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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: [www.management.mcgill.ca](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'odia)

**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 management 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.

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## 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.

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## 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.

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## 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, e-mail [bcom.mgmt@mcgill.ca](mailto:bcom.mgmt@mcgill.ca) or on the McGill Website at [www.mcgill.ca/students-information/exchanges](http://www.mcgill.ca/students-information/exchanges).

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## 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 (MGCR 423), 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 and a \$400 internship fee for each appointment the student undertakes, as well as the cost assessed for each credit.

More information is available on the Web at [www.management.mcgill.ca](http://www.management.mcgill.ca), under "Career Centre" or from the McGill Management Career Centre; contact the Manager, Internships Program by telephone: (514) 398-2071 or e-mail: [intern.mgmt@mcgill.ca](mailto:intern.mgmt@mcgill.ca).

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## 2.6 Scholarships, Prizes and Medals

For information about [Entrance Scholarships and Awards](#), see [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 term.

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## 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 on-line using Minerva at [www.mcgill.ca/minerva](http://www.mcgill.ca/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 prior to submission to the Student Affairs Office.

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 Ron Critchley.

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 on-line using Minerva. Further information for new students is distributed at the time of admission and is also available on the Faculty Website at [www.management.mcgill.ca](http://www.management.mcgill.ca) under Degree Programs - B.Com. - Accepted Students.

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 on-line 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 on-line 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 Course Overlap

Students will not receive credit towards their degree for any course that overlaps in content with a course passed at McGill, CEGEP, at another university, or advanced placement exams, Advanced Level results, International Baccalaureate Diploma, or French Baccalaureate.

It is the student's responsibility to consult the Student Affairs Office as to whether or not credit can be obtained and to be aware of exclusion clauses specified in the course description in the Calendar.

#### 3.5 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.

**3.6 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 term.
- 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.

**3.7 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.

### 3.8 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 Student Affairs 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 Student Affairs 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
- Finance
- International Business
- Management Science
- Operations Management
- Organizational Behaviour and Human Resource Management
- Entrepreneurship
- Information Systems
- Labour-Management Relations
- Marketing
- Strategic Management

### 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 I) 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:

- Canada
- Latin America and the Caribbean
- Western Europe (France, Germany, Italy, or Spain)
- East Asia
- 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)	Introduction to Financial Accounting
MGCR 213 <sup>1</sup>	(3)	Introduction to Management Accounting
MGCR 222	(3)	Introduction to 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 1
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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### Program Footnotes:

- 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.

### Also note that:

- A maximum of 6 credits will be permitted within the B.Com. program for MGCR 293 and ECON 230D1/ECON D2 or ECON 250D1/ECON 250D2.
- A maximum of 6 credits will be permitted within the B.Com. program for ECON 295 and ECON 330D1/ECON 330D2 or ECON 352D1/ECON 352D2.

## 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)	Mathematics for Management 1
MATH 131 <sup>1</sup>	(3)	Mathematics for Management 2
MGCR 211	(3)	Introduction to Financial Accounting
MGCR 331	(3)	Information Systems

### U0 Complementary Courses (15 credits)

3 credits, one course, at the 100 or 200 level in Psychology (Subject Code PSYC), excluding PSYC 204, or Sociology (Subject Code SOCI), excluding SOCI 211.

6 credits of Humanities or Language courses, as specified below.

6 credits of Social Science or Science courses, as specified below.

### 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 Communication in Management 1 in U0.)

### U1 Required Courses (27 credits)

MGCR 213 <sup>2</sup>	(3)	Introduction to Management Accounting
MGCR 222	(3)	Introduction to 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)	Communication 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 1
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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### Freshman Social Sciences/Sciences Courses List

Any course at the 100 or 200 level with these Subject Codes:

ANTH (Anthropology); ATOC (Atmospheric and Ocean Sciences); BIOL (Biology); CANS (Canadian Studies); CHEM (Chemistry); ECON (Economics) excluding ECON 208, ECON 209, ECON 217, ECON 227, ECON 230, ECON 250, ECON 257, ECON 295; EPSC (Earth and Planetary Sciences); GEOG (Geography); HIST (History); LING (Linguistics); PHGY (Physiology); PHYS (Physics); POLI (Political Science); PSYC (Psychology) excluding PSYC 204; SOCI (Sociology) excluding SOCI 211; SSMD (Social Studies of Medicine); WMST (Women's Studies).

Any course at the 200 level with these Subject Codes:

COMP (Computer Science), MATH (Mathematics) excluding MATH 203, MATH 204, MATH 211.

### Freshman Humanities/Languages Courses List

Any course at the 100 or 200 level with these Subject Codes:

ARTH Art History), CANS (Canadian Studies), CLAS (Classics), DANI (Danish), EAST (Asian Languages and Literature), ENGC (English Communications), ENGL (English), FREN (French), FRSL (French as a Second Language), GERM (German), HISP (Hispanic Studies), ITAL (Italian), JWST (Jewish Studies), MUAR (Music-Arts), MUHL (Music History and Literature), MUJZ (Jazz Studies), MUSP (Musician-ship), PHIL (Philosophy), RELG (Religious Studies), RUSS (Russian)

And the following Faculty of Education courses: EDEA 204, EDEA 205, EDEA 296; EDEC 205; EDEE 325; EDKP 392.

### Program Footnotes:

- 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	(4)	Calculus
or MATH 140	(3)	Calculus 1
MATH 141	(4)	Calculus 2

Six of these credits would be counted in the Freshman Year requirements, the remaining 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.  
\* All new students are required to take a placement test. The results determine whether students should register for EDEC 205 (as of the second term, to count as Freshman Humanities or an elective); or EDEC 305 (as of U2, to fulfill the core requirement. Students in this group will take an additional core course of their choosing, or a free elective, to complete the 30 credits of U0.); or CEGE 351 (not for credit, in the first term, to qualify for EDEC 205 in the second term) Further details are posted on the Faculty Website at [www.management.mcgill.ca](http://www.management.mcgill.ca) under Degree Programs - B.Com. - Accepted Students.

**Also note that:**

- Management students cannot receive credit for ACOM 150, COMP 102 or COMP 199.
- A maximum of 6 credits will be permitted within the B.Com. program for MGCR 293 and ECON 230D1/ECON D2 or ECON 250D1/ECON 250D2.
- A maximum of 6 credits will be permitted within the B.Com. program for ECON 295 and ECON 330D1/ECON 330D2 or ECON 352D1/ECON 352D2.

### 5.3 Transfer Credit and Advanced Standing

Normally, students may transfer up to one-third of the credits required in their degree program, including the Concentration, Major, or Honours requirements.

See “[Transfer Credits](#)” on [page 34](#) or the Student Affairs Office for more details.

## 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.

**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.

**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

### 6.3 Finance Concentration

Advisers: Professors A. de Motta, J. Ericsson, P. Ruiz, and S. Sarkissian

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.

**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
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FINE 444	(3)	Risk Management and Insurance
FINE 445	(3)	Real Estate Finance
FINE 448	(3)	Derivatives and Risk Management
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 492	(3)	International Finance 2
FINE 541D1	(1.5)	Applied Investments
FINE 541D2	(1.5)	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.

#### 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.

##### Required Course (3 credits)

MGPO 383	(3)	International Business Policy
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##### Complementary Courses (12 credits)

four of:

BUSA 391	(3)	International Business Law
BUSA 394	(3)	Asia/Pacific Management
BUSA 395	(3)	European Economy and Business
BUSA 434	(3)	Topics in Management
BUSA 481	(3)	North America: Global Markets

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.

##### Required Courses (6 credits)

INDR 294	(3)	Introduction to Labour-Management Relations
INDR 496	(3)	Collective Bargaining

##### Complementary Courses (9 credits)

three of:

INDR 434	(3)	Topics: Labour-Management Relations
INDR 449	(3)	Occupational Health and 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, and 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 Deterministic Optimization

##### Complementary Courses (9 credits)

at least two of:

MGSC 675	(3)	Applied Time Series Analysis 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: Production Operations
MGSC 632	(3)	Sample Survey Methods and Analysis
MGSC 633	(3)	Applied Decision Analysis
MGSC 680	(3)	Applied Deterministic Optimization

and approved courses in other Areas or faculties.

#### 6.8 Marketing Concentration

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

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.

**Required Courses** (12 credits)

- MRKT 354 (3) Marketing Management 2
- MRKT 357 (3) Marketing Planning 1
- 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) Services Marketing
- MRKT 365 (3) New Products
- MRKT 438 (3) Brand Management
- MRKT 455 (3) Sales Management
- MRKT 456 (3) Industrial Marketing
- MRKT 459 (3) Retail Management
- MRKT 461 (3) Advertising Practicum
- MRKT 483 (3) International Marketing Management
- MRKT 557 (3) Marketing Research 2

## 6.9 Operations Management Concentration

Advisers: Professors T. Boyaci, S. Li, and 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: Production Operations

**Complementary Courses** (6 credits)

two courses chosen from:

- MGSC 434 (3) Topics in Management Science
  - MGSC 600 (3) Applications: Operations Management
  - MGSC 602 (3) Manufacturing Strategy
  - MGSC 603 (3) Logistics Management
  - MGSC 671 (3) Statistics for Business Decisions
  - MGSC 675 (3) Applied Time Series Analysis Managerial Forecasting
  - MGSC 678 (3) Simulation of Management Systems
  - MGSC 679 (3) Applied Deterministic Optimization
  - MGSC 680 (3) Applied Sequential Optimization
- 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.

**Complementary Courses** (15 credits)

five of:

- ORGB 321 (3) Leadership
- ORGB 380 (3) Cross Cultural Management

- ORGB 420 (3) Managing Organizational Teams
- ORGB 421 (3) Managing Organizational Change
- ORGB 429\* (6) Organizational Behaviour for Course Counsellors
- ORGB 434 (3) Advanced Topics in Organizational Behaviour
- 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 and 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.

**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 Sustainability
- 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. **A maximum of 6 credits will be permitted within the B.Com. program for MGCR 293 and ECON 230D1/D2 or ECON 250D1/D2, and a maximum of 6 for ECON 295 and ECON 330D1/D2 or ECON 352D1/D2.** Students interested in this Minor must obtain approval from Ron Critchley in the Student Affairs 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 D. Leisen, 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) Basic Algebra  
and MATH 236 (3) Linear Algebra

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 of 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) Basic Algebra  
and MATH 236 (3) Linear Algebra

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 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 grades of C or better may count towards the Major requirements.

### 8.1 Major in Economics for Management Students

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

Please consult the Economics Department Website at [www.mcgill.ca/economics](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) Microeconomic Theory  
ECON 230D2\* (3) Microeconomic Theory  
ECON 330D1\*\* (3) Macroeconomic Theory  
ECON 330D2\*\* (3) Macroeconomic Theory

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

\*\* 3 of the 6 credits for Macroeconomic 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 (Subject Code ECON), excluding courses with numbers below 210. 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 A. de Motta, J. Ericsson, P. Ruiz, and S. Sarkissian

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)	Risk Management and Insurance
FINE 449	(3)	Implementing Derivatives Models
FINE 480	(3)	Global Investments
FINE 492	(3)	International Finance 2
FINE 541D1	(1.5)	Applied Investments
FINE 541D2	(1.5)	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 Managerial Forecasting

**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 R. Hebdon

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)	Introduction to Labour-Management Relations
INDR 449	(3)	Occupational Health and 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: 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.

(Program revision awaiting University approval.)

**Required Courses** (15 credits)

MRKT 354	(3)	Marketing Management 2
MRKT 357	(3)	Marketing Planning 1
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)	Services Marketing
MRKT 365	(3)	New Products
MRKT 438	(3)	Brand Management
MRKT 455	(3)	Sales Management
MRKT 456	(3)	Industrial Marketing
MRKT 459	(3)	Retail Management
MRKT 461	(3)	Advertising Practicum
MRKT 483	(3)	International Marketing Management
MRKT 557	(3)	Marketing Research 2

**8.6 Major in Mathematics for Management Students**

Adviser: Professor D. Leisen, 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 139 or 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 MATH 131 in U0, counting 6 credits as Freshman Program credits and the remaining credits as Freshman Complementary.

**Required Courses** (30 credits)

MATH 222	(3)	Calculus 3
MATH 235	(3)	Basic Algebra
MATH 236	(3)	Linear Algebra
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.

[Program revisions are under consideration for September 2003. Go to [www.mcgill.ca](http://www.mcgill.ca) (Course Calendars) in July for details.]

**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: Psychological Processes
PSYC 336	(3)	Measurement of Psychological Processes
PSYC 340	(3)	Psychology of Language
PSYC 341	(3)	The Psychology of Bilingualism
PSYC 351	(3)	Research Methods in Social Psychology
PSYC 352	(3)	Laboratory 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)	Managing Organizational Teams
ORGB 421	(3)	Managing Organizational Change
ORGB 434	(3)	Advanced Topics in Organizational Behaviour
ORGB 435	(3)	Women as Global Leaders and Managers
INDR 294	(3)	Introduction 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. McWaters 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 (B- 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 (B) in each year of the Honours Program (U2 and U3) and an average of 3.00 (B) 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
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)	Business 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 and Portfolio Management
FINE 443	(3)	Applied Corporate Finance
FINE 482	(3)	International Finance 1

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 at [www.mcgill.ca/economics](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 at [www.mcgill.ca/economics](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 at [www.mcgill.ca/economics](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. It 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:

1. 3 of the 6 credits for Introduction to Economic Theory are counted in the Core, where it replaces MGCR 293
2. credits for this course are counted in the Core, where it replaces MGCR 271 and MGCR 272.
3. 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 541D1 (1.5) Applied Investments  
 FINE 541D2 (1.5) 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 three or four 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:

- a) 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
- b) 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 Economy and Business  
 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: Global Markets  
 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 Sustainability  
 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: Beginners
HISP 210D2	(3)	Spanish Language: Beginners
or HISP 218	(6)	Spanish Language Intensive - Elementary
HISP 220D1	(3)	Spanish Language: Intermediate
HISP 220D2	(3)	Spanish Language: Intermediate
or HISP 219	(6)	Spanish Language Intensive - Intermediate

#### 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 - English Translation 2
HISP 328	(3)	Literature of Ideas: Spanish America
HISP 332	(3)	Spanish American Literature of 19th Century
HISP 333	(3)	Spanish-American Drama
HISP 351	(3)	Spanish-American Novel: 1900 - 1950
HISP 352	(3)	Contemporary Spanish-American Novel
HISP 356	(3)	Spanish-American Short Story
HISP 358	(3)	Women Writers Fiction Spanish-America
HISP 432	(3)	Literature - Discovery and Exploration Spain New World
HISP 433	(3)	Gauche Literature
HISP 434	(3)	Dictatorship: Hispanic America
HISP 437	(3)	Viceregal Spanish America
HISP 442	(3)	Modernist Poetry
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)	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:

ANTH 326	(3)	Peoples of Central and South America
ECON 410	(3)	Economic Development: Selected World Area
HIST 464D1**	(3)	Topics: Latin American History
HIST 464D2**	(3)	Topics: Latin American History
LACS 497	(3)	Research Seminar on Latin America and the Caribbean
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 320D1/EAST 320D2, EAST 330D1/EAST 330D2, EAST 340D1/EAST 340D2) 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: East Asian Culture: China
EAST 212	(3)	Introduction: East Asian Culture: Japan
EAST 213	(3)	Introduction: 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)	20th Century China in Film and Fiction
EAST 362	(3)	Japanese Cinema
EAST 363	(3)	Aesthetics and Politics of Vision Premodern Japan
EAST 364	(3)	Mass Culture and Postwar Japan
EAST 382	(3)	Modern Japanese Society: People and Institutions
EAST 384	(3)	Comparative Socioeconomic History Japan and 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)	Inventing Modern 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 Self in Early China
EAST 563	(3)	Images, Ideograms, Aesthetics
EAST 564	(3)	Structures of Modernity: Japan
EAST 580	(3)	Japan: Sociopolitical Framework
EAST 584	(3)	Industry in Japan
EAST 590	(3)	Multiple Narratives of "Orient"

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

ANTH 329	(3)	Modern Chinese Society and Change
ECON 335	(3)	The Japanese Economy
ECON 411	(3)	Economic Development: A World Area
HIST 208	(3)	Introduction to East Asian History
HIST 308	(3)	Formation of Chinese Tradition
HIST 318	(3)	History of Japan 1
HIST 328	(3)	China in Revolution 1: 1840-1921
HIST 337	(3)	Japanese Intellectual History 1
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)	Medieval to Early Modern China
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: 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
POLI 323	(3)	Developing Areas/China and Japan
POLI 349	(3)	Foreign Policy: Asia
RELG 253	(3)	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)	East Asian Buddhism
RELG 549	(3)	East Asian Buddhist 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)	Oral and Written French 1 - Intensive
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)	Civilisation française 1
FREN 324	(3)	Civilisation française 5: La France d'aujourd'hui
FREN 310	(3)	Histoire du cinéma français
or FREN 311	(3)	Histoire du cinéma français 2

9 credits selected from:

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 20e siècle
FREN 483	(3)	Le roman depuis Sartre
FREN 484	(3)	Réalisme et naturalisme
HIST 225	(3)	History of France to 1789
HIST 346	(3)	France, 1914 to the Present

and/or any of the French Literature and French Civilization

Courses offered by the French Language and Literature

Department or from the courses listed in [section 10.3.5](#)

"Complementary Courses open to all Students in the Western European Studies Focus".

#### 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)

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

##### Complementary Courses (9 credits)

9 credits selected from:

HIST 214	(3)	Introduction 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 courses listed in [section 10.3.5](#) "Complementary Courses open to all Students in the Western European Studies Focus".

#### 10.3.3 ITALY

##### LANGUAGE COMPONENT (12 credits)

12 credits of Italian language courses at the level deemed appropriate 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)	Italian for Beginners
ITAL 205D2	(3)	Italian for Beginners
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:

ANTH 337	(3)	Mediterranean Society and Culture
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
HIST 345	(3)	History of Italian Renaissance
HIST 365	(3)	17th - 18th C. Western Europe
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 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
ITAL 477	(3)	Italian Cinema and Video



MUAR 387 (3) The Opera  
 POLI 414 (3) Society and Politics in Italy  
 and/or from all the courses given in Italian by the Department of Italian Studies or from the courses listed in [section 10.3.5](#) **“Complementary Courses open to all Students in the Western European Studies Focus”**. 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: Beginners  
 HISP 210D2 (3) Spanish Language: Beginners  
 or HISP 218 (6) Spanish Language Intensive - Elementary  
 HISP 220D1 (3) Spanish Language: Intermediate  
 HISP 220D2 (3) Spanish Language: Intermediate  
 or HISP 219 (6) Spanish Language Intensive - Intermediate

#### 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 courses listed in [section 10.3.5](#) **“Complementary Courses open to all Students in the Western European Studies Focus”**.

ANTH 337 (3) Mediterranean Society and Culture (in English)  
 HISP 241 (3) Survey of Spanish Literature 1  
 HISP 242 (3) Survey of Spanish Literature 2  
 HISP 301 (3) Hispanic Literature -English Translation 1 (in English)  
 HISP 321 (3) Spanish Literature - 18th Century  
 HISP 324 (3) 20th Century Drama  
 HISP 325 (3) 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) Generation - 1898: Creative Genres  
 HISP 421 (3) Golden Age Prose  
 HISP 423 (3) Modern Lyric Poetry  
 HISP 424 (3) Spanish Novel since 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

### 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) Science from Greeks to Newton  
 HIST 354 (3) Women in Western Europe Since 1750  
 HIST 365 (3) 17th - 18th C. Western Europe  
 HIST 372 (3) The Low Countries: 14th - 17th Century  
 HIST 388 (3) The Second World War

#### Political Science

POLI 212 (3) Government and Politics - 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) Public Policy: Western Europe  
 POLI 357 (3) Politics: Contemporary 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 1  
 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:

ECON 308 (3) Governmental Policy Towards Business  
 ECON 311 (3) United States Economic Development  
 ENGL 225 (3) American Literature 1  
 ENGL 226 (3) American Literature 2  
 HIST 211 (3) United States to 1865  
 HIST 221 (3) United States since 1865  
 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 Academic Staff

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