

41 Law

Faculty of Law
Graduate Programs in Law
3661 Peel Street
Montreal, QC H3A 1X1
Canada
Telephone: (514) 398-3544
Fax: (514) 398-8197
Email: gradprog@falaw.lan.mcgill.ca
Website: <http://www.law.mcgill.ca>

Dean, Faculty of Law — Professor Peter Leuprecht
Director, Institute of Comparative Law — Professor Daniel Jutras
Acting Director, Institute of Air and Space Law —
Professor Armand L.C. de Mestral

Associate Dean (Graduate Studies and Research) —
Lionel Smith

41.1 Staff

Institute of Air and Space Law

Emeritus Professor
I.A. Vlastic; B.C.L.(Zag.), LL.M.(McG.), LL.M., J.S.D.(Yale)

Professor
M. Milde; LL.M., Ph.D.(Charles), Dip. Air and Space Law(McG.)

Associate Professors
R. Jakhu; D.C.L.(McG.)
R. Janda; B.A.(Tor.), LL.B., B.C.L.(McG.), LL.M.(Col.)

Adjunct Professors
D. Bunker, L. Gialoretto, P.P.C. Haanappel, S. Lessard, R. Margo,
P. Nesgos, F. Schubert, P. van Fenema, H.A. Wassenbergh,
L. Weber

Lecturers
G. Finnsson, J. Saba, L. Wilhelmy van Hasselt

Institute of Comparative Law

Emeritus Professor
Paul A. Crépeau; O.C., Q.C., B.A., L.Ph.(Ott.), LL.L.(Montr.),
B.C.L.(Oxon.), Docteur de l'Université de Paris (Droit),
LL.D.(Ott., York), F.R.S.C. (*Emeritus Wainwright Professor of
Civil Law*)

Professors
G. Blaine Baker; B.A., LL.B.(W.Ont.), LL.M.(Col.)
Jean-Guy Belley; LL.L., LL.M.(Laval), Doctorat en sociologie
juridique(Paris 2) (*Sir William C. Macdonald Professor of Law*)
Madeleine Cantin-Cumyn; B.A., LL.L.(Laval)
Irwin Cotler; B.A., B.C.L.(McG.), LL.M.(Yale), LL.D.(Bar-Ilan,
York), LL.D.(Honoris Causa) (S. Fraser)
Armand L.C. DeMestral; A.B.(Harv.), B.C.L.(McG.), LL.M.(Harv.)
William F. Foster; LL.B.(Auck.), LL.M.(Br.Col.) (*William C.
Macdonald Professor of Law*)
H. Patrick Glenn; B.A.(Br.Col.), LL.B.(Queen's), LL.M.(Harv.),
D.E.S., Docteur de l'Université de Strasbourg (Droit) (*Peter M.
Laing Professor of Law*)
Jane Matthews Glenn; B.A., (Hons.), LL.B.(Queen's), Docteur de
l'Université de Strasbourg (Droit)
Pierre-G. Jobin; B.A., B.Ph., LL.L.(Laval), Dipl. d'ét. sup. en dr. pr.,
Docteur d'État en droit privé(Montpellier)
Nicholas Kasirer; B.A.(Tor.), B.C.L., LL.B.(McG.), D.E.A.(Paris)
Dennis R. Klinck; B.A., M.A.(Alta.), Ph.D.(Lon.), LL.B.(Sask.)
Roderick A.Macdonald; B.A., LL.B.(York), LL.L.(Ott.), LL.M.(Tor.)
(*F.R. Scott Professor of Public and Constitutional Law*)
Michael Milde; LL.M., Ph.D.(Charles), Dip.Air & Space Law (McG.)
Yves-Marie Morissette; B.Sp.Sc.Pol.(Que.), LL.L.(Montr.),
D.Phil.(Oxon.)
Stephen A. Scott; B.A., B.C.L.(McG.), D.Phil.(Oxon.)

Margaret A. Somerville; A.U.A.(Pharm.) (Adel.), LL.B.(Syd.),
D.C.L.(McG.) F.R.S.C. (*Gale Professor of Law*) (*joint appt. with
the Faculty of Medicine*)
William Tetley; Q.C., B.A.(McG.); LL.L.(Laval)
Stephen J. Toope; A.B.(Harv.), B.C.L., LL.B.(McG.), Ph.D.(Trinity)

Associate Professors
Patrick Healy; B.A.(Hons.) (Vict.), B.C.L.(McG.), LL.M.(Tor.)
Richard A. Janda; B.A.(Tor.), LL.B., B.C.L.(McG.), LL.M.(Col.)
Rosalie Jukier; B.C.L., LL.B.(McG.), B.C.L.(Oxon)
Daniel Jutras; LL.B.(Montr.), LL.M.(Harv.)
Peter Leuprecht; B.C.L., Doctorat en droit(U. of Innsbruck)
Colleen Sheppard; B.A., LL.B.(Tor.), LL.M.(Harv.)
Ronald B. Sklar; B.S.(N.Y.U.), LL.B.(Brooklyn),
LL.M.(Northwestern), LL.M.(Yale)
Lionel Smith; B.Sc.(Tor.), LL.B.(W.Ont.), LL.M.(Cantab.),
D.Phil.(Oxon)
Stephen Smith, B.A.(Queen's), LL.B.(Tor.), D.Phil.(Oxon)

Assistant Professors
Adelle Blackett; B.A.(Queen's), LL.B., B.C.L.(McG.), LL.M.(Col.)
Jean-François Gaudreault-Desbiens; LL.B., LL.M.(Laval)
David Lametti, B.A.(Tor.), LL.B., B.C.L.(McG.), LL.M.(Yale)
Marie-Claude Prémont, B.Eng.(Sher.), LL.M., Ph.D.(Laval)
René Provost; LL.B.(Montr.), LL.M.(Berkeley)
Geneviève Saumier, B.Com, B.C.L., LL.B.(McG.)
Shauna van Praagh; B.Sc., LL.B.(Tor.), LL.M. (Col.)

41.2 Programs Offered

The principal higher degrees in Law are the M.C.L. (Master of Civil Law), the LL.M. (Master of Laws) and the D.C.L. (Doctor of Civil Law), as offered by the Faculty of Law and its two teaching Institutes, the Institute of Air and Space Law and the Institute of Comparative Law. Both Institutes also offer a Graduate Certificate.

The Institute of Air and Space Law operates within the Faculty of Law. The Institute provides facilities for advanced study and research in Air and Space Law and related problems of international law for qualified law graduates or others with appropriate qualifications. The Institute offers a Graduate Certificate in Air and Space Law and the degrees of Master of Laws (LL.M.) and Doctor of Civil Law (D.C.L.).

The Graduate Certificate in Air and Space Law is a course work program with a limited research and writing requirement. It is particularly appropriate for students with a strong professional orientation who do not wish to write a thesis.

The Institute of Comparative Law operates within the Faculty of Law. As a centre of comparative legal studies, the Institute provides facilities for graduate work, advanced studies and field research in areas of private, commercial, international and public law. The Institute is also responsible to the Faculty of Graduate Studies and Research for graduate studies. The Institute offers a Graduate Certificate in Comparative Law and the degrees of Master of Laws (LL.M.), Master of Laws (LL.M.) with specialization in Bioethics, Master of Civil Law (M.C.L.) and of Doctor of Civil Law (D.C.L.). (Please note: the M.C.L. is not currently being offered.)

The Graduate Certificate in Comparative Law provides advanced training in subjects within the scope of the ICL to candidates who do not wish to undertake the Master's degree. The Graduate Certificate is particularly appropriate for judges, law professors, and legal practitioners from countries undergoing substantial legal reform (such as post-Communist or developing countries) who wish to pursue advanced studies in areas such as civil, commercial, or human rights law.

The Doctor of Civil Law is a research degree offered by both the ICL and the IASL.

41.3 Admission Requirements

General

The Faculty of Law has a Graduate Admissions Committee and a Graduate Studies Committee that make recommendations regarding admission to the Faculty of Graduate Studies and Research.

Final admissions decisions are taken by the Faculty of Graduate Studies and Research, in the months of March and April.

For information and application forms please write to the Coordinator, Graduate Studies in Law, McGill University at the above address.

All non-Canadian applicants whose mother tongue is neither English nor French must take the Test of English as a Foreign Language (TOEFL) and score at least 577 or 233 (computer-based test). All non-Canadian applicants whose mother tongue is French must also take the TOEFL, with a required standard of 550 or 213 (computer-based test). The TOEFL bulletin, which includes a registration form, is available in many locations, including American embassies and consulates or through TOEFL, Box 899, Princeton N.J. 08540, USA. There may be a lengthy delay for registration, and the communication of results takes approximately 40 days. The test must be taken sufficiently early for results to reach McGill no later than March 15 of the year of admission.

The International English Language Testing System (IELTS) test with a minimum overall band of 7.0 is also acceptable.

Language Requirement

All graduate students must have very good knowledge of English. The ability to speak or read French is an asset, but generally not a requirement. (In some areas, particularly the study of the private law in the civilian tradition or comparative private law, a reading knowledge of French is essential.)

English is the predominant language at McGill, but some law courses are given in French and others are taught bilingually (in English and French). Francophone students may intervene in French, and many courses involve readings in French. Thus, a student who is not able to read French will have his or her choices constrained, though in many areas they work around this limitation with little disadvantage. Applicants should indicate their knowledge of French on the admissions questionnaire. If French is essential to the area of study the Faculty will notify the applicant.

Graduate Certificate Programs

The requirements for admission to the Graduate Certificate programs are essentially the same as for the Master's programs, except that greater weight is placed on professional experience.

Candidates desiring a Graduate Certificate in Air and Space Law who do not hold a law degree may be admitted if they have earned an undergraduate university degree in another discipline and possess sufficient professional experience to compensate for the lack of a law degree (as determined by the Graduate Admissions Committee).

Master's Degrees

Candidates for admission to the LL.M. program must hold the degree of B.C.L. or LL.B. with at least second class honours, from McGill University, or its equivalent from another recognized university. This standing does not guarantee admission, however. The Graduate Admissions Committee weighs the entire file, including the applicant's references and the quality of the research proposal.

Furthermore, the Committee must consider the availability of a supervisor. If a supervisor is not available in the applicant's preferred field of study, the applicant may be refused admission or else offered admission pending a change of field of study. Except in rare cases, students are not formally assigned a supervisor at the admissions stage. During the first year of study, they are permitted to adjust their thesis topics and choose a supervisor (subject to the approval of the Associate Dean).

Transfers from a Graduate Certificate Program to the LL.M. program are permitted for students who have achieved very good marks in their course work and who satisfy the other eligibility requirements. They may apply to the Graduate Admissions Committee for transfer and, if admitted, must waive receipt of the Graduate Certificate. (If a candidate has already received the Graduate Certificate, he or she may be accepted as a candidate for the Master's degree if he or she registers for three additional semesters and undertakes additional course work.)

LL.M. specialization in Bioethics: Requirements for admission to the Master's program in Bioethics from the base discipline Law, are the same as for admission to the LL.M.

For further information please contact the Chair, Master's Specialization in Bioethics, Biomedical Ethics Unit, 3690 Peel Street, Montreal, QC, H3A 1W9. Telephone: (514) 398-6980; Fax: (514) 398-8349; Email: Glass_K@falaw.lan.mcgill.ca.

The M.C.L. is not currently being offered.

D.C.L. Degree

Applicants demonstrating outstanding academic ability will be considered for admittance to the doctoral program. Candidates typically hold both an undergraduate degree and a law degree.

Admission to the DCL program occurs only when:

- the candidate has completed a graduate degree with thesis at McGill or at another university, and
- the Graduate Admissions Committee is satisfied that the quality of his or her previous research is sufficient to justify admission to a doctoral program.

The latter usually requires review of the completed Master's thesis.

41.4 Application Procedures

Application will be considered upon receipt of:

- application form;
- statement of academic program and brief resume;
- official transcripts and proof of degree;
- certified translations of transcripts and proof of degree (if not written in French or English);
- letters of reference on forms provided for that purpose (sent directly by the referee to the Graduate Program in Law);
- \$60 application fee;
- official TOEFL or IELTS score report.

All information is to be submitted to the Coordinator, Graduate Studies in Law, at the above address.

Deadline: February 1st in the year prior to the start of the academic year for which the candidate is applying.

LL.M. specialization in Bioethics

Applications are made initially through the Biomedical Ethics Unit in the Faculty of Medicine, which administers the program and teaches the core courses.

Applicants must be accepted first by Law and then by the Bioethics Graduate Studies Advisory Committee.

41.5 Program Requirements

Graduate Certificate in Comparative Law

The Graduate Certificate is awarded after at least one term of residence in the Faculty and upon completion of a minimum of 15 academic credits. At least nine of those credits must be earned through course work, with the balance earned through essays or the preparation of teaching or course materials. In every case, the program is structured to meet individual needs and must be approved by the Associate Dean (Graduate Studies and Research).

Note: International students must register for at least 12 credits per semester in order to satisfy visa requirements.

Students who study at McGill under the terms of an international assistance project may, in some circumstances, be permitted to complete a practical internship for academic credit.

Graduate Certificate in Air and Space Law

The Graduate Certificate in Air and Space Law is a course work program with a limited research and writing requirement. It is particularly appropriate for students with a strong professional orientation who do not wish to write a thesis.

The Graduate Certificate is awarded after at least one term of residence in the Faculty and upon completion of a minimum of 15 academic credits. Those credits must include the three air and

space law courses obligatory for Master's students (387-633, 387-636, and 387-637).

The required courses are offered in the fall, hence Graduate Certificate students must be in residence during at least one fall term. The balance of required credits can be obtained either through other IASL courses, Independent Study courses, or any other course in the University or other universities related to the area of concentration, subject to approval by the Associate Dean (Graduate Studies and Research).

Graduate Certificate students generally remain in residence for both terms and take all air and space law courses.

Note: International students must register for at least 12 credits per semester in order to satisfy visa requirements.

MASTER'S DEGREES

The Master's programs consist of a course work component (normally 18 credits) and a thesis of approximately 100 pages. Candidates must remain in residence for three semesters. The third semester, usually devoted to thesis research, may be taken the summer of the first year, making it possible to complete residence requirements within one calendar year. If the thesis is not completed in this time, students must register for additional years as needed. All degree requirements must be completed within three years of the date of registration.

The thesis topic is normally determined in consultation with the supervisor early in the second semester and must be approved by the Associate Dean (Graduate Studies and Research). The submitted thesis is evaluated by the candidate's supervisor and an external examiner chosen by the Faculty of Graduate Studies and Research. The thesis must show familiarity with previous work in the field and demonstrate the student's capacity for solid, independent analysis and for organizing results.

Exceptionally, and upon the recommendation of the Graduate Admissions Committee of the Faculty of Law, candidates may register as half-time students and complete their prescribed course work in two academic years.

Institute of Air and Space Law Master of Laws (LL.M.)

The student must take at least 18 credits of courses. Normally the student will take the following courses:

387-636	(3) Private International Air Law
387-633	(3) Public International Air Law
387-637	(3) Space Law and Institutions
387-632*	(3) Comparative Air Law
387-613*	(3) Government Regulation of Air Transport
387-638*	(3) Air and Space Law Applications

On occasion, students will be permitted to substitute for Comparative Air Law, Government Regulation of Air Transport and/or Air and Space Law Applications other courses selected from a list of Faculty or Institute of Comparative Law courses or courses offered by another department of the University. Each student's final choice of curriculum is subject to the approval of the Associate Dean (Graduate Studies and Research).

Thesis Component – Required (27 credits)

387-690A,B,C	(3) Master's Thesis I
387-691A,B,C	(3) Master's Thesis II
387-692A,B,C	(6) Master's Thesis III
387-693A,B,C	(12) Master's Thesis IV
387-694A,B,C	(3) Master's Thesis V

The LL.M. student must present an acceptable thesis on a subject approved by the Associate Dean (Graduate Studies and Research). Work on the Master's thesis is divided into five courses, and is conducted under the close supervision of a member of Faculty. To be allowed to submit a thesis, a student must have obtained at least 65% (B-) in each of the courses taken.

Candidates for the Master's degree must spend three terms of full-time study and research in residence at the Institute.

Institute of Comparative Law Master of Civil Law (M.C.L.)

This program is not currently being offered.

Institute of Comparative Law Master of Laws (LL.M.)

The Master's program consists of both course requirements and a substantial thesis.

There is no uniform program of studies. Candidates follow a curriculum that, as far as possible, is fashioned to meet their particular needs as indicated by prior legal experience and aspirations. Candidates will normally take six courses, for a total of at least 18 credits, during the two terms of the academic year. All ICL graduate students must take either "Theoretical Approaches to Law" or "Legal Traditions".

Apart from this requirement, there is no set curriculum. Courses are for the most part determined by the student, in consultation with the Associate Dean (Graduate Studies and Research), with programs tailored to meet individual needs. Students who have a particularly strong academic record, who are already well-versed in the area they wish to study and who have a fully developed thesis proposal when they arrive at the Faculty may be authorized by the Associate Dean (Graduate Studies and Research) to take a reduced course load. In such cases, the minimum of course credits would be 9, and the expectations for the sophistication of the Master's thesis would be commensurately increased.

Candidates who complete all courses required of them with a grade of at least 65% (B-) may normally proceed to the submission of their Master's thesis on a subject approved by the Director or the Associate Dean (Graduate Studies and Research). In some cases, candidates may be required to undergo an oral examination before a jury appointed by the Director or the Associate Dean.

Thesis Research Writing and Supervision

The Master's thesis is on the University credit system. For all students in the Institute of Comparative Law (ICL) an LL.M. thesis is worth 27 credits, divided over the following five thesis courses:

389-612A,B,C	(3) Master's Thesis I
389-613A,B,C	(3) Master's Thesis II
389-614A,B,C	(3) Master's Thesis III
389-615A,B,C	(6) Master's Thesis IV
389-616A,B,C	(12) Master's Thesis V

N.B. Exceptionally and upon the decision of the Associate Dean (Graduate Studies and Research) ICL students may receive 30, 33 or 36 credits for a Master's thesis. They must then also register for one or both of the following courses.

389-617A,B,C	(3) Master's Thesis VI
389-618A,B,C	(6) Master's Thesis VII

If a student so wishes with a view to completing the Master's Programme in the minimum prescribed time of three semesters, Master's Thesis I, II and III may be taken in the fall and winter semesters of the first year in residence (LL.M. or M.C.L.1), as long as the total number of credits in that semester does not exceed 18.

Also in semesters that a student devotes entirely to thesis research and writing, the maximum number of credits is 18. Therefore, the thesis courses must necessarily be taken over a minimum of two semesters. Where more semesters are needed, students may register for "additional sessions", as long as they remain within the University time limits for the completion of Master's theses.

Marks are given by the external and internal thesis examiners for the whole thesis and for all thesis courses together, and this upon the completion of the last thesis course (Master's Thesis V). While work on the thesis is in progress, thesis courses on transcripts will be marked I.P. (in progress).

As part of Master's Thesis I, a thesis candidate must provide a protocol to his or her supervisor setting out details as to the thesis topic, the deadlines for the completion of the various thesis courses and the schedule of meetings with the thesis supervisor. Modifications to the protocol must be made in writing and submitted to the Associate Dean (Graduate Studies and Research).

Course Selection

It should be noted that not all courses are offered in each year. Students wishing to pursue research topics outside of these particular fields are welcome to do so, subject to the availability of appropriate thesis supervisors.

The ICL has particular teaching and research strengths in the following course concentrations.

Legal Traditions and Legal Theory

This concentration combines two areas of strength: the co-existence of diverse legal traditions, particularly (but not exclusively) the civil and common law, and the awareness of the importance of theoretical approaches to law as a means of understanding both the internal dynamic of legal phenomena and their relationship to other social phenomena.

Courses offered within this concentration include:

- Aboriginal Peoples and the Law
- Advanced Jurisprudence
- Canadian Legal History
- Canon Law
- Comparative Modern Legal History
- Feminist Legal Theory
- Islamic Law
- Jurisprudence
- Legal Theory
- Linguistic and Literary Approaches to the Law
- Research Seminars
- Roman Law
- Social and Ethical Issues in Jewish Law
- Social Diversity and the Law
- Talmudic Law
- Tort Theory

International Business Law

The ICL pioneered the first graduate concentration in international business law in Canada. This field has practical significance in international business relations and also provides opportunities to apply experience derived from multiple legal systems to the development of multi-jurisdictional, "international" commercial rules.

Courses offered within this concentration include:

- Comparative Legal Institutions
- European Community Law I
- European Community Law II
- International Business Enterprises
- International Carriage of Goods by Sea
- International Development Law
- International and Domestic Documentary Sales
- International Maritime Conventions
- International Securities Markets
- International Taxation
- Law and Practice of International Trade
- Research Seminars
- Resolution of International Disputes

Human Rights and Cultural Diversity

Building on the Faculty's strength in public law, this concentration promotes the comparative study of human rights law. It provides students with opportunities to reflect critically on the emergence and institutionalization of human rights norms in both domestic and international settings and to explore complexities arising from cultural diversity.

Courses offered within this concentration include:

- Aboriginal Peoples and the Law
- Canadian Charter of Rights and Freedoms
- Children and the Law
- Civil Liberties
- Comparative Constitutional Protection of Human Rights
- Comparative and International Protection of Minorities' Rights
- Current Problems of the International Legal Order
- Discrimination and the Law
- International Law of Human Rights
- Research Seminars
- Social Diversity and Law

Regulation, Technology and Society

This concentration focuses on the comparative and inter-disciplinary study of legal regulation in areas of rapid technological change. It encourages critical reflection on notions of the public interest and its protection in areas as diverse as the bio-medical sciences, the environment, the growth of computer networks, and the commercial exploitation of space.

Courses offered within this concentration include:

- Administrative Process
- Communications Law
- Comparative Medical Law
- Computers and the Law
- Contemporary Private Law Problems I
- Entertainment Law
- Environment and the Law
- Government Control of Business
- Intellectual and Industrial Property
- International Environmental Law
- Land Use Planning
- Policies, Politics and the Legislative Process
- Research Seminars
- Science, Technology and the Law

LL.M. – Specialization in Bioethics: The curriculum is composed of required courses (for 6 credits) offered in the Biomedical Ethics Unit, bioethics courses (3 credit minimum) offered by the base faculty or department and any graduate courses required or accepted by a base faculty for the granting of a Master's degree, for a total of 18 to 21 credits. A minimum of 45 credits is required including the thesis. For further information regarding this program, please refer to the Bioethics section.

DOCTOR OF CIVIL LAW (D.C.L.) DEGREE

The Doctor of Civil Law is a research degree offered by both the ICL and the IASL, with identical requirements. Candidates who do not hold a McGill law degree may be required to take two or three courses designed to introduce them to the McGill professors and resources available in their field.

The degree will be awarded, at the earliest, after the completion of three years of residence in the Faculty. In the case of a candidate holding an LL.M. from McGill or an equivalent degree from another university, the residency requirement may be reduced to two years of study beyond the Master's degree, with the approval of the Faculty of Graduate Studies and Research, upon recommendation of the Graduate Studies Committee of the Faculty of Law.

At any stage, a candidate may be required to pass an oral examination to test general knowledge in the field of research.

The principal basis for evaluation is a doctoral thesis of about 300 pages. It must constitute a significant contribution to legal knowledge, evidencing in concept and execution the original work of the candidate. Its form must be suitable for publication. The thesis must be submitted within four years of completion of the residency requirement.

41.6 Course Descriptions

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

INSTITUTE OF AIR AND SPACE LAW COURSES**387-613 GOVERNMENT REGULATION OF AIR TRANSPORT. (3)**

Economic regulation of air transport and navigation, deregulation, liberalization, open skies. Economic and regulatory theories, competition, anti-trust regulation. Status, negotiation, and implementation of international agreements on air services.

387-632 COMPARATIVE AIR LAW. (3) Comparative approaches to air law. Selected problems of private law not codified by international conventions including product liability; government liability for certification and inspection of aircraft; ATC liability; aviation insurance; fleet financing; leasing.

387-633 PUBLIC INTERNATIONAL AIR LAW. (3) Sources of public international law relating to the air space and its aeronautical uses.

International aviation organizations and their law-making functions. Legal responses to aviation terrorism.

387-636 PRIVATE INTERNATIONAL AIR LAW. (3) Sources of private international air law. Conflicts of laws. Unification of law of liability. Liability for damage on the surface, liability of the ATC and CNS/ATM providers. Rights in aircraft and their international recognition.

387-637 SPACE LAW AND INSTITUTIONS. (3) Legal regime of outer space, celestial bodies and spacecraft. Liability for damage caused by space activities. Registration of spacecraft. Assistance to spacecraft and astronauts in distress. Military uses of outer space. Institutions involved in the law-making process.

387-638 AIR AND SPACE LAW APPLICATIONS. (3) Selected topics in advanced air and space law, including satellite-based systems for aeronautical communications; navigation and surveillance/Air Traffic Management (CNS/ATM); remote sensing; manufacturing in micro-gravity.

387-690A,B,C MASTER'S THESIS I. (3) Preparation of thesis proposal.

387-691A,B,C MASTER'S THESIS II. (3) Preparation of literature review.

387-692A,B,C MASTER'S THESIS III. (6) Thesis research report.

387-693A,B,C MASTER'S THESIS IV. (12) Completion of thesis.

387-694A,B,C MASTER'S THESIS V. (3) Thesis research report.

INSTITUTE OF COMPARATIVE LAW COURSES

These short descriptions are designed to provide a flavour of the curriculum. More detailed descriptions are available in course registration materials. The number of credits for each course is indicated in parentheses.

Courses open to undergraduate and graduate students

389-500 ABORIGINAL PEOPLES AND THE LAW. (3) Current legal topics relating to native peoples, including the concept of aboriginal title, and constitutional aspects of contemporary land claims. Aspects of Canadian law relating to native peoples, their constitutional status, and hunting and fishing rights.

389-501 JURISPRUDENCE. (3) The main schools of jurisprudence and the most significant writings, particularly contemporary writings, in legal philosophy.

389-502 CANON LAW. (3) History, sources and methods of interpretation of canon law, its influence on secular legal traditions, its codification, and its contemporary relevance.

389-503 ECONOMICS FOR LAWYERS. (3) An introduction to the economics of resource allocation. The role of the pricing system in product and factor markets, causes of markets, causes of market failure and criteria for corrective intervention by public policy.

389-504 FEMINIST LEGAL THEORY. (3) Feminist theory and its relevance and application to law, including feminist methodologies in law, the public versus private dichotomy, and changing conceptions of equality.

389-505 ADVANCED JURISPRUDENCE. (2) An advanced course on selected topics in legal theory.

389-506 LEGAL THEORY. (3) The philosophical basis of private law, from a comparative and historical perspective.

389-507 LINGUISTIC AND LITERARY APPROACHES TO THE LAW. (2) The techniques of linguistic and literary analysis and their contribution to the interpretation and evaluation of legal texts.

389-508 RESEARCH SEMINAR I. (2) Research seminar to be offered by members of the Faculty or visiting professors, to permit research in legal traditions and legal theory in areas not covered by other courses in the program.

389-509 RESEARCH SEMINAR II. (2) Research seminar to be offered by members of the Faculty or visiting professors, to permit research in legal traditions and legal theory in areas not covered by other courses in the program.

389-510 ROMAN LAW. (3) An examination of the contemporary relevance of principles of Roman law, in both civil and common law jurisdictions.

389-511 SOCIAL DIVERSITY AND LAW. (3) The interaction of law and cultural diversity. Through the use of a number of case studies, we will examine: 1. The empirical effect of cultural diversity on legal systems. 2. Institutional structures to accommodate diversity. 3. Theoretical perspectives.

389-512 THEORIES OF JUSTICE. (3) The concept of political justice and its relationship to particular legal and economic institutions, including the moral foundations of theories of justice, the nature of legitimate political authority, and the nature of distributive justice.

389-513 TALMUDIC LAW. (3) Historical sources of Talmudic law, methods of interpretation, selected topics, and relation to various secular legal traditions.

389-514 TORT THEORY. (3) An examination of theoretical foundations of tort law. The central focus of the course will be upon rights-based and economic accounts of liability in tort. Specific topics will be covered.

389-515 INTERNATIONAL CARRIAGE OF GOODS BY SEA. (3) A comparative study of private international maritime law.

389-516 INTERNATIONAL DEVELOPMENT LAW. (3) The law and economics of development, including the role of agencies of the United Nations in development, the role of UNCTAD in formulating uniform rules of international trade, and the World Bank and the International Monetary Fund and their role in financing development.

389-517 COMPARATIVE LEGAL INSTITUTIONS. (3) The changing legal institutions in selected civil and common law jurisdictions of Europe and North America, with attention paid to the adequacy of institutional response to the growing role of law in western societies.

389-518 POLICIES, POLITICS AND THE LEGISLATIVE PROCESS. (3) The administrative and political structures which generate legislation in the province of Quebec.

389-519 COMPARATIVE MODERN LEGAL HISTORY. (3) Advanced seminar in contemporary methods of legal history, comparative theories of history, representative North Atlantic historiographical traditions, and especially select issues in modern legal history. Issues include professionalization, institutionalizing customary norms state formation, application of state law, and official normativity in popular culture.

389-520 INTRODUCTION TO COMPARATIVE LAW. (2) Study of changing legal institutions in representative civil and common law jurisdictions. Subjects will include the judiciary, court structures and administrative courts and tribunals, access to justice (costs, legal aid, standing class actions), judicial and party control of litigation, legal education and the law-making process.

389-524 ENTERTAINMENT LAW. (3) This course is designed to introduce students to the rules governing the Canadian entertainment industry in an international context with particular emphasis on the television, film production and distribution industries. There will also be limited coverage of the law relating to the music industry. The course will consider inter alia the contractual, tax, financial and insurance aspects of the law applicable to the entertainment industry.

389-533 RESOLUTION OF INTERNATIONAL DISPUTES. (3) Conflict of jurisdictions and recognition of foreign judgments, as well as arbitration between parties to international contracts, with particular reference to international conventions.

389-534 COMPARATIVE PRIVATE INTERNATIONAL LAW I. (2) Comparative study of contemporary problems in the field of private international law.

389-536 EUROPEAN COMMUNITY LAW I. (3) The Treaty of Rome establishing the European Community and current efforts to create a homogenous structure for commerce and competition in Europe.

389-537 EUROPEAN COMMUNITY LAW II. (2) The provisions of the Treaty of Rome dealing with the regulation of domestic and inter-

national commerce by the Community authorities, with particular emphasis on articles 85 and 86.

389-538 COMPARATIVE PRIVATE INTERNATIONAL LAW II. (2) Comparative study of contemporary problems in the field of private international law.

389-539 INTERNATIONAL TAXATION. (3) Canadian tax treatment of subjects, including the export of goods and services, carrying on business in other countries, international employee transfers, international re-organizations, and international joint ventures and partnerships.

389-541 INTERNATIONAL BUSINESS ENTERPRISES. (3) The legal and economic issues relating to the business operations of transnational enterprises.

389-543 LAW AND PRACTICE OF INTERNATIONAL TRADE. (3) The fundamental aspects of international law governing international trade, and governmental regulation of international trade in Canada and Canada's major trading partners.

389-544 INTERNATIONAL AND DOMESTIC DOCUMENTARY SALES. (3) The private law aspects of the seller-buyer relationship, and of the relationship between each party and a financing bank, examined comparatively and in an international setting.

389-545 INTERNATIONAL SECURITIES MARKETS. (3) Issues of access to and regulation of transactions in foreign capital markets by locals, and transactions in local capital markets by foreigners.

389-546 INTERNATIONAL ENVIRONMENTAL LAW. (3) Introduction to this continuously expanding and evolving branch of international law. It will focus on the particularities of the international legal system and their implications for environmental protection; economic and ethical dimensions of international environmental policy; selected environmental problems; and, discussion of new approaches to solving existing problems.

389-547 CANADIAN LEGAL HISTORY. (3) The history of Canadian law with emphasis on social history of law and legal history of Canadian society.

389-550 COMPARATIVE CIVIL LIABILITY. (2) A comparative law seminar on selected areas of civil liability such as products liability, medical liability, and environmental liability.

389-551 COMPARATIVE MEDICAL LAW. (2) A comparative study of selected medicolegal problems, including civil and criminal liability of doctors and hospitals, consent, emergency services, organ transplants, and euthanasia.

389-553 INTERNATIONAL MARITIME CONVENTIONS. (3) International maritime conventions in respect of collisions, jurisdiction, limitation of liability, and their domestic interpretation, maritime liens and mortgages, marine insurance, and salvage.

389-556 COMPARATIVE CONSTITUTIONAL PROTECTION OF HUMAN RIGHTS. (2) The definition and constitutional status of fundamental freedoms under the constitution of one or more foreign jurisdictions (FRG, USA, France, etc.) with comparisons to the Canadian Charter of Rights and Freedoms.

389-557 CONTEMPORARY PRIVATE LAW PROBLEMS I. (2) Contemporary problems in the field of private law.

389-558 CONTEMPORARY PRIVATE LAW PROBLEMS II. (2) Contemporary problems in the field of private law.

389-570 COMPARATIVE AND INTERNATIONAL PROTECTION OF MINORITIES' RIGHTS. (2) An international and comparative law approach to the study of the protection of racial, religious, and linguistic minorities.

389-571 INTERNATIONAL LAW OF HUMAN RIGHTS. (3) International protection of human rights, particularly by the United Nations, its specialized agencies, and the Council of Europe.

389-572 INTERNATIONAL HUMAN RIGHTS SEMINAR. (2) Seminar permitting specialized research in selected topics in the field of human rights, in collaboration with members of the Faculty and visiting professors.

389-573 CIVIL LIBERTIES. (2) The protection of civil liberties in Canada with particular reference to public and private law reme-

diates and emphasis on discrimination, race relations, language rights outside the Charter, and police powers.

389-574 GOVERNMENT CONTROL OF BUSINESS. (3) Selected topics in government control and regulation of business with emphasis on competition law and policy.

389-575 DISCRIMINATION AND THE LAW. (3) Equality rights and legal protections against discrimination under the Charter of Rights and Freedoms, the Quebec Charter of Human Rights and Freedoms, and human rights legislation.

389-576 SCIENCE, TECHNOLOGY, AND THE LAW. (3) Introduction to the philosophy of science and the history of technology, reciprocal influences of science and law and their parallel development, concepts common to law and science, and legal and ethical problems common to technological change.

389-577 COMMUNICATIONS LAW. (3) Regulation of common communication carriers and mass media in Canada, including legal developments initiated by foreign market competition, and the regulatory authority of the C.R.T.C.

389-578 COMPUTERS AND THE LAW. (3) Analysis of the legal issues raised by computer technology, including computer crime, protection of information, copyright, and patent and trade secret law.

389-579 CURRENT PROBLEMS OF THE INTERNATIONAL LEGAL ORDER. (2) Selected problems in international law such as humanitarian intervention, transnational terrorism, and protection of the environment.

389-580 ENVIRONMENT AND THE LAW. (3) Environmental law, with emphasis on ecological, economic, political, and international dimensions.

389-581 ECONOMIC REGULATION. (2) This course explores some of the substantive problems of economic regulation, using such examples as the regulation of natural monopolies, rent control, allocation of the radio television spectrum, rail road rates, labour regulation, securities and consumer credit disclosure requirements and the economics of patent, copyright and trademark protection.

397-706 ISLAMIC LAW. (3) The nature of the law, its origins and historical development, the medieval schools of law, modern evolution of the law, and its roles in Islamic religious and political thought.

471-500 COMPLEX LEGAL TRANSACTIONS I. (3) In-depth case studies of complex legal transactions, to allow students to learn how areas of law interact in a sophisticated, practical environment, and to permit them to develop their analytical and research skills. Transactions may include land development schemes, national and international issues of securities and complex non-commercial transactions.

471-501 COMPLEX LEGAL TRANSACTIONS II. (3) In-depth case studies of complex legal transactions, to allow students to learn how areas of law interact in a sophisticated, practical environment, and to permit them to develop their analytical and research skills. Transactions may include land development schemes, national and international issues of securities and complex non-commercial transactions.

Courses open only to graduate students

INDEPENDENT STUDY. (3 to 8 credits) Directed research under the supervision of a member of the Faculty or other appropriate person. Credit weight will depend upon work undertaken.

389-600A LEGAL TRADITIONS. (3) The concept of a legal tradition; particular legal traditions such as those of the civil and common law; selected other traditions, presented by members of Faculty or guest speakers. Philosophical foundations of particular traditions and their implementation through institutions; reciprocal influence; legal traditions in contemporary society.

389-641A THEORETICAL APPROACHES TO LAW. (3) Introduction to a variety of theoretical approaches to law, each presented by a Faculty member or guest speaker. The seminar will emphasize the importance of theoretical concerns in legal scholarship, especially

in the definition of research objectives, the choice of research methods, and the framing of conclusions.

389-623 LEGAL INTERNSHIP I. (6) Supervised internships in the teaching or the practical administration of the law. Open only to graduate students participating in an international assistance project approved by the Associate Dean (Graduate Studies and Research).

389-624 LEGAL INTERNSHIP II. (6) Supervised internships in the teaching or the practical administration of the law. Open only to graduate students participating in an international assistance project approved by the Associate Dean (Graduate Studies and Research).

389-625 LEGAL INTERNSHIP III. (3) Supervised internships in the teaching or the practical administration of the law. Open only to graduate students participating in an international assistance project approved by the Associate Dean (Graduate Studies and Research).

389-612A,B,C MASTER'S THESIS I. (3) Preparation of thesis proposal.

389-613A,B,C MASTER'S THESIS II. (3) Preparation of literature review.

389-614A,B,C MASTER'S THESIS III. (3) Thesis Seminar. A seminar bearing on thesis research in progress.

389-615A,B,C MASTER'S THESIS IV. (6) Thesis research report.

389-616A,B,C MASTER'S THESIS V. (12) Completion of thesis.

389-617A,B,C MASTER'S THESIS VI. (3) Thesis research report.

389-618A,B,C MASTER'S THESIS VII. (6) Thesis research project.

42 Library and Information Studies

Graduate School of Library and Information Studies
McLennan Library Building
3459 McTavish Street
Montreal, Quebec, Canada H3A 1Y1
Telephone (514) 398-4204
Fax: (514) 398-7193
Email: AD27@MUSICA.MCGILL.CA
Website: <http://www.gslis.mcgill.ca>

42.1 Academic Staff

Emeritus Professors

Effie C. Astbury; B.A., B.L.S.(McG.), M.L.S.(Tor.).
Violet L. Coughlin; B.Sc., B.L.S.(McG.), M.S., D.L.S.(Col.)

Professor

J. Andrew Large; B.Sc.(Lond.), Ph.D.(Glas.), Dip.Lib.(Lond.)
(*CN-Pratt-Grinstead Professor of Information Studies*)
Peter F. McNally; B.A.(W.Ont.), B.L.S., M.L.S., M.A.(McG.)

Associate Professors

Jamshid Beheshti; B.A.(S.Fraser), M.L.S., Ph.D.(W.Ont.)
John E. Leide; B.S.(M.I.T.), M.S.(Wis.), Ph.D.(Rutg.)
Diane Mittermeyer; B.A., B.L.S.(Montr.), M.L.S., Ph.D.(Tor.)
Lorna Rees-Potter; B.A.(U.N.B.), M.L.S.(McG.), Ph.D.(W.Ont.)

Assistant Professor

France Bouthillier; B.Ed.(U.Q.A.M.), M.B.S.I.(Montr.), Ph.D.(Tor.)

Professional Associate

Eric Bungay; B.Sc., B.A., B.Ed.(Memorial), M.L.I.S.(McG.)

Faculty Lecturers

Daniel Boyer; B.A.(McG.), B.C.L.(Québec), M.L.I.S.(McG.);
Wainwright Librarian, Law Library, McGill
Gordon Burr; B.A., M.L.I.S.(McG.); Senior Archivist, Records
Management, McGill
Louise Carpentier; B.L.S.(Tor.), M.Bibl.(Montr.),
M.P.P.P.A.(C'dia); Senior Librarian, Head, Government
Documents and Special Collections Services, Webster Library,
Concordia

Larry Deck; B.A.(Windsor), M.A.(Montr.), M.L.I.S.(McG.); ALEPH
Project Librarian, Library Systems Office, McGill
Sharon Grant; B.A.(C'dia), M.L.I.S.(McG.); Reference Librarian,
Health Sciences Library, McGill
Luc Grondin; B.Sc.(U.Q.A.C.), M.Sc.(Laval), Ph.D.(Montr.),
M.L.I.S.(McG.); Librarian, Bibliothèque des sciences, U.Q.A.M.
Richard Virr; B.A.(Tulane), M.A.(Queen's), Ph.D.(McG.); Curator
of Manuscripts, Rare Books and Special Collections Division,
McGill

42.2 Programs Offered

The School is an institutional member of the Association for Library and Information Science Education (ALISE) and the Canadian Council of Library Schools (CCLS).

Master of Library and Information Studies (M.L.I.S.)

The M.L.I.S. degree is awarded after successful completion of the equivalent of two academic years of graduate study (48 credits). Four courses in each of the fall and winter semesters constitute a full load. Although the program is normally taken full-time, it may be pursued part-time but must be completed within five years of initial registration.

Graduate Certificate in Library and Information Studies

The Graduate Certificate program assists library and information professionals, from this country and elsewhere, in updating their knowledge for advanced responsibility.

The 15-credit program may be completed in one or possibly two academic terms. The program may also be completed on a part-time basis to a maximum of five years.

Graduate Diploma in Library and Information Studies

The Graduate Diploma program provides professional librarians and information specialists with formal, for credit continuing education opportunities to update, specialize, and redirect their careers for advanced responsibility. For those considering admission into the doctoral program, it will provide an opportunity to develop further their research interests.

The 30-credit program may be completed in one calendar year. The program may also be completed on a part-time basis to a maximum of five years.

Ph.D. (*Ad Hoc*)

The Ph.D. program provides an opportunity to study interdisciplinary research topics at the doctoral level. The candidate is attached to the Graduate School of Library and Information Studies and develops the usual working relationships with research supervisors.

Continuing Education

Workshops and seminars are organized to meet particular local needs.

Continuing education opportunities apart from regular courses are announced in news releases and special mailings. Individuals or institutions wishing to receive the brochures should contact the School and request to be placed on the mailing list.

FACILITIES

Information Technology Laboratory

The IT Lab is designed to enhance the School's commitment to excellence in teaching and research. A local area network (LAN) supports 35 stations, 20 in the IT and cataloguing labs and 15 in faculty and staff offices. Multimedia workstations allow for CD-ROM and demonstration software evaluations. Classrooms are also connected to the LAN. A variety of software packages are available on the LAN for instructional purposes and individual use. A CD-ROM tower is connected to the LAN providing simultaneous access to seven major bibliographic databases. These databases are selected from the lab's collection of over 70 CD-ROM titles.

Recognizing the paramount importance of Internet connectivity in libraries and information centres, the School's LAN is connected to the University backbone (or Campus Wide Area Network) which

provides McGill's link to the world. This allows students and staff access to the virtually unlimited resources available on the Internet, including online public access catalogues (OPACs) of libraries around the world, World Wide Web, telnet, ftp and gopher sites. Email plays an important role in the School's daily activities and students are encouraged to use this facility to communicate with colleagues, faculty and staff. In addition, students maintain an open electronic mailing list called MCLIS-L (McGill Library and Information Studies List). Many topics of interest are covered by the list, including job postings.

McGill Library System

Students have access to one of the continent's major research resources in the McGill Library System, which consists of fourteen libraries organized into five administrative units: Humanities and Social Sciences Library, Branch Libraries, Law Area Library, Life Sciences Area Libraries, and the Physical Sciences & Engineering Area Libraries. Altogether these libraries house over two million volumes providing a valuable collection for research and study. Further information is available on the library website <http://www.library.mcgill.ca>

The Library and Information Studies Collection includes almost 40,000 monographs and around 700 periodical titles. The bulk of the collection is in the Humanities and Social Sciences Area Library, located in the same building as the School.

Archives

Located on the same floor of the McLennan Library Building as the School, the McGill University Archives preserves and makes available to researchers of all disciplines more than 2400 m of primary documentation of permanent value generated over the past 180 years. It offers laboratory conditions for students doing independent studies or practical projects for the Archival Science and Records Management courses and serves as a Practicum site. The Archives also possesses a working library of materials relating to archival science and records management.

42.3 Admission Requirements

Master of Library and Information Studies (M.L.I.S.)

1. Applicants must have a bachelor's degree from a recognized university. Academic standing of at least B, or second class, upper division, or a CGPA of 3.0 out of 4.0 is normally required.
The School will take into account the character of the applicants' undergraduate studies and their suitability for a career in library and information services.
Courses in library and/or information studies taken before or as part of a B.A., or such courses taken in a school with a program not accredited by the American Library Association, cannot be accepted as credit toward the McGill M.L.I.S.
2. For international students whose working language is not English, a minimum score of 550 (paper-based test) or 213 (computer-based test) on the Test of English as a Foreign Language (TOEFL) is required for admission. English is the School's language of instruction.
3. A knowledge of French or other language as well as English is desirable.
4. Competency in the use of computers is expected, e.g. MS-DOS, word processing such as WordPerfect. In addition it is desirable to be familiar with computer programming and statistics.
5. Previous library experience, while not essential, will be given consideration in assessing an application.

Graduate Certificate in Library and Information Studies

1. Applicants should have a Master's degree in Library and Information Studies from a program accredited by the American Library Association (or equivalent). Admission of students with overseas degrees will be guided by the M.L.I.S. equivalency standards of A.L.A. Candidates will normally have at least

three years' professional experience following completion of the M.L.I.S.

2. Non-Canadian applicants whose mother tongue is not English and who have not completed a degree using the English language will normally be required to submit documented proof of competency in oral and written English, by appropriate examination: e.g., TOEFL (Test of English as a Foreign Language) with a minimum score of 580 (paper-based test) or 237 (computer-based test), or the equivalent in other tests.

Graduate Diploma in Library and Information Studies

1. Applicants should have a Master's degree in Library and Information Studies from a program accredited by the American Library Association (or equivalent). Admission of students with overseas degrees will be guided by the M.L.I.S. equivalency standards of A.L.A. Applicants will normally have at least three years' professional experience following completion of the M.L.I.S.
2. Non-Canadian applicants whose mother tongue is not English and who have not completed a degree using the English language will normally be required to submit documented proof of competency in oral and written English, by appropriate examination: e.g., TOEFL (Test of English as a Foreign Language) with a minimum score of 580 (paper-based test) or 237 (computer-based test), or the equivalent in other tests.

Ph.D. (Ad Hoc)

1. An applicant should normally have a Master's degree in Library and Information Studies (or equivalent). Master's degrees in other fields will be considered in relation to the proposed research.
An applicant with a Master's degree in Library and Information Studies (or equivalent) will normally be admitted as a Special Student. A maximum of 12 credits may be taken as a Special Student.
An applicant with a master's degree in another field will normally be admitted as a Qualifying Student. A Qualifying Student must be registered full-time (12 credits per term) up to a maximum of two terms.
2. A non-Canadian applicant whose mother tongue is not English and who has not completed an undergraduate degree through the medium of English will normally be required to submit documented proof of competency in oral and written English such as a TOEFL score of at least 580 (paper-based test) or 237 (computer-based test).

42.4 Application Procedures

All applicants must submit, or arrange for the submission of, the following documents, directly to the School:

1. A completed application form, which may be obtained from the School.
2. Official transcripts of the applicant's university record.
3. A bank draft, money order or certified cheque in the sum of \$60 in Canadian funds (payable to McGill University). This application fee is non-refundable.
4. A curriculum vitae.
5. Two letters of recommendation.
6. A covering letter outlining the reasons for wishing to undertake the program of study.

Master of Library and Information Studies (M.L.I.S.)

Deadline for receipt of application forms for entrance into the first year of the M.L.I.S. program is May 1 (April 1 for overseas students), but as enrolment is limited, early application is strongly recommended.

Applicants may be interviewed by a member of the Admissions Committee or a delegate.

Graduate Certificate in Library and Information Studies

Applicants must also provide a statement of areas of professional interest.

Applications will be accepted for the Fall, Winter and Summer sessions. The application deadline is three months prior to commencement of the session but earlier applications are encouraged.

Graduate Diploma in Library and Information Studies

Applicants must also provide a statement of areas of academic/research interest.

Applications will be accepted for the Fall, Winter and Summer sessions. The application deadline is three months prior to commencement but earlier applications are encouraged.

Ph.D. (*Ad Hoc*)

Applicants must also provide a brief outline (2-3 pages) of the proposed research.

The applicant's file will be considered by the Advanced Studies Committee within the School. If approved, the applicant will normally enrol as a Special or Qualifying Student. In exceptional circumstances the candidate may be allowed to proceed immediately to submission of the research proposal.

Admission as a Special or Qualifying Student does not guarantee admission to the Ph.D. (*Ad Hoc*) Program.

This decision is made by the Faculty of Graduate Studies and Research upon submission of a completed research proposal and a program of study. Admission to the Ph.D. (*Ad Hoc*) Program involves a number of steps which are described in [section 42.5.4](#).

A person interested in pursuing a program of study leading to the Ph.D. degree should contact the Chairperson of the Advanced Studies Committee in the Graduate School of Library and Information Studies.

42.5 Program Requirements

42.5.1 Master of Library and Information Studies (M.L.I.S.)

The M.L.I.S. degree is awarded after successful completion of the equivalent of two academic years of graduate study (48 credits). Twelve credits in each of the fall and winter semesters constitute a full load. Although the program is normally taken full-time, it may be pursued part-time but must be completed within five years of initial registration.

Goals of the M.L.I.S. Program

1. To provide the intellectual foundation for careers in library and information service.
2. To foster adaptability and competence in managing information resources.
3. To promote appropriate use of technologies to meet the needs of a changing world.
4. To emphasize the role of research in the advancement of knowledge.
5. To promote commitment to professional service for individuals, organizations and society.

Objectives of the M.L.I.S. Program

Students graduating from the program will be able to:

1. Demonstrate an understanding of the history and intellectual foundations of librarianship and information science.
2. Articulate the issues concerning access to information, privacy, censorship, and intellectual freedom.
3. Analyze the flow of information through society, and the roles of libraries and information agencies in this process.
4. Analyze the role of the librarian or information specialist as a mediator between users and information resources.
5. Assess and respond to diverse users' information needs and wants.

6. Apply principles of selection, acquisition, organization, storage, retrieval and dissemination of information resources.
7. Undertake the design, the management and the evaluation of information systems and services.
8. Apply management theory, principles and techniques in libraries and information agencies.
9. Understand and apply research principles and techniques.
10. Understand the nature of professional ethics and the role of professional associations.

Categories of Students

Full-time M.L.I.S. students: Those students who are proceeding to the M.L.I.S. degree and who are registered in at least 12 credits per term.

Part-time M.L.I.S. students: Those students who are proceeding to the M.L.I.S. degree and who are registered in fewer than 12 credits per term.

Graduate Students in other McGill programs: Students enrolled in graduate programs at McGill other than the M.L.I.S. may register for M.L.I.S. courses with the approval of the course instructor.

Special students: Individuals who already hold a graduate degree in library and information studies from an accredited program and who are not proceeding to a degree may register for up to 6 credits per term to a maximum of 12 credits, for which they fulfil the necessary prerequisites. At the discretion of the Director, work experience may be substituted for such prerequisites. Enrolment is subject to the condition that regular students have priority in cases of class size restrictions.

Registration – M.L.I.S.

Information concerning registration for incoming M.L.I.S. students will be sent to them prior to July of each year.

Introductory Program – M.L.I.S.

All incoming M.L.I.S. students are required to participate in an introductory program designed to acquaint them with the many-faceted world of information and the forward-looking leadership of the library and information professions.

The program begins in the week prior to classes with follow-up activities throughout the year. It introduces students to the profession, to information technology and to the historical, social and cultural issues associated with library and information studies. The introductory program consists of panel discussions, lectures, and tours. A number of guests from McGill and from the broader Canadian information community participate in the program. The information technology sessions include hands-on activities in the School's Information Technology Laboratory. Students have an opportunity to meet with their faculty advisors and with second-year students. A further series of seminars held throughout the year supplements the initial program.

Overseas students should plan to arrive well before the beginning of the fall term.

M.L.I.S. Program Requirements

Required Courses (24 credits)

405-601	(3)	Information and Society
405-607	(3)	Organization of Information
405-611	(3)	Research Principles and Analysis
405-615	(3)	Bibliographic and Factual Sources
405-616	(3)	Online Information Retrieval
405-617	(3)	Information System Design
405-618	(3)	Information Users and Services
405-620	(3)	Information Agency Management

It is strongly recommended that students complete the required courses in the program as soon as possible.

Elective Courses (24 credits)

Students may, in consultation with their advisors, design individualized programs of instruction that take advantage of their backgrounds and interests to prepare them for specialized careers.

During their first term of study while they are following the required courses, students should start to investigate their options and discuss their plans with their faculty advisors.

Many courses include visits to libraries and information centres, as well as a variety of other information-related organisations.

Not all courses can be offered in any academic year. In addition, courses which have a registration of fewer than five will not normally be taught.

Courses Outside the School

Courses in Other McGill Departments: McGill University offers a large number and variety of graduate-level courses. Students interested in taking a course outside the School must complete the following steps:

- contact the relevant instructional unit to establish any prerequisites and to ascertain how the unit handles outside registrants;
- obtain a current course outline;
- demonstrate in writing the value of the selected course within the context of an integrated program of study leading to the M.L.I.S. degree;
- gain the approval of their faculty advisor and the School's Director.

Courses in Other Quebec Universities: Students may take up to six credits at any other Quebec university provided the courses are not available at McGill University. Steps a) to d) outlined above should be followed by any student wishing to pursue this option.

Transfer Credits – Advanced Standing

Students may not count credits for courses taken toward another degree as credits towards the M.L.I.S. degree. In special cases credits for appropriate courses previously taken outside the School may be transferred to the M.L.I.S. program, but only with the approval of the Director, and only if negotiated at the time of admission to the program. As a rule, no more than one-third of the McGill program course work (not thesis or project) can be credited with courses from another university.

Transfer credits must be approved by the Director of the School and the Director of Graduate Studies of the Faculty of Graduate Studies and Research. Requests for transfer credits will only be considered at the time of admission to the M.L.I.S. program.

In special cases, students may be excused from taking a required course if they have already completed an equivalent course. In such cases, however, they must obtain the permission of the instructor and the Director and will be required to substitute an additional elective course bringing the total of their earned credits in the M.L.I.S. program to the normal 48.

Research Colloquia

Research Colloquia presented by guest speakers from Canada and, on occasion, other countries, are open to students, as well as university staff and the Montreal information community at various intervals throughout the year. Although not a formal part of the M.L.I.S. program, the Colloquia offer an opportunity for students to learn of current research preoccupations and developments in the field of library and information studies.

42.5.2 Graduate Certificate in Library and Information Studies

The program may be completed full-time in one academic term, or part-time within a maximum of five years.

Each certificate student will be assigned a faculty advisor in conjunction with whom an individualised program of study will be designed.

Program Requirements (15 credits)

At least 3 courses (9 credits) and as many as 5 courses (15 credits) to be chosen, in consultation with the student's advisor, from the courses in the MLIS courses listed in [section 42.6](#), with the exception of 405-646, 405-647, 405-689, 405-695, 405-696 and 405-697). NB: Students who wish to register for 405-694 Certifi-

cate Project must first have their research proposal approved by the Committee on Student Standing and Academic Affairs

Up to 6 credits may be taken outside the School, 3 credits of which may be taken outside McGill. All such courses must be at a graduate level and receive the prior approval of the student's advisor(s) and the School's Director.

42.5.3 Graduate Diploma in Library and Information Studies

The program may be completed in one calendar year. The program may also be completed on a part-time basis to a maximum of five years.

Each diploma student will be assigned a faculty advisor in conjunction with whom an individualized program of study will be designed.

Program Requirements (30 credits)

Research (maximum of 18 credits)

at least one of:

405-695 (6) Research Paper I

405-696 (12) Research Paper II

All research proposals require approval of the Committee on Student Standing and Academic Affairs.

The remaining credits (12 - 24) are to be chosen in consultation with the student's advisor(s) from any of the GSLIS courses (except 405-646, 405-647, 405-689, and 405-694).

Up to 15 credits may be taken outside the School in other McGill graduate programs that students are qualified to enter.

Students may take no more than one-third of the course credits in another university, subject to the approval of their advisors and the Director.

42.5.4 Ph.D. (Ad Hoc)

Applicants to the Ph.D. (*Ad Hoc*) program normally enrol as a Special or Qualifying Student. In exceptional circumstances the candidate may be allowed to proceed immediately to submission of the research proposal.

An applicant with a Master's degree in Library and Information Studies (or equivalent) could be admitted as a Special Student. A maximum of 12 credits may be taken as a Special Student.

An applicant with a Master's degree in another field will normally be admitted as a Qualifying Student. A Qualifying Student must be registered full-time (12 credits per term) up to a maximum of two terms.

The Ph.D. program provides an opportunity to study interdisciplinary research topics at the doctoral level. The candidate is attached to the Graduate School of Library and Information Studies and develops the usual working relationships with research supervisors. In addition to a supervisor from the School, three faculty must sit on the Advisory Committee, one of whom must be external to the School.

Admission, program planning and research progress in the Ph.D. (*Ad Hoc*) program is the responsibility of the Faculty of Graduate Studies and Research.

The residency is 3 years (6 terms).

Admission to the Ph.D. (Ad Hoc) program involves a number of steps.

- The applicant normally is initially admitted as a Special or Qualifying Student in order to prepare a detailed research proposal.
- An academic advisor from the School will assist the student in program planning and in preparing the research proposal. The student should be aware that the preparation of the proposal involves considerable time. A Special or Qualifying Student may not be eligible for support by government doctoral fellowship programs. It is the student's responsibility to establish eligibility with the relevant authorities.

The completed research proposal should clearly state the problems to be studied. It should usually be prefaced by a brief account of the research trends which have led to the isolation of the problem and should include an indication of the methodology which will be used. The length of the proposal should be

approximately 10 pages. A selected bibliography of relevant recent works should be appended.

3. At least one faculty member from another department with a Ph.D. program is required to sit on the admissions committee for the student and advise the student throughout the Ph.D. (*Ad Hoc*). The student (together with the academic advisor) is responsible for contacting relevant departments and faculty who have familiarity with the proposed research area and have experience in directing graduate study.
4. The Director of Graduate Studies of the Faculty of Graduate Studies and Research is notified that an application to enter the Ph.D. (*Ad Hoc*) program has been completed.
5. The submission includes an application form, updated curriculum vitae, the research proposal and the report of the Admissions Committee. The form "Requirements for Graduation of *Ad Hoc* Ph.D. Candidates" will be completed providing information on the candidate, required courses, required examinations (comprehensive, language, etc.) and the signatures of the Admissions Committee members.
6. The Faculty of Graduate Studies and Research endorses or rejects the recommendation of the Admissions Committee. If the applicant is accepted for admission, an Advisory Committee will be appointed which may include members of the Admissions Committee or new members as deemed necessary.

42.6 Courses

The names of course instructors are listed on the Course Timetable available on [infoMcGill](http://www.mcgill.ca/students/courses/) via the Web <http://www.mcgill.ca/students/courses/>.

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

405-601 INFORMATION AND SOCIETY. (3) Introduction to our world of information, documents and information agencies with historical and social approach. A look at how information is generated and at the role played by libraries and of all kinds and other relevant agencies. This course should provide a broad framework within which other required or elective courses could be understood.

405-607 ORGANIZATION OF INFORMATION. (3) Theory and techniques of bibliographic control for information. Basic cataloguing and indexing principles and practices incorporating the concepts of main entry, subject analysis, and classification according to standard codes. Introduction to ISBD and MARC formats for description and automated support applications. Practical assignments in the organization of materials laboratory.

405-608 CLASSIFICATION AND CATALOGUING. (3) (Prerequisite: 405-607) Cataloguing in depth with a view to such specialties as original cataloguing, catalogue maintenance, and administration of the cataloguing department. Investigation of alternative methods of library documentation. The study of developments in international cataloguing standards, codes, and formats. Includes laboratory sessions.

405-611 RESEARCH PRINCIPLES AND ANALYSIS. (3) Fundamental aspects of reflective thinking and the methods and techniques of research appropriate to the investigation of library/information problems. Criteria helpful in evaluating published research in library/information studies by analyzing the various steps of the research process, thereby providing guidelines for planning, conducting, and reporting research.

405-612 HISTORY OF BOOKS AND PRINTING. (3) (Prerequisite: 405-615 or consent of instructor.) Surveyed are the development of writing, alphabets, and books from their inception, and of printing from its invention in the fifteenth century. Historical bibliography dealing with the various physical elements in book production, including design.

405-613 HISTORY OF LIBRARIES. (3) (Prerequisite: 405-601 or consent of instructor.) Covered is the history of libraries and librarianship from the ancient world to the present with particular emphasis upon Quebec and Canada. This historical evolution will be dis-

cussed in terms of: forms of knowledge transfer, information technology, print culture, and comparative librarianship.

405-614 PUBLIC LIBRARIES. (3) A review of the Public Library Movement in English and French Canada. The development of public libraries in North America over the last twenty years with an emphasis on the library's role and responsibilities for the future. The impact of information technologies on the definition and delivery of services.

405-615 BIBLIOGRAPHIC AND FACTUAL SOURCES. (3) Introduces students to the theory, principles, and practice of bibliographical control as a foundation for reference service and information retrieval. Paper-based, microform, and electronic bibliographies are introduced. The creation and use of bibliographies, within various context, are discussed.

405-616 ONLINE INFORMATION RETRIEVAL. (3) Focuses on the principles and methods of information retrieval from full-text and bibliographic databases. Includes information-seeking behaviour, database organisation and characteristics, search and browsing strategies, and search and system evaluation, as applied to online databases, CD-ROMs, OPACs, and internet resources.

405-617 INFORMATION SYSTEM DESIGN. (3) Fundamental concepts of computer technology and its application to the storage and retrieval of information. Includes hardware and software choices, user requirement analysis, information structure analysis, data modelling and interface design as applied to textual information. Students design and construct a small-scale information system.

405-618 INFORMATION USERS AND SERVICES. (3) Exploration of the principles and practices of information transfer. Investigation of information needs, information users and use, and information use environments. The development of information services and collections to meet needs. The evaluation of information services in light of information needs.

405-620 INFORMATION AGENCY MANAGEMENT. (3) Introduction to management theory and decision making in the context of information agencies and services. Emphasis is placed on strategic planning, organizing, quality management, organizational behaviour, human resource management, leadership and communication, management of change, legal issues in information agencies, and information use in decision making.

405-622 INFORMATION SERVICE PERSONNEL. (3) (Corequisite: 405-620) An examination of key issues in human resource management for service provision in libraries and information centres. Topics include reengineering for service quality, human resource planning, hiring policies and human rights, staff training and development, performance appraisal supervision, staff motivation, occupational health and safety, negotiation and conflict management.

405-623 FINANCIAL MANAGEMENT. (3) (Corequisite: 405-620) Principles and practices of financial management for library and information services. Emphasis is placed on the communication of financial information and use of spreadsheets. Topics include: financial planning; budgeting; cost management; cost-benefit, cost-effectiveness and break-even analysis; accounting basics; strategies for financing services; and the value of information.

405-624 MARKETING INFORMATION SERVICES. (3) The role and use of marketing for information brokers and library or information centres are discussed. Various aspects of the marketing process as applied to information services are analyzed. Students prepare a preliminary marketing plan for an information service of their choice and share similarities and differences in these specific applications.

405-631 SYSTEMS THINKING. (3) (Prerequisite: Consent of the instructor) Introduction to general systems thinking and the use of the systems approach as an aid to problem solving and decision making. Subjective and objective factors in modelling for the definition, analysis, design, implementation and evaluation of alternative solutions.

405-632 LIBRARY SYSTEMS. (3) (Prerequisite: 405-617) Focuses on applied systems analysis and project management techniques

in an operational environment. Includes an in-depth examination of hardware and software installations, LANs, RFPs, automation, system selection, Internet and Intranet applications, and standards for exchanging digital information.

405-633 MULTIMEDIA SYSTEMS. (3) (Prerequisites: 405-617 and consent of instructor). Theoretical and applied principles of multimedia systems design. Includes knowledge representation; interfaces; storage and retrieval of text, sound, still images, animation and video sequences; authoring software; hardware options; CD-ROM/DVD and Web based systems; virtual reality; testing and evaluation. Students design and develop a small-scale system.

405-634 WEB SYSTEM DESIGN AND MANAGEMENT. (3) (Prerequisites: 405-616, 405-617 or permission of the instructor.) Principles and practices of designing websites in the context of libraries and information centres. The course focuses on a conceptual approach to organizing information for the World Wide Web including design, implementation and management issues. Topics include web development tools, markup languages, Internet security and Web server administration.

405-636 GOVERNMENT INFORMATION. (3) (Prerequisites: 405-615, 405-616) An introduction to the structure of governments, and the nature and variety of government information. Emphasis is placed on the governments of Canada, the provinces, the United States and selected international governmental organizations. Topics include the acquisition, organization, bibliographic control and use of government information.

405-637 SCIENTIFIC AND TECHNICAL INFORMATION. (3) (Corequisites: 405-615, 405-616) Examination of the process of communication and information requirements (of/in) the scientific community; study of primary, secondary, and tertiary sources of information in the physical, biological, and applied sciences. Study and application of new information technologies, and in particular the World Wide Web, as used in scientific and technical communication.

405-638 BUSINESS INFORMATION. (3) (Corequisites: 405-615, 405-616) A survey of the literature used in business including bibliographic and non-bibliographic data bases. Various aspects of business set the scene for a study of the literature. Students examine key publications, and learn to select a basic business bibliography and to do reference work in the field.

405-639 CORPORATE INFORMATION CENTRES. (3) (Prerequisite: 405-601) A management course on strategic planning for corporate information services. Using a simulation, the class establishes and operates a corporate information centre in a business setting through human resource development, physical planning, service development, application of information technologies and development of an evaluation plan.

405-644 DESCRIPTIVE BIBLIOGRAPHY. (3) (Prerequisite: 405-615) A practical course on the history, description and care of rare books and antiquarian material. The principles of descriptive bibliography will be presented in the context of book culture. The place of rare book collections in research libraries and the practical administration of a rare book department will be examined.

405-645 ARCHIVAL STUDIES. (3) Introduction to the principles and practices of archival studies. The course exposes students to basic problems and solutions involved in dealing with archival resources. Main subjects include descriptive studies, acquisition, appraisal, arrangement, finding aids, preservation, public service and electronic records.

Note: Advanced work in archival science is available to a few students who do well in the introductory course.

405-646 RESEARCH PROJECT. (12) (Prerequisite: 405-611) A two-term in-depth research study leading to the preparation of a research paper with potential for publication. The subject of the study will vary according to the student's interests and pre-supposes some detailed background knowledge in the area to be researched. Working with a faculty supervisor, the student will plan, conduct and document a piece of research.

405-647 INDEPENDENT STUDY. (6) (Prerequisite: 405-611) An in-depth exploration of a topic in library and information studies

which is not emphasized or elaborated in any other part of the curriculum. The subject will vary according to the student's interests. It may be a work of synthesis, a research paper of limited scope, a state-of-the-art paper or a project which is an outgrowth of course work or in an area not covered in the curriculum. The student will work with a faculty supervisor to plan and pursue an individualised program of study.

405-648 QUANTITATIVE METHODS AND BIBLIOMETRICS. (3) (Prerequisite: 405-611) Introduces the student to data gathering, analysis, and interpretation with a primary emphasis on quantitative methodology. Introduction to bibliometric models and empirical investigation in library and information science.

405-651 HUMANITIES AND SOCIAL SCIENCE INFORMATION. (3) (Prerequisites: 405-615, 405-616) This course investigates the structure of knowledge in the humanities and social sciences and their constituent disciplines in order to understand how information and knowledge in these fields is created, organized, communicated and retrieved.

405-655 LANGUAGE AND INFORMATION. (3) (Prerequisite: 405-616). An explanation of the relationship between language and information science through consideration of: document representations for information retrieval; bilingual/multilingual systems; natural language processing; language barriers to information transfer.

405-656 ABSTRACTING AND INDEXING. (3) (Prerequisite: 405-607) Principles and practical methods of abstracting and indexing. Topics include pre- and post-coordinate indexing, concept analysis, vocabulary control, construction and evaluation of thesauri and of indexes for books, periodicals, and series; emphasis on the role of the computer in indexing.

405-658 ONLINE INFORMATION INDUSTRY. (3) (Prerequisite: 405-616) An in-depth examination of online information systems, database producers, and vendors in order to understand the dynamics of the industry, problems, processes affecting library services and future directions.

405-660 INFORMATION RESOURCE MANAGEMENT. (3) (Prerequisite: 405-607) Concepts and practices of managing information resources in organizations; management of records in all media; information inventories and information flow analysis; life-cycle management; application of information resource technologies for storage, retrieval and management; evaluation of information resource policies and practices; managing information resources for ISO 9000 compliance.

405-671 HEALTH SCIENCES INFORMATION. (3) (Prerequisite: 405-615, Corequisite: 405-616) A survey of information services and sources (both electronic and print) for health care professionals and the general public. An exploration of the information needs of health professionals and scientists; the role of health libraries and librarians; principles of health and biomedical library practice, functions, and management.

405-672 LAW INFORMATION. (3) (Prerequisite: 405-615. Corequisite: 405-616) The nature and scope of law librarianship and legal information sources; examination of the organization of legal knowledge, the legal research process, law information sources both print and electronic.

405-689 SELECTED TOPICS IN LIBRARY AND INFORMATION STUDIES. (3) (Corequisite: 405-601) To explore a topic in library and information studies which elaborates or augments the curriculum; to pursue an individualized program of directed study which will vary according to the student's interests.

405-690 INFORMATION POLICY. (3) (Prerequisite: 405-601) Information societies are examined from a global perspective, emphasising political, economic, social cultural and ethical issues including the roles of government and the private sector in providing information systems and services, transborder data flow, information access at personal, institutional and national level, censorship, copyright and data security.

405-691 SPECIAL TOPICS IN LIBRARY AND INFORMATION STUDIES I.

(3) Seminar to explore topics of particular interest to library and information studies. Topics vary from year to year.

405-692 SPECIAL TOPICS IN LIBRARY AND INFORMATION STUDIES II.

(3) Seminar to explore topics of particular interest to library and information studies. Topics vary from year to year.

405-693 SPECIAL TOPICS IN LIBRARY AND INFORMATION STUDIES III.

(3) Seminar to explore topics of particular interest to library and information studies. Topics vary from year to year.

405-694 CERTIFICATE PROJECT. (3) This course permits a Graduate Certificate student to pursue an individualized program of directed study, in library and information studies, which will vary with personal interest but will elaborate or augment the curriculum.

405-695 RESEARCH PAPER I. (6) Explores a minor topic relevant to the Graduate Diploma student's program of study and results in a scholarly paper with potential for publication.

405-696 RESEARCH PAPER II. (12) Explores a major topic relevant to the Graduate Diploma student's program of study which results in a scholarly paper with potential for publication.

405-697 ISSUES IN INFORMATION STUDIES. (3) To explore an issue in Library and Information Studies relevant to the Graduate Diploma student's program of study; an individualized program of directed study which will vary according to the student's interests. (Awaiting University approval)

405-699 PRACTICUM IN INFORMATION SERVICES. (3) (Prerequisites: Successful completion of 36 credits of course work, including all required courses, and permission of Practicum coordinator.) Allows students to apply their theoretical knowledge base in an information environment and to learn basic professional skills. Each practicum is planned to ensure that the student has an overview of information processes. The precise nature of each practicum will vary to the type of site and student's interests.

43 Linguistics

Department of Linguistics
1085 avenue Dr. Penfield
Montreal, QC H3A 1A7
Canada

Telephone: (514) 398-4222

Fax: (514) 398-7088

Website: <http://www.arts.mcgill.ca/programs/linguistics/>

Chair — TBA

43.1 Staff

Emeritus Professors

C. D. Ellis; B.A.(Cantab. & McG.), M.A.(Tor. & Yale), Ph.D.(McG.)

M. Gopnik; M.A., Ph.D.(Penn.)

M. Paradis; B.A.(Montr.), M.A., Ph.D.(McG.), Ph.D.(Montr.)

Professor

L. White; M.A.(Cantab.), Ph.D.(McG.)

Associate Professors

N.G. Duffield; M.A.(Cantab.), M.A.(Lond.), Ph.D.(USC)

B. Gillon; B.A., M.A., (Mich.), M.A.(Tor.), Ph.D.(M.I.T.)

H.M. Goad; B.A.(Br.Col.), M.A., Ph.D.(U.S.C.)

G.L. Piggott; B.A.(W.I.), M.A., Ph.D.(Tor.)

L. de M. Travis; B.A.(Yale), Ph.D.(M.I.T.)

Assistant Professors

J.D. Bobaljik; B.A.(McG.), Ph.D.(M.I.T.) (*William Dawson Scholar*)

C. Boberg; B.A.(Alta.), Ph.D.(Penn.)

G. Wurmbrand; M.A.(Vienna), Ph.D.(M.I.T.)

43.2 Programs Offered

M.A. (thesis and non-thesis) and Ph.D.

Ph.D. Option in Language Acquisition (LAP)

Information about this option is available from the Department and on the following website: <http://www.psych.mcgill.ca/lap/html>.

43.3 Admission Requirements

Applicants to the M.A. or Ph.D. should have completed a B.A. with a specialization in linguistics. Applications are also invited from students with a background in other disciplines. Strong candidates who do not satisfy all requirements may be required to take additional undergraduate courses or may be admitted to a Qualifying Program which permits them to make up the gaps in their background.

43.4 Application Procedures

Applications will be considered upon receipt of:

1. application form;
2. transcripts;
3. letters of reference;
4. statement of purpose;
5. test results for international students: TOEFL;
6. application fee of \$60.00 (money order or certified cheque in Canadian funds).

Applications should be submitted to the Department of Linguistics not later than February 1st.

43.5 Program Requirements

Degree of Master of Arts

The M.A. degree (with thesis) requires the completion of 48 credits, 24 credits of course work and 24 credits of thesis work.

The M.A. degree (without thesis) requires the completion of 45 credits, 30 credits of course work and a 15 credit research paper.

Degree of Doctor of Philosophy

Candidates holding a B.A. degree will follow a program of at least three years. This will include 30 credits of approved course work, a research seminar and a Comprehensive Evaluation to be completed before beginning work on the doctoral thesis.

Candidates holding an M.A. in Linguistics will follow a program of at least two years. This will include a minimum of 12 credits of course work, a research seminar and a Comprehensive Evaluation, to be completed before beginning work on the doctoral thesis.

43.6 Courses

NOTE: All undergraduate courses administered by the Faculties of Arts and of Science (courses at the 100- to 500-level) have limited enrolment.

The names of course instructors are listed on the Course Timetable available on **infoMcGill** via the Web <http://www.mcgill.ca/students/courses/>.

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

- Denotes courses not offered in 2001-02.

104-520A TOPICS IN SOCIOLINGUISTICS I. (3) (Prerequisite:

104-325B and permission of instructor.) A seminar on variationist "microsociolinguistics" including a survey of the most important primary literature on sociolinguistic variation and practical experience in sociolinguistic fieldwork.

104-530B PHONOLOGY II. (3) (Prerequisite: 104-351B and permission of instructor.) Foundations of autosegmental and metrical phonology. Topics include the representation of tones, syllable structure and syllabification, principles and parameters of stress assignment, an introduction to feature geometry and the characterization of assimilation, and an introduction to optimality theory.

- **104-539A ISSUES IN HISTORICAL LINGUISTICS I.** (3) (Prerequisite: 104-340A and 104-351B, and 104-530A which can be taken concurrently, or permission of instructor.)
- **104-541B ISSUES IN HISTORICAL LINGUISTICS II.** (3) (Prerequisite: 104-360A; 104-400A and 104-571B, which can be taken concurrently or permission of instructor.)
- 104-555B LINGUISTIC THEORY AND LANGUAGE ACQUISITION.** (3) (Prerequisites: 104-321B and 104-360A and permission of instructor.) A detailed overview of recent experimental work on first language acquisition of syntax within the principles and parameters framework, concentrating on both theoretical and methodological issues.
- 104-560B FORMAL METHODS IN LINGUISTICS.** (3) (104-360 and 104-370 or permission of instructor.) This course presents the formal methods used in the study of languages (namely, the theories of sets, relations, functions, partial orders, and lattices as well as the principle of mathematical induction).
- 104-571A SYNTAX II.** (3) (Prerequisite: 104-360A and permission of instructor.) This course extends and refines the theory of grammar developed in Syntax I (104-360A), while introducing some primary literature and developments in certain modules of the grammar such as phrase structure, wh-movement, and binding.
- 104-590A INTRODUCTION TO NEUROLINGUISTICS.** (3) (Prerequisite: 12 credits in Linguistics.) An introduction to issues in neurolinguistics and linguistic aphasiology: How language breaks down, and what the pattern of breakdown reveals about normal language and its processing; to what extent elements of language are correlated with particular parts and functions of the brain; the universal and language-specific aspects of deficits.
- 104-600A,B M.A. RESEARCH SEMINAR I.** (3)
- 104-601A,B M.A. RESEARCH SEMINAR II.** (3)
- **104-621B TOPICS IN SOCIOLINGUISTICS II.** (3)
- 104-631B PHONOLOGY III.** (3) (Prerequisite: 104-530A or permission of instructor.) This course focuses on the role of phonological representations in explaining phenomena. Emphasis is on the principles and parameters governing the relationship between phonological units, and the nature and function of mechanisms like spreading, fusion and epenthesis.
- 104-640B MORPHOLOGICAL THEORY AND ANALYSIS.** (3) Introduction to current theoretical notions that seek to define a well-formed word structure, including headedness, morphological subcategorization, feature percolation and cyclicity.
- 104-655B THEORY OF SECOND LANGUAGE DEVELOPMENT.** (3) (Prerequisite: 104-571B or permission of instructor.) This course looks at the availability of principles and parameters of Universal Grammar in second language acquisition.
- **104-660B FORMAL SEMANTICS.** (3) (Prerequisite: 104-370 and 104-560 or permission of instructor. At least one course in logic strongly recommended.)
- 104-671A SYNTAX III.** (3) (Prerequisite: 104-571B or permission of instructor.) Exposure to current topics in syntactic theory through reading and discussion of primary literature. Emphasis will be placed on the logic and development of argumentation in syntactic theory.
- **104-675A,B COMPARATIVE SYNTAX.** (3) (Prerequisite 104-571B or permission of instructor.)
- 104-682A,B SELECTED TOPICS I.** (3)
- 104-683A,B SELECTED TOPICS II.** (3)
- 104-690B TOPICS IN NEUROLINGUISTICS I.** (3) (Prerequisite: 104-590A) Topics of current interest in neurolinguistics of bilingualism.
- **104-691B TOPICS IN NEUROLINGUISTICS II.** (3) (Prerequisite: 104-590A)
- 104-692A,B TUTORIAL ON A SELECTED TOPIC.** (3)
- 104-697D M.A. RESEARCH PAPER.** (15)
- 104-698D M.A. THESIS RESEARCH.** (12)

- 104-699D M.A. THESIS.** (12)
- 104-700D PH.D. RESEARCH SEMINAR.** (6)
- 104-701D PH.D. COMPREHENSIVE EVALUATION.** (12)
- **104-720A,B PROBLEMS OF LANGUAGE CONTACT.** (3)
- **104-731B ADVANCED SEMINAR IN PHONOLOGY.** (3) (Prerequisite: 104-631B)
- **104-740A,B ADVANCED SEMINAR IN MORPHOLOGY.** (3) (Prerequisites: 104-640A and 104-571B)
- **104-750A LINGUISTIC THEORY II.** (3)
- **194-755B ADVANCED SEMINAR IN LANGUAGE ACQUISITION.** (3) (Prerequisites: 104-571B and 104-555A or 104-655A, or permission of instructor.)
- **104-760A,B ADVANCED SEMINAR IN SEMANTICS.** (3) (Prerequisite: 104-660A)
- 104-775B ADVANCED SEMINAR IN SYNTAX.** (3) (Prerequisite: 104-671A or 104-675)
- **104-782A SELECTED TOPICS III.** (3)
- 104-783B SELECTED TOPICS IV.** (3)
- **104-790A TOPICS IN NEUROLINGUISTICS III.** (3) (Prerequisite: 104-590A)
- **104-791B TOPICS IN NEUROLINGUISTICS IV.** (3) (Prerequisite: 104-590A)
- 104-792A,B TUTORIAL ON A SELECTED TOPIC.** (3)
- 104-794A,B TUTORIAL ON A SELECTED TOPIC.** (3)

Undergraduate Courses

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

- 104-250 Introduction to Phonetics
- 104-351 Phonology I
- 104-360 Syntax I
- 104-370 Introduction to Semantics and Pragmatics
- 104-440 Morphology

44 Management

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

Telephone: (514) 398-4066

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

Dean — Gerald Ross

Associate Dean, Undergraduate Program — R. Donovan

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

Associate Dean, Academic Ph.D. Program — G.A. Whitmore

Director, Ph.D. Program — Jan Jörgensen

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

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

Program Director, McGill/McConnell Voluntary Sector —
Frances Westley

Associate Director, M.B.A. — Eva Shepherd; B.A.(McG.)

44.1 Members of Faculty

Emeritus Professors

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

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

Professors

N.J. Adler; B.A., M.B.A., Ph.D.(U.C.L.A.); Organizational Behaviour
 R. Brenner; B.Sc., M.A., Ph.D.(Hebrew Univ.) (*Repap Professor of Economics*)
 W.B. Crowston; B.A.Sc.(Tor.), S.M.(M.I.T.), M.Sc., Ph.D. (Carnegie-Mellon); Management Science
 D.H. Drury; B.Com., M.B.A.(McM.), Ph.D.(Northwestern), R.I.A.(S.I.A.); Accounting
 V.R. Errunza; B.Sc.(Tech.)(Bombay), M.Sc., Ph.D.(Calif.); Finance
 J.L. Goffin; B.Eng., M.S.(Brussels), M.Sc., Ph.D.(Calif.); Management Science
 J. Hartwick; B.A.(W.Ont.), M.A., Ph.D.(Ill.); Organizational Behaviour
 R.J. Loulou; M.Sc., Ph.D.(Calif.); Management Science
 H. Mintzberg; B.Eng.(McG.), B.A.(Sir G.Wms.), S.M., Ph.D.(M.I.T.); Strategy & Organization (*John Cleghorn Professor in Management Studies*)
 F. Westley; B.A.(Vt.), M.A., Ph.D.(McG.); Strategy & Organization
 G.A. Whitmore; B.Sc.(Man.), M.Sc., Ph.D.(Minn.); Management Science (*Samuel Bronfman Professor of Management Science*)
 R.W. Wright; B.A., M.B.A.(Dart.), D.B.A.(Ind.); International Business and Finance

Associate Professors

K. Basu; B.Eng.(Calc.), M.Sc.(Flor. Institute of Tech.), Ph.D.(U. of Florida); Marketing; Coordinator, IMPM Program
 L. Dubé; B.Sc.(Laval), M.B.A.(HEC), M.P.S., Ph.D.(C'neil); Marketing
 H. Etemad; B.S.C.; M.Eng.(Tehran), M.S., M.B.A., Ph.D.(Calif.); International Business
 A.M. Jaeger; B.Sc.(Northwestern), M.B.A., Ph.D.(Stan.); Organizational Behaviour
 J. Jørgensen; B.A., M.A.(N.C.), Ph.D.(McG.); International Business, Strategy & Organization
 M. Graham; M.A., M.B.A., Ph.D.(Harvard); Strategy & Organization
 R. Hebdon; B.A., M.A., Ph.D.(Tor.); General Management-Industrial Relations
 M.D. Lee; B.A.(Eckerd), M.Ed.(Temple), M.A.(S.Florida), Ph.D.(Yale); Organizational Behaviour
 S. Li; M.S.(Georgia), Ph.D.(Tex.); Management Science
 C. McWatters; B.A. M.B.A., C.M.A., Ph.D.(Queen's); Accounting
 N. Phillips; B.Sc., M.B.A.(Calg.), Ph.D.(Alta.); Strategy & Organization
 A. Pinsonneault; B.C.(C'dia); M.Sc.(H.E.C.); Ph.D.(Calif.); Information Systems
 E. Sarigöllü; B.A., M.B.A.(Bogazici), M.A., Ph.D.(Penn.); Marketing
 M. Yalovsky; B.Sc., M.Sc., Ph.D.(McG.); Management Science

Assistant Professors

S. Banerji; B.A., M.A.(Calcutta), Ph.D.(S.U.N.Y./ Buffalo); Finance
 T. Boyaci; B.S.(Middle-East Tech., Turkey), M.S.(Col.), Ph.D.(Col.); Management Science
 M.L. Buck; B.A.(Mich.), M.A., Ph.D.(Prin.); Organizational Behaviour
 F. Carrieri; Laurea-Law(Universita'di Bari), M.A., Ph.D.(U.S.C.); Finance
 B. Choi; B.A.(Korea), M.B.A.(Wash.), Ph.D.(Iowa); Accounting
 J.N. Choi; B.A. M.A.(Seoul Nat'l), M.A., Ph.D.(Mich.); Organizational Behaviour
 P. Christofferson; B.A.(Copenhagen), M.A., Ph.D.(Penn.); Finance
 S. Christofferson; B.A.(Queen's), M.A.(Br.Col.), Ph.D.(Penn.); Finance
 J. Craighead; B.Com.(Mt.All.), G.D.P., Ph.D.(McG.); Accounting
 B. Croitoru; DIAF(Institute de Statistique de l'Universite Pierre & Marie Curie-Paris); Ph.D.(Wharton); Finance
 J. Ericsson; M.Sc., Ph.D.(Stockholm Sch.of Econ.); Finance
 S. Fortin; Acct. Sci.(Rimouski); Accounting
 J.M. Handelman; B.B.A.(Ryerson), M.B.A.(McG.), Ph.D.(Queen's); Marketing

K. Jacobs; B.A., M.A.(Cath. U. of Louvain), Ph.D.(Pitts.); Finance
 M-S. Jo; B.Com.(Hankuyk U., Korea), M.B.A.(Mich.), M.S.(Illinois), Ph.D.(Colo.); Marketing
 L. Lapointe; B.A., M.Sc.(Mtl), Ph.D.(HEC); Information Systems
 D. Leisen; B.S.(Mainz), M.S., Ph.D.(Bonn); Finance
 F. Liu; B.Eng., M.Eng.(Tianjin, China), Ph.D.(C'dia); Finance
 S. Maguire; B.Sc.(Queen's), M.B.A.(Br.Col.); Strategy & Organization
 M. Mendonça; B.A., B.Com., M.A.(Bombay), M.B.A.(McG.); Organizational Behaviour
 A. Mukherjee; B.Eng.(Jadavpur-India), M.B.A.(Indian Inst. of Mgmt), Ph.D.(Texas-Austin); Marketing
 L. Rivera-Batiz; B.A.(U. Puerto Rico), M.A., Ph.D.(Chic.); Finance
 S. Sarkissian; M.S.(USC, Berkeley), Ph.D.(Wash.); Finance
 O. Toulan; B.Sc.(Georgetown), Ph.D.(M.I.T.); Strategy & Organization
 D. Vakratsas; B.Sc.(Aristotle U.) M.Sc., Ph.D.(Texas, Dallas); Marketing
 V. Verter; B.A., M.S.(Bogazici), Ph.D.(Bilkent); Management Science/Operations Management

Assistant Professor (Special Category)

R. David; B.Eng., M.B.A.(McG.); Strategy & Organization
 A. de Motta; B.A.(Universidad De Valencia, Spain); Finance
 W. Oh; B.A.(SUNY), M.B.A.(Geo.Wash. U.). M.Phil.(Stern); Information Systems
 L. Taylor; B.Sc., M.B.A.(Alta.); Organizational Behaviour

Faculty Lecturers

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

Adjunct Professor

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

Visiting Professor

K. Moore; B.Sc.(Ambassador U.), M.B.A.(U.S.C.), Ph.D.(York); Marketing/Strategy & Organization

44.2 Programs Offered

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

- 1) Master of Business Administration (M.B.A.) may be taken on either a full-time basis (see pag e220) or a part-time basis (see page222).
- 2) M.B.A./Law Program offered in cooperation with the Faculty of Law (see page 223).
- 3) M.D./M.B.A. offered in cooperation with the Faculty of Medicine (see page 222).

- 4) M.B.A./M.Sc.(Agr.Econ.) offered in cooperation with the Faculty of Agricultural and Environmental Sciences (see page 223).
- 5) Post-M.B.A. Certificate intended for professional managers who wish to update their skills and/or broaden the base of their education. The certificate may be taken on a full-time or part-time basis. (see page 229)
- 6) Ph.D. in Administration offered jointly by the four Montreal universities: Concordia University, École des Hautes Études Commerciales (affiliated with the Université de Montréal), McGill University, and Université du Québec à Montréal (see page 231).
- 7) Master of Management – Manufacturing Management a 12-month academic program followed by a four-month industrial internship, offered in collaboration with the Faculty of Engineering (see page e229).
- 8) Master of Management – International Masters Program in Practising Management (see page e229).
- 9) Master of Management – McGill/McConnell Program Voluntary Sector (see page 229).
- 10) Graduate Diploma in Public Accountancy (see page e230).

44.3 Admission Requirements

44.3.1 M.B.A. Program – Admission Requirements

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

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

44.3.2 M.B.A. Part-time Studies – Admission

The McGill M.B.A. Program may be also be completed on a part-time basis. This is meant to accommodate persons with full-time employment. Admission as an M.B.A. part-time student may be made twice a year, in September and in January. The admission requirements are shown in section 44.3.1.

Note: Students studying on a part-time basis may transfer to full-time at various stages during their studies. Students wishing to do this must meet with the Associate Director to review their schedule (see section 44.5.6.).

44.3.3 M.B.A. Admission – Transfer of Credits

Option 1

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

year of the program and will complete the remaining first year courses on a part-time basis.

Option 2

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

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

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

44.3.4 M.B.A. Admission – Advanced Standing

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

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

44.3.5 Special Student Admission

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

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

44.3.6 Visiting Student Admission

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

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

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

44.4 Application Procedures

44.4.1 M.B.A. Application Procedure

The McGill M.B.A. program begins in September of each year. **The deadline for receipt of application, \$100 fee and all supporting documents is February 1.**

Applications are reviewed on a rolling basis so that the earlier a file is complete, the sooner the applicant may expect to receive an answer. The undergraduate record, GMAT and TOEFL scores (where applicable), work experience, essay and letters of reference are the criteria used in making admission decisions. With the

exception of a few select cases, a personal interview is not mandatory.

Application procedure for admission in September 2002.

It is anticipated that a web-based electronic application form will be available in the Fall 2001 for use by those who wish to apply for entry to the Faculty of Graduate Studies in September 2002.

Applicants to graduate programs in Management are strongly encouraged to take advantage of this method of applying. Those who cannot apply on-line must use the REVISED version of the paper application form which will also be available in the fall.

Further information will be made available on the Management Faculty website, <http://www.management.mcgill.ca> and on the main McGill website: <http://www.mcgill.ca> under "applying to McGill" .

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

Admissions Office
McGill M.B.A. Program
Faculty of Management
McGill University
1001 Sherbrooke Street West
Montreal, Quebec H3A 1G5
Email: mba@management.mcgill.ca
Website: <http://www.management.mcgill.ca>

Applicants must submit the on-line application, or arrange for the submission of:

- 1) the first three copies of the completed Application Form;
- 2) a completed Personal Background Sheet;
- 3) duplicate official transcripts of undergraduate marks (and graduate, if any) forwarded directly by the applicant's university. For international applicants, the academic records must include: transcripts in the original language with official translations (into English), listing courses and grades for each year of study, verifying conferral of degree. These documents must bear the actual signature of the registrar and the official seal or stamp of the institution.
- 5) the \$100 application fee (see [section 44.4.3](#) for further information);
- 6) two letters of reference forwarded from individuals who have been directly responsible for evaluating the applicant's academic and/or managerial performance and potential.
- 7) the GMAT score (written within the past five years) and the TOEFL score (where applicable) forwarded directly from the Educational Testing Service (see [section 44.4.4](#) for further information).

Please note that entrance to the McGill M.B.A. is highly competitive. It is in the applicant's interest to apply as early as possible. Applicants will be notified when their file is complete and a decision will follow within 4 to 6 weeks.

Students who are not admitted to the program may appeal the admission decision. The Admission Appeal Fee is \$100, and will be credited to the student fee account if the initial admission decision is overturned. Payment must be made as per [section 44.4.3](#) below.

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

44.4.2 M.B.A. Part-Time Application Procedures

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

- April 1 for September
- October 1 for January

The application procedure is the same as that for full-time studies. Please refer to [section 44.4.1](#).

44.4.3 Application Fee Information

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

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

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

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

44.4.4 GMAT and TOEFL Information

Graduate Management Admission Test (GMAT)

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

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

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

Test of English as a Foreign Language (TOEFL)

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

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

44.4.5 Application Procedures for other Programs

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

M.B.A./Law, see [section 44.6.5](#).

M.D./M.B.A., see [section 44.6.3](#).

M.B.A./M.Sc.(Agr.Econ.), see [section 44.6.6](#).

Master of Management – Manufacturing Management, see [section 44.10.1](#).

Post-M.B.A. Certificate, see [section 44.9](#).

Ph.D. in Administration, see [section 44.10.5](#).

International Masters Programs in Practising Management (IMPM), see [section 44.10.2](#).

Master of Management – McGill/McConnell Program Voluntary Sector, see [section 44.10.3](#).

Graduate Diploma in Public Accountancy, see [section 44.10.4](#).

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

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

- a) This fee is payable immediately upon receipt of the letter of acceptance and a place is reserved.
- b) If this fee is not paid by the date specified in the letter of acceptance, no reservation will be made.

- c) The fee is applied against tuition fees provided that the candidate informs the Faculty of Management by the specified date that they will be joining the program and if they register by the given date of registration.
- d) The \$500 fee is refundable provided the candidate informs the Faculty by the specified date that they do not intend to join the program for the coming academic year.
- e) The \$500 fee is forfeited if the candidate fails to inform the Faculty by the specified date that they will not be attending the program.
- f) Students who are unable to begin attending classes in the first week of the first trimester will be required to defer their admission until the next admission period.

Note: International Students should carefully follow all instructions sent to them re applying for their Certificate of Acceptance (CAQ) which is required of all students who wish to study in the Province of Quebec (see [section 44.4.10](#)). The M.B.A. Office is unable to help students obtain this document.

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

44.4.7 Registration

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

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

44.4.8 Orientation

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

44.4.9 International Applicants

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

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

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

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

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

In order to obtain the "Certificat d'acceptation" (C.A.Q.) the student must submit an application to a Quebec Immigration Representative.

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

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

44.5 M.B.A. Program Requirements

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

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

44.5.1 First Year (M.B.A. I)

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

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

The first year will run on a Trimester basis.

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

MODULE I (September to November)	Credit Weight
280-611 Financial Accounting	2
280-612 Organizational Behaviour	2
280-613 Managerial Economics	2
280-614 Management Statistics	2
280-628 Integrative Core	2

Module II (November to February)	Credit Weight
280-641 Elements of Modern Finance I	2
280-616 Marketing	2
280-617 Operations Management	2
280-618 Human Resource Management	1
280-619 Research, Development and Engineering	1
280-628 Integrative Core (continues)	2

Module III (February to April)	Credit Weight
280-620 Information Systems	2
280-621 International Environment	2
280-622 Organizational Strategy	2
280-640 Management Accounting or	2
280-642 Elements of Modern Finance II	2
280-628 Integrative Core (concludes)	2

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

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

44.5.2 Second Year (M.B.A. II)

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

- 1) Five courses (15 credits) from the concentration in which the student wishes to specialize, and five elective courses (15 credits). It is not necessary to select the area of concentration until completion of the first year.

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

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

44.5.3 M.B.A. II Year Concentrations

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

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

A Concentration consists of five courses within an area.

Concentrations include:

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

Support courses from accounting, human resource management, industrial relations, management information systems, management science, and managerial economics are also offered to supplement the five courses within each concentration. (Change from six to five courses in each concentration is awaiting University approval.)

44.5.4 Descriptions of Concentrations

ENTREPRENEURIAL STUDIES CONCENTRATION (15 credits)

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

FINANCE CONCENTRATION (15 credits)

five courses selected from the following:

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

INFORMATION SYSTEMS CONCENTRATION (15 credits)

five courses selected from the following:

- 273-605 (3) Systems Analysis & Modelling
- 273-635 (3) Advanced Topics – Sysys Technology
- 273-636 (3) Information Systems Administration
- 273-637 (3) Information Systems Design
- 273-638 (3) Data & Database Management
- 273-645 (3) IS Management of E-Commerce

INTERNATIONAL BUSINESS CONCENTRATION (15 credits)

five courses selected from the following:

- 270-615 (3) Global Competitiveness
- 270-625 (3) Asia/Pacific Management
- 270-626 (3) International Business Law
- 270-627 (3) North America in the Global Market
- 270-690 (3) Topics
- 270-697 (3) European Economy and Management
- 272-628 (3) Women as Global Leaders and Managers
- 272-685 (3) Cross-Cultural Management
- 274-660 (3) Global Investment Management
- 274-676 (3) International Financial Management
- 274-693 (3) International Finance I
- 274-694 (3) International Finance II

- 275-630 (3) Marketing in Developing Countries
- 275-698 (3) International Marketing Management
- 276-651 (3) Strategic Management in Developing Countries
- 276-669 (3) Managing Globalization
- 276-683 (3) International Business Policy

MANAGEMENT FOR DEVELOPMENT CONCENTRATION

(15 credits)

Required Courses (12 credits)

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

Complementary Course (3 credits)

one course selected from the following departments / faculty:

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

Other electives, with the approval of the Area Coordinator.

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

MARKETING CONCENTRATION (15 credits)

Required Courses (6 credits)

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

Complementary Courses (9 credits)

three courses selected from the following:

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

OPERATIONS MANAGEMENT CONCENTRATION (15 credits)

five courses selected from the following:

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

STRATEGIC MANAGEMENT CONCENTRATION (15 credits)

one course selected from the following:

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

and four courses selected from the following:

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

- 276-669 (3) Managing Globalization
 276-690 (3) Topics Strategic Management

GENERAL MANAGEMENT STREAM

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

DOUBLE CONCENTRATIONS

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

44.5.5 M.B.A. Part-Time Studies

The course requirements for students completing their degree on a part-time basis are identical to those studying full-time. Please refer to [section 44.5.1](#) for a description of the first year Modules (M.B.A. I), and to [section 44.5.2](#) for the Second Year (M.B.A. II).

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

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

44.5.6 Combined Full-time and Part-time Studies

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

Option 1

Upon completion of the entire first year (M.B.A. I) on a part-time basis, students may request a status change to full-time to complete the second year (M.B.A. II) as full-time students.

Option 2

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

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

44.6 Additional M.B.A. Programs

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

44.6.1 M.B.A. International Exchange Program

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

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

The following schools may exchange students with McGill in 2001-2002:

PIM members:

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

Non-PIM members:

- Bilkent University, Turkey
- Bogazici University, Turkey
- Solvay Business School, Brussels, Belgium

44.6.2 M.B.A. Stage Program

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

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

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

44.6.3 M.D./M.B.A. Program

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

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

Applicants to this program must apply separately to each program and meet the admission requirements of both the Faculty of Medicine and the Faculty of Management. Applications and all supporting documents for both M.B.A. and Medicine must be received by the respective Admissions Offices by **November 15**. Further information and application forms for the Faculty of Medicine can be obtained from:

Program Administrator M.D./M.B.A. Program,
McIntyre Medical Sciences Building,
3655 Promenade Sir-William-Osler,
Montreal, QC H3G 1Y6
Telephone: (514) 398-3521 Fax: (514) 398-3595

44.6.4 M.B.A./Japan

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

44.6.5 M.B.A./Law Program

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

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

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

The application deadline for Law is January 15th. Students wishing information on the Law program should contact:

Faculty of Law, Admissions Office,
3544 Peel Street, Montreal, Quebec H3A 1W9
Telephone: (514) 398-6666
Email: admiss@falaw.lan.mcgill.ca

44.6.6 M.Sc./M.B.A. Program in Agricultural Economics

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

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

M.Sc. Component

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

M.B.A. Component

The Master of Business Administration is a general degree program which provides students with basic managerial skills and a professional concentration in a particular field. Basic managerial techniques and skills are developed with a required core of courses comprising three modules and 30 credits. A further 15 credits are taken to fulfil the basic requirements (45 credits) of the

M.B.A. portion of the program. Students may start the program in either degree component, but it is expected that most students will start in the M.B.A. component. The second year of the joint program provides the "bridge" between the two subject fields. The first M.Sc. Internship, combined with the Integrative Core courses will provide the opportunity for the program "mix" to occur along with the thesis topic to be developed. Students can individualize their programs to suit their thesis research topic.

Admission

Students must fulfil the admission requirements for both the M.Sc. degree in Agricultural Economics and the M.B.A. degree in the Faculty of Management. Admission to the M.Sc. in Agricultural Economics requires a high academic standing in a Bachelor of Science degree in Agricultural Economics or a closely related area with a strong background in economic theory and mathematics (please consult the Department of Agricultural Economics). The admission in M.B.A. is competitive. Please refer to [section 44.3.1](#) for the admission requirements.

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

Further Information

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

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

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

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

44.7.1 Withdrawal from an M.B.A. Course

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

44.7.2 Withdrawal from the M.B.A. Program

Students wishing to withdraw from the McGill M.B.A. program must complete a "Withdrawal Form" available from the M.B.A. office. Students will not be considered as officially withdrawn until this form is completed. Students who drop out of the program but do not complete this form will be billed for the full tuition. Refer to the General Information and Faculty Regulation section of the Graduate Studies Calendar for further information.

44.7.3 Exemptions

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

44.7.4 Course Deferrals

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

44.7.5 Grading and Promotion Standards

The pass mark for each course is 65%.

Failures

This policy is currently under review.

Rereads

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

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

Promotion into M.B.A. II

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

44.7.6 Outside Elective Courses

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

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

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

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

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

44.8 M.B.A. Courses

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

- Denotes courses not offered in 2001-02.

44.8.1 M.B.A. I Year: Course Descriptions

280-611 FINANCIAL ACCOUNTING. (2) The understanding and use of published financial statements as a primary source of accounting information. The concepts, conventions and techniques

involved in the preparation of financial statements leading to the analysis and interpretation of this information.

280-612 ORGANIZATIONAL BEHAVIOUR. (2) Overview of the many issues that influence the management of complex organizations. Understanding of individual and group attitudes, cognitions, and behaviours, providing the essential core knowledge for day-to-day managerial activity.

280-613 MANAGERIAL ECONOMICS. (2) The course provides an understanding of how economic systems and markets work, a command of how concepts and models developed by economists can be used in managerial decisions, a familiarity with the more practical aspects of competitive behaviour and the structure of competition, and a good appreciation of issues arising in the development of corporate goals and strategies. The emphasis of the course is on the use of economic analysis in strategy formulation.

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

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

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

280-618 HUMAN RESOURCE MANAGEMENT. (1) This course investigates current theory and practice for effective people management in an increasingly competitive, international and technologically sophisticated environment. The course objective is two-fold; to develop an understanding of the relationship between managing human resources and organizational effectiveness; and to gain the knowledge and diagnostic tools needed to engage in high quality people management in a variety of business and organizational settings. (Change in description awaiting University approval.)

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

280-620 INFORMATION SYSTEMS. (2) Overview of the information systems issues that influence the management of organizations. Understanding (as opposed to computation) of the impact of information technology on firm operations and benefits and limitations of information technology, as it relates to the essential core knowledge needed for day-to-day managerial activity.

280-621 INTERNATIONAL ENVIRONMENT. (2) Overview of the international issues that influence the management of organizations. Understanding of the international environment as it relates to the essential core knowledge needed for day-to-day managerial activity.

280-622 ORGANIZATIONAL STRATEGY. (2) Organizational strategy concerns the process through which managers position their business or unit favorably against competitors, with customers, and in accordance with societal needs. This course emphasizes the skills that managers need to assess strategic threats and opportunities, match them with internal competencies to develop a strategy, devise action plans to realize the strategy, and continually develop capabilities to keep the organization viable.

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

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

280-641 ELEMENTS OF MODERN FINANCE I. (2) Topics: appropriate evaluation criteria for projects, risk and return; how to construct efficient portfolios; rigorous techniques for valuing financial assets. Corporate financing strategies, efficient market theories and investment banking; principles of debt financing and Modigliani-Miller propositions.

280-642 ELEMENTS OF MODERN FINANCE II. (2) Topics: asset pricing theories; organization and structure of bond markets; yield curves, term structure of interest rates; boot-strapping techniques, bond pricing; concepts of duration; corporate debt market; structure and covenant features; tax effects; innovations and project finance; derivative markets; futures and forward pricing; options trading strategies.

44.8.2 M.B.A. II Course Descriptions

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

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

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

270-627 NORTH AMERICA IN THE GLOBAL MARKET. (3) As trade barriers diminish and worldwide communications expand, North

America can no longer consider itself an isolated haven of prosperity. But it is still one of the current "triad" of economic powers, centered on the dominating strength of the United States. This course focuses on how the other two North American nations, Canada and Mexico, are adjusting to the realities of global competitiveness and to the often overwhelming regional role of the United States. The evolution of NAFTA and the possible next steps in trade accords are examined, as are continuing efforts to preserve elements of meaningful national autonomy in a rapidly changing global marketplace.

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

● 270-635 BUSINESS LAW. (3)

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

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

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

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

● 270-699 HEALTH CARE MANAGEMENT. (3)

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

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

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

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

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

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

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

compensation practices, designing a compensation package, pay and organizational effectiveness.

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

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

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

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

● **272-634 CAREER DEVELOPMENT.** (3)

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

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

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

273-635 ADVANCED TOPICS – SYSTS TECHNOLOGY. (3) Conceptual foundations of integrated office systems: data, text, voice and video transmission. Issues of network design, and current trends in local area networks. Communications technology and its management. Network protocols and computer interfaces. Applications for distributed computing and office automation will be studied.

273-636 INFORMATION SYSTEMS ADMINISTRATION. (3) This course covers the issues relating to managing information systems resources. A combination of lecture and class discussions covers topics such as the role of the Information Systems department

within the corporation, staff organization and leadership, strategic systems, planning, end user computing, and other areas of importance to information systems managers.

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

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

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

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

274-635 MANAGING MARKET VOLATILITY. (3) The objective of this course is to familiarize the students with the latest techniques for estimating financial market volatility and for implementing the option pricing models used by leading investment banks and non-financial corporations. The topics covered may include the use of real option pricing techniques for evaluating resource investments, R.&D. projects and high tech stocks. (Awaiting University approval)

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

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

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

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

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

274-648 CORPORATE FINANCE. (3) Concepts and techniques developed in earlier courses are extended and/or applied to problems faced by managers in Corporate Finance. Such problems include: working capital management, capital budgeting, capital structure, dividend policy, cost of capital and mergers and acquisi-

tions. Stresses the application of theory and techniques and extensive use is made of case studies.

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

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

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

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

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

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

275-620 SERVICE MARKET MANAGEMENT. (3) The course emphasizes those issues which represent particular challenges for managers in the service producing industry. The objective of the course is to develop an understanding of those aspects of marketing and management of particular importance to service-producing as opposed to goods-producing organizations. (Awaiting University approval)

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

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

275-652 MARKETING MANAGEMENT II. (3) Its orientation is one of decision making and problem solving. Focuses on the decision areas of marketing management. Emphasizes the application of

marketing theory, concepts and methods to the solution of real life marketing problems.

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

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

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

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

275-659 INDUSTRIAL MARKETING. (3) Focus on formulating policy and implementing decisions for marketing to organizations. Essentially practice and problem oriented. Topics include: concepts of market selection and product planning; pricing; distribution; buyer-seller relations; industrial buyer behaviour.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

277-603 LOGISTICS MANAGEMENT. (3) Concerning the internal logistics, the design and operation of a production-distribution sys-

tem will be discussed. Emphasis will be given to the management of supply chains in global manufacturing companies. The external logistics part will include an analysis of the prevailing sourcing strategies and alternative means of customer satisfaction.

277-605 TOTAL QUALITY MANAGEMENT. (3) The topics include: Top Management Commitment, Leadership Style, Bench Marking, Employee involvement, Human Resource Utilization, Employee Motivation, Quality Function Deployment, Statistical Techniques for Quality Improvement including the seven tools of quality and statistical process control. New topics of ISO9000, Just-in-Time, "Kaizen" and Return-of Quality are also discussed. Students are encouraged to do industry projects on TQM.

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

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

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

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

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

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

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

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

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

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

scheduling, logistics and portfolio selection, will be used extensively.

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

279-603 INTRODUCTION TO INDUSTRIAL RELATIONS. (3) The goal of this course is to develop student's understanding of law, institutions, current practices, and power relations affecting the workplace. Topics include: regulation of employment, relationships in the unionized and nonunionized sectors, managerial approaches to labour relations, collective bargaining, union organizing, negotiation of collective agreements, dispute resolution and grievance procedures.

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

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

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

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

44.9 Post-M.B.A. Certificate

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

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

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

44.10 Other Master and Graduate Diploma Programs

44.10.1 Master of Management Programs (M.M.)

Master of Management – Manufacturing Management
(56 credits) (Program revision awaiting University approval)

The Master in Manufacturing Management program (MMM) is offered to students who wish to have a career as manufacturing managers. The curriculum is a balance between manufacturing and management subjects and provides exposure to industry through case studies, seminars, tours and a paid industry internship. The MMM program is a 12-month academic program starting in September followed by a 4-month industrial internship. The program is a collaboration between the Faculties of Engineering and Management, which jointly grant the Master of Management (Manufacturing) degree.

Students should hold an undergraduate degree in engineering or science. Two or more years of industrial experience is preferred, but not mandatory. Students with other academic backgrounds and appropriate industrial experience will be considered, but may have to take one or two qualifying courses. The program is intended for full time as well as part time students. Enrolment is limited.

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

Management Segment – Required Courses (14 credits)

277-608	(3)	Data, Models and Decisions
279-603	(3)	Industrial Relations
280-611	(2)	Financial Accounting
280-612	(2)	Organizational Behaviour
280-616	(2)	Marketing
280-641	(2)	Elements of Modern Finance I

Management Segment – Complementary Course (3 credits)

One of the following two courses:

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

Manufacturing Segment – Required Courses (15 credits)

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

Manufacturing Segment –

Complementary Courses (12 credits)

Two of the following four courses:

277-601	(3)	Management of Technology in Manufacturing
277-602	(3)	Manufacturing Strategies
277-615	(3)	The Internet and Manufacturing
MET 6.212	(3)	Strategic Planning and Technological Forecasting

and one of the following two options:

Discrete Manufacturing Option		
305-528	(3)	Product Design
305-529	(3)	Discrete Manufacturing Systems

Process Manufacturing Option

302-572	(3)	Process Dynamics and Control
302-653	(3)	Advanced Process Design

Industrial Segment – Required Courses (12 credits)

305-627	(9)	Manufacturing Industrial Internship
305-628	(2)	Manufacturing Case Studies
305-629	(1)	Manufacturing Industrial Seminar

For more information, contact:

Program Coordinator, Mechanical Engineering
Telephone: (514) 398-7201
Email: mmm@mecheng.mcgill.ca

or the Masters Program Office, Faculty of Management
Telephone: (514) 398-4648

Website: <http://www.mecheng.mcgill.ca/mmm>

44.10.2 International Masters Programs in Practising Management (IMPM)

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

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

44.10.3 McGill/McConnell Program for National Voluntary Sector Leaders

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

examine a set of concepts and competencies that voluntary sector leaders require to operate most effectively in a given context.

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

44.10.4 Diploma in Public Accountancy (Chartered Accountancy)

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

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

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

Admission Requirements

Option 1:

Students completing the McGill Honours in Accounting are required to obtain a minimum CGPA of 3.0 out of 4.0, and successfully complete the 13 qualifying courses listed below, or their equivalent:

271-332	Accounting Information Systems
271-351	Intermediate Financial Accounting I
271-352	Intermediate Financial Accounting II
271-361	Intermediate Management Accounting I
271-362	Intermediate Management Accounting II
271-385	Principles of Taxation
271-453	Advanced Financial Accounting
271-454	Financial Reporting: Standard and Practices
271-455	Development of Accounting Thought
271-475	Principles of Auditing
280-272	Statistics II
280-293	Managerial Economics
280-341	Finance I

Option 2:

Students must be graduates of an approved university and hold a Bachelor of Commerce degree with a minimum CGPA of 3.0 out of 4.0 and successfully complete the 13 qualifying courses listed below, or their equivalent:

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

Option 3:

Graduates of programs other than Bachelor of Commerce or graduates with foreign degrees must complete the following courses through the Centre for Continuing Education's Diploma in Accounting prior to admission to the Graduate Diploma program.

273-332	Accounting Information Systems
610-511	Financial Accounting I
610-512	Financial Accounting II
610-513	Financial Accounting III
610-514	Accounting Theory
612-511	Management Accounting I
612-522	Management Accounting II
613-511	Auditing I
614-511	Taxation I
641-532	Managerial Economics

647-512	Finance I
652-521	Statistics II

Language Admission Requirement

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

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

Admission Procedures

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

- February 1 for Spring (May)
 - June 1 for Fall (September)
 - October 1 for Winter (January)
- 1) Applicants must have a university degree from a recognized institution.
 - 2) All students wishing to take courses in the Diploma in Public Accountancy must complete the Application for Admission form.
 - 3) Due to audit and government requirements, all students must provide proof of Canadian citizenship and/or Permanent Residency in order to maintain eligibility for Canadian fees.
 - 4) All students must make arrangements to have two official transcripts confirming the awarding of a degree sent to the Department before their application can be considered.
 - 5) An evaluation will be made granting credits in the program for equivalent courses completed (B- required) within the last five years. Academic advising is available to assist the student.
 - 6) Applicants who have been accepted to the program are required to make a \$200 (certified cheque or money order) deposit. This fee is non-refundable and will be applied to the student's fee account.

Time Limits

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

Professional Requirements for Admission to l'ordre des comptables agréés du Québec (C.A.)

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

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

- 1) possession of a university degree from a recognized institution;
- 2) possession of the Graduate Diploma in Public Accountancy;
- 3) passing of the national Uniform Final Examination given by the Ordre and the CICA;

- 4) completion of an articling period with a firm of Chartered Accountants which is registered with the Order (minimum of two years), this can be done while registered in the CA Program;
- 5) a working knowledge of French;
- 6) Canadian citizenship or Permanent Resident status.

Further information can be obtained from: Ordre des comptables agréés du Québec, 680 Sherbrooke West, 18th floor, Montreal, Quebec, H3A 2S3. Tel: (514) 288-3256. Email: info@ocaq.qc.ca.

Advanced Standing

Credit / Exemptions

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

Program Requirements

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

Level I

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

Level II

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

Level I must be completed prior to Level II. Flexibility exists where minimal course work is required in a prior level. Students must complete Level II courses in the 12 months prior to the Uniform Final Examination.

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

Course Descriptions

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

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

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

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

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

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

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

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

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

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

44.10.5 Joint Ph.D. in Administration

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

The program represents a number of innovations in doctoral work in the field of administration. First, by cooperating, the four universities are able to make available to the students a diverse pool of approximately 300 professors qualified to direct doctoral level study and research. Second, the program has been carefully developed to encourage independent, creative work on the part of its students, with close, personal contact with the professors. This program will appeal especially to the mature, experienced candidate with relatively well-defined interests. Third, the doctoral program has a language requirement; the program is bilingual with some courses, including the compulsory ones, taught partly in

English and partly in French. Applicants must attain a level of competence that would allow them to read technical material and to follow lectures and discussions in both languages. (All papers may, however, be written in English or French.) This is viewed as a definite advantage of the program for those students who expect to work in Canada or francophone countries after graduation.

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

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

Phase I Preparation

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

- Behavioural Science
- Economics
- Management Science
- Marketing
- Finance
- Management Policy
- Accounting and Control

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

Phase II – Specialization

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

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

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

- A publishable research paper* (278-720), equivalent to about 3 months of full-time work.

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

* Subject to approval.

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

Phase III – Dissertation

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

ADMISSION – JOINT PH.D.

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

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

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

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

Completed McGill application forms should be sent to:

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

Telephone: (514) 398-4074

Fax: (514) 398-3876

Email: phd@management.mcgill.ca

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

The addresses of the three other institutions are:

Concordia University, Faculty of Commerce and Administration,
1455 de Maisonneuve Blvd West, Montreal, Q CH3G 1M8

École des Hautes Études Commerciales, 3000 Chemin de la
Cote Ste-Catherine, Montréal, QC 3T 2A7

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