargaining sessions provide an opportunity for students to apply knowledge gained.

**INDR 497 CONTRACT ADMINISTRATION.** (3) (Prerequisite: INDR 294) The processes of grievance handling and arbitration under the terms of collective bargaining agreements. Substantive and procedural issues as well as behavioral and policy aspects of contract administration.

● **INDR 498 EMPLOYMENT REGULATION.** (3)

### 11.8 INSY – Information Systems Courses

**INSY 332 ACCOUNTING INFORMATION SYSTEMS.** (3) (Prerequisites: MGCR 331 and MGCR 211) Accounting cycles and information flows and the systems that manage those flows. Principals of systems development and data management as relates to accounting information. Relationship between accounting applications and transaction processing systems. Practical experience with accounting packages.

**INSY 333 SYSTEMS ANALYSIS AND MODELLING.** (3) (Prerequisite: MGCR 331) 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.

**INSY 334 BUSINESS PROGRAMMING DEVELOPMENT.** (3) (Prerequisite: INSY 342) Program development in business. Emphasis on data processing application programs in COBOL using structured programming techniques. Topics include: table handling, sequential file processing, error controls, audit trails, control languages, testing and forms.

**INSY 341 BUSINESS SYSTEMS DESIGN I.** (3) (Prerequisite: MGCR 331) Principals of business systems design applied to a procedural language development environment. Emphasis on modularization and maintainability. Introduction to standard program structures including control, repetition, arrays, procedures and functions, and parameter passing. Hands on projects using a high level procedural language.

**INSY 342 BUSINESS SYSTEMS DESIGN II.** (3) (Prerequisite: INSY 341) Continuation of 273-341. Emphasis on data structures and file design and management in business applications.

**INSY 422 OBJECT ORIENTED DESIGN.** (3) (Prerequisite: INSY 342) (Not open to students having taken COMP 202, COMP 203) Principals of the object oriented paradigm. Object technology, data management, and design principals related to business application development.

**INSY 431 INFORMATION SYSTEMS DESIGN.** (3) (Prerequisites: INSY 333, INSY 437, and INSY 342) Principles of business systems design, organization structure, software design and systems theory. Information system modelling techniques. Inter-organizational systems. Use of Computer Assisted Software Engineering tools. Design Project.

**INSY 432 INFORMATION SYSTEMS ADMINISTRATION.** (3) (Prerequisites: INSY 333 and INSY 437) This course covers the issues relating to managing information systems resources. A combination of lecture and case 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, change management, and other areas of importance to information systems managers.

**INSY 434 ADVANCED TOPICS.** (3) (Prerequisite: MGCR 331) Topics covered will depend upon the lecturer. In the past subjects have included logic programming, expert systems, and Decision Support Systems.

**INSY 436 TELECOMMUNICATIONS MANAGEMENT.** (3) (Prerequisites: MGCR 331 and INSY 333) This course addresses the challenges and issues managers face in delivering telecommunications and data networking services to their organizations. Using case studies and lectures, it explores technical and managerial aspects of data communications; local, wide-area and wireless networks; network protocols; Internet/intranets; client/server computing; network security and management.

**INSY 437 DATA AND DATABASE MANAGEMENT.** (3) (Prerequisite: INSY 333) (Management: students are encouraged to take this course as early as possible in their program.) 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. Practice in simple and complex queries with emphasis on SQL. Overview of implementation issues, distributed database systems, and roles and responsibilities of data management personnel.

**INSY 438 GRAPHICAL DEVELOPMENT ENVIRONMENTS.** (3) (Prerequisite: INSY 341. Corequisite: INSY 342) An in depth study of practical and theoretical design and development principles in an event driven development environment. Comparative analysis with other models of system design and generation.

**INSY 440 FUNDAMENTALS OF E-COMMERCE.** (3) (Prerequisite: MGCR 331) Information systems concepts, models, tools and applications related to E-commerce.

● **INSY 444 DECISION SUPPORT SYSTEMS.** (3) (Prerequisites: INSY 333 and INSY 437).

**INSY 533 INFORMATION SYSTEMS AUDITING AND SECURITY.** (3) (Prerequisite: INSY 332 or CCCS 300) This course considers problems and methods of establishing effective controls of computer systems at an advanced level. The student will learn how to review, and evaluate controls in a computer environment through the use of case studies. The student will also learn how to use computer assisted audit techniques to test computer controls.

## 11.9 MGPO – Strategic Management Courses

**MGPO 383 INTERNATIONAL BUSINESS POLICY.** (3) (Prerequisites: MGCR 382 and MGCR 341 or permission of Instructor) (Formerly 278-383) Development and application of conceptual approaches to general management policy and strategy formulation in multinational business involvement (exporting, licensing, contractual arrangements, turnkey projects, joint ventures, consortia); technology transfer, location and ownership strategies; competitive multinational relationships. Emphasis on pragmatic analysis, using case studies.

**MGPO 434 TOPICS IN POLICY.** (3) This is a specialized course covering an advanced topic in strategy and organization.

**MGPO 440 STRATEGIES FOR SUSTAINABILITY.** (3) This course explores the relationship between economic activity, management, and the natural environment. Using readings, discussions and cases, the course will explore the challenges that the goal of sustainable development poses for our existing notions of economic goals, production and consumption practices and the management of organizations.

**MGPO 450 ETHICS IN MANAGEMENT.** (3) (U2 and U3 students only) 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 just decisions and actions in the face of moral dilemmas. The focus of this course is on the decision process, values and consistency of values of the individual and on the impact of systems control and incentives on managerial morality.

**MGPO 460 MANAGING INNOVATION.** (3) Firms face difficulties in developing new products. This course examines the new product development process to understand why problems occur and what managers can do. Topics include the creative synthesis of market and technology; the coordination of functions; and the strategic connection between the project and the strategy.

**MGPO 468 MANAGING ORGANIZATIONAL POLITICS.** (3) Power and politics can be mechanisms of control that maintain the status quo or they can be used as a force for change. Students learn how to recognize politics and use power. There is also a strong focus on the ethical implications.

**MGPO 469 MANAGING GLOBALIZATION.** (3) (Recommended: MGCR 423) This course exposes students to global competition. Many critical questions will be explored, such as: why do industries globalize? how do firms expand and grow internationally? what are strategies that firms can use to compete internationally? Many

industries will be covered, such as: telecommunications, airlines, footwear, and automobiles.

**MGPO 470 STRATEGY AND ORGANIZATION.** (3) This course explores how strategic change affects the organization and how the organization can be designed to realize its strategy more effectively. It will examine how strategic choices affect organizational structures, processes, culture, human resource policies, leadership styles, etc. and how the organization can be aligned with the organizational mission.

**MGPO 562 SEMINAR IN ORGANIZATIONAL STRATEGY.** (3) (U3 standing or permission of the instructor) Participants study concepts of strategy, including: positioning the organization within its environment; evaluating the organization's capabilities in relation to its competitive market environment; and dealing with environmental discontinuities. Participants will be encouraged to introduce original materials and ideas to complement materials assigned by the instructor.

**MGPO 567 BUSINESS IN SOCIETY.** (3) (U2 and U3 students only) Examines different ideologies; business ethics and values; the corporation and its constituencies; the social impact of corporate decisions. The focus of this course is on the interaction between business organizations and society and on incorporating social impact analysis into strategic management.

## 11.10 MGSC – Management Science/ Operations Management Courses

● **MGSC 434 TOPICS IN MANAGEMENT SCIENCE.** (3)

● **MGSC 600 APPLICATIONS: OPERATIONS MANAGEMENT.** (3) (Prerequisite: MGSC 631)

● **MGSC 601 MANAGEMENT OF TECHNOLOGY IN MANUFACTURING.** (3)

● **MGSC 602 MANUFACTURING STRATEGY.** (3)

**MGSC 603 LOGISTICS MANAGEMENT.** (3) (Prerequisite: MGCR 472) The management of the logistics functions in a manufacturing firm. Internal logistics includes the design and operation of a production-distribution system, with emphasis on the management of supply chains in global manufacturing companies. External logistics includes an analysis of the prevailing sourcing strategies and alternative means of customer satisfaction. Important tools such as forecasting techniques and information technology are also covered.

**MGSC 605 TOTAL QUALITY MANAGEMENT.** (3) (Prerequisite: MGCR 272 or MGCR 274) 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.

**MGSC 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.

**MGSC 615 THE INTERNET AND MANUFACTURING.** (3) Emergent concepts in the field of electronic commerce.

● **MGSC 630 PRODUCTION FOR COMPETITIVE ADVANTAGE.** (3)

**MGSC 631 ANALYSIS: PRODUCTION OPERATIONS.** (3) (Prerequisite: MGCR 472) 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.

● **MGSC 632 SAMPLE SURVEY METHODS AND ANALYSIS.** (3) (Prerequisite: MGCR 272 or MGCR 274)

● **MGSC 633 APPLIED DECISION ANALYSIS.** (3) (Prerequisites: MGCR 272, MGCR 373)

**MGSC 671 STATISTICS FOR BUSINESS DECISIONS.** (3) (Prerequisite: MGCR 272 or MGCR 274) 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 and generalized linear models as time permits. Extensive use of Minitab.

**MGSC 675 APPLIED TIME SERIES ANALYSIS MANAGERIAL FORECASTING.** (3) (Prerequisite: MGCR 272 or MGCR 274) 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.

● **MGSC 676 APPLIED MULTIVARIATE DATA ANALYSIS.** (3) (Prerequisite: MGCR 272 or MGCR 274)

**MGSC 678 SIMULATION OF MANAGEMENT SYSTEMS.** (3) (Prerequisites: MGCR 272, MGCR 373) Building simulation models of management systems. 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.

**MGSC 679 APPLIED DETERMINISTIC OPTIMIZATION.** (3) (Prerequisite: MGCR 373) 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.

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

**MGSC 690 TOPICS IN MANAGEMENT SCIENCE.** (3)

● **MGSC 693 APPLIED DATA ANALYSIS.** (3)

### 11.11 MRKT – Marketing Courses

**MRKT 351 MARKETING AND SOCIETY.** (3) (Prerequisite: MGCR 352) The social issues and concerns affecting marketing management are examined and the two way relationship between marketing and social change is explored. Particular attention is paid to consumerism, government regulation in marketing, corporate social responsibility, social marketing and marketing role in a conserve society.

**MRKT 354 MARKETING MANAGEMENT 2.** (3) (Prerequisite: MGCR 352) The decision areas in marketing. Emphasis on the use of marketing theory and concepts in the solution of realistic marketing problems. Decision making in a marketing context using cases, some of which will be computer assisted, and readings.

**MRKT 355 SERVICE MARKETING.** (3) (Prerequisite: MGCR 352) Services are fleeting and involve direct contact between the supplier and the buyer. Inventories disappear every time an aircraft takes off or the night passes for an hotel. Yet services have become the largest sector in modern Western economy and their importance shows every sign of continuing to grow. This course

focuses on the key differences between product and services marketing and the skills that are necessary for the services sector.

**MRKT 357 MARKETING PLANNING 1.** (3) (Prerequisites: MRKT 354, MRKT 451, and MRKT 452) (Management: U3 students only) Marketing Planning is designed as a capstone to previous marketing courses; Structured approach to developing a marketing plan, proceeding from corporate mission and objectives through to detailed marketing mix programs. Lectures, discussions and cases. A field project provides marketing planning experience.

**MRKT 360 MARKETING OF TECHNOLOGY.** (3) (Restricted to non-Management students) The analysis, planning, and control of marketing activities in a high technology business environment through the application of a good conceptual framework that is useful in addressing marketing management problems.

**MRKT 365 NEW PRODUCTS.** (3) (Prerequisite: MGCR 352) New products will follow the new product introduction process from idea generation to post introduction. It will use ideas developed in marketing, production and policy. It will use cases and projects and will involve a real life new product project. In the average firm today, 40% of sales come from products not being sold five years ago. The ability of the firm to innovate is at the heart of long term success.

**MRKT 434 TOPICS IN MARKETING.** (3) (Prerequisite: MGCR 352. Corequisite: MGCR 272 or equivalent) Topics will be selected from current issues in the Marketing Area.

**MRKT 438 BRAND MANAGEMENT.** (3) (Prerequisite: MGCR 352) Looks at the decisions a brand manager in a major consumer goods company takes. It examines, in particular, the breakdown of advertising and sales promotion expenditures. It looks at the short term nature of the decisions taken. It will concentrate on the vast amount of new information available to brand managers today, especially in the form of scanner data.

**MRKT 451 MARKETING RESEARCH.** (3) (Prerequisite: MGCR 352. Corequisite: MGCR 272) Theoretical techniques and procedures common in marketing research. Topics include: research design, sampling, questionnaire design, coding, tabulating, data analysis (including statistical techniques). Specialized topics may encompass advertising, motivation and product research; forecasting and location theory.

**MRKT 452 CONSUMER BEHAVIOUR.** (3) (Prerequisite: MGCR 352) A study of basic factors influencing consumer behaviour. Attention is focused on psychological, sociological and economic variables including motivation, learning, attitude, personality, small groups, social class, demographic factors and culture, to analyze their effects on purchasing behaviour.

**MRKT 453 ADVERTISING MANAGEMENT.** (3) (Prerequisite: MRKT 452) Surveys advertising and promotion in Canadian context. Examines activities as they relate to advertisers, the advertising agency and media. Stresses advertising by objectives as the approach to developing strategy and tactics. Real examples from current campaigns are the focal point of class discussions.

**MRKT 455 SALES MANAGEMENT.** (3) (Prerequisite: MGCR 352) Responsibilities of the sales manager as they relate to the sales force. These include the selection of process, training alternatives, compensation and incentive plans, supervision and evaluation and budgeting and forecasting. Case studies and discussions of sales force models are used.

**MRKT 456 INDUSTRIAL MARKETING.** (3) (Prerequisite: MGCR 352) Decision-making and management of the marketing effort in an industrial product context. Topics include the industrial marketing system; industrial purchasing; researching the industrial market; product, price distribution, selling and advertising decisions; strategies for industrial markets. Lectures and case discussions are used.

**MRKT 459 RETAIL MANAGEMENT.** (3) (Prerequisite: MGCR 352) Principles and methods of marketing management as applied to retailing, including strategy and tactics: market structure; consumer behaviour; competition; financial management; human resources planning; promotion; presentation; merchandising;

operations; pricing; planning and attaining retail profits. Lectures, text material, outside reading, planned retail visiting, cases.

● **MRKT 461 ADVERTISING PRACTICUM.** (3) (Corequisite: MRKT 453)

**MRKT 483 INTERNATIONAL MARKETING MANAGEMENT.** (3) (Prerequisites: MGCR 382 and MGCR 352, or permission of instructor) (Formerly 278-483) Marketing management considerations of a company seeking to extend beyond its domestic market. Required changes in product, pricing, channel, and communications policies. Attention to international trade and export marketing in the Canadian context.

● **MRKT 557 MARKETING RESEARCH 2.** (3) (Prerequisite: MRKT 451) The purpose of this course is to look at marketing research at a more advanced level and from a more technical point of view than MRKT 451.

## 11.12 ORGB – Organizational Behaviour Courses

**ORGB 321 LEADERSHIP.** (3) (Prerequisite: for B.Com. students only, MGCR 222) The course explores leadership theories including the charismatic leadership process model. It provides students with opportunities to assess and work on improving their leadership skills in general, with specific attention also given to entrepreneurial effectiveness. Topics include: planning and organizing, decision making, conflict resolution, and interpersonal skills.

**ORGB 380 CROSS CULTURAL MANAGEMENT.** (3) (Formerly 278-380) Cross-cultural awareness and communication skills necessary to manage in multicultural organizations. Focus on the relationship between cultural values and communication style as they affect inter and intra cultural communication of managers, personnel and clients of multinational and multicultural organizations.

● **ORGB 409D1 ORGANIZATIONAL RESEARCH METHODS.** (3) (Prerequisite: MGCR 222)

● **ORGB 409D2 ORGANIZATIONAL RESEARCH METHODS.** (3)

**ORGB 420 GROUP DYNAMICS.** (3) (Prerequisite: MGCR 222 or permission of Instructor) Theory, research, and applications relating to group dynamics and interpersonal dynamics. Teaching/learning methods include lecture and discussion, learning cells, and skill development exercises and training laboratories (group development and interpersonal sensitivity).

**ORGB 421 MANAGING ORGANIZATIONAL CHANGE.** (3) (Prerequisite: MGCR 222 or permission of Instructor) Organizational change theory and techniques are examined with an emphasis on techno-structural interventions such as Quality-of-Work-Life approaches. Through simulations and case-studies, the course explores initiatives in organizational change, primarily in contemporary Canadian organizations. It also includes opportunities for "hands-on" experience in work and organization redesign.

● **ORGB 423 HUMAN RESOURCES MANAGEMENT.** (3) (Prerequisite: MGCR 222)

● **ORGB 428 ADVANCED SEMINAR IN WORK MOTIVATION.** (3) (Prerequisite: MGCR 222)

**ORGB 429D1 ORGANIZATIONAL BEHAVIOUR FOR COURSE COUNSELLORS.** (3) (Prerequisite: MGCR 222) (Students must also register for ORGB 429D2) (No credit will be given for this course unless both ORGB 429D1 and ORGB 429D2 are successfully completed in consecutive terms) Examination of behaviour in organizations, coupled with training in teaching methods, to prepare students to team teach a section of MGCR 222. Selection of course counsellors is made toward the end of the preceding winter term. Only students thus selected will be permitted to register for this course.

**ORGB 429D2 ORGANIZATIONAL BEHAVIOUR FOR COURSE COUNSELLORS.** (3) (Prerequisite: ORGB 429D1) (No credit will be given for this course unless both ORGB 429D1 and ORGB 429D2 are successfully completed in consecutive terms) See ORGB 429D1 for course description.

**ORGB 434 ADVANCED TOPICS IN ORGANIZATIONAL BEHAVIOUR.**

(3) (Prerequisite: MGCR 222) This is an advanced course for students with a special interest in Organizational Behaviour. Topics will be selected from current issues or themes in literature.

**ORGB 435 WOMEN AS GLOBAL LEADERS AND MANAGERS.** (3)

(Prerequisite: MGCR 222) 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.

**ORGB 525 COMPENSATION MANAGEMENT.** (3) (Prerequisite: MGCR 320) Compensation policies and practices, consistent with motivational theories, are examined. Topics include: design and evaluation of job evaluation systems, salary structures, and performance-based pay; compensation of special employee groups; and current pay equity laws. Projects and simulations provide "hands-on" experience in the use of compensation techniques.

## 12 Academic Staff

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