



**Desautels Faculty of Management  
Programs, Courses and University Regulations  
2017-2018**



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**Note: Throughout this publication, "you" refers to students newly admitted, readmitted or returning to McGill.**

## ***Publication Information***

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## 1 About Desautels Faculty of Management

Founded in 1906, the Desautels Faculty of Management at McGill University is ranked as one of the world's top international business schools by *Businessweek*, *Canadian Business*, *Forbes*, *The Economist* and the *Financial Times*. The Faculty's innovative programs and historic reputation for excellence continue to attract the finest students and the most prominent professors from around the globe, as well as the most demanding recruiters from the world's top employers.

Desautels houses numerous research centres and academic programs at the undergraduate, masters, executive, and PhD levels. The curriculum is built on an integrated, interdisciplinary model that combines research, practice, and teaching. This valuable, holistic approach prepares students to successfully manage and lead in today's increasingly interconnected world.

For more information, please visit [www.mcgill.ca/desautels/about](http://www.mcgill.ca/desautels/about).

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## 2 History of the Faculty

Management education began at McGill University in 1906. The department of Commerce was first established within the Faculty of Arts, offering commercial courses to train people as accountants, clerks, and the like. In 1912, the Commerce Program was named the School of Commerce, and the first B.Com. degrees were awarded by McGill in 1915. Five years later, McGill's School of Commerce was founded, independent of the Faculty of Arts. In 1972, the Samuel Bronfman Building, now home to the Desautels Faculty of Management, was opened at 1001 Sherbrooke Street West in the heart of downtown Montreal. A generous donation from the Bronfman family, of Seagram Corporation fame, made the construction of the building possible.

More than a century later, foundations for a world-class business school expanded to offer a B.Com. program; an M.B.A. program; specialized master's programs; M.B.A. Japan, the first Canadian degree program offered in Japan; a joint bilingual E.M.B.A. with HEC Montréal, a program first of its kind in North America; a Ph.D. program; and numerous executive programs. On November 17, 2005, a landmark gift of \$22 million from the Canadian Management Foundation through Dr. Marcel Desautels was donated to the Faculty, ushering in a new era in business education at McGill. The gift fostered changes to its facilities, revamping of the B.Com. and M.B.A. curriculums, and hiring of new professors. In honour of his gift, the Faculty was named the Desautels Faculty of Management.

For more details on the history of the Faculty, please visit [www.mcgill.ca/desautels/about/history](http://www.mcgill.ca/desautels/about/history).

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## 3 Facilities

Management courses are mostly taught in the **Samuel Bronfman Building**. The seven-floor building is located at 1001 Sherbrooke Street West, on the south-west corner of McGill's downtown main campus. The building is adjacent to McGill's Bookstore, McLennan, and Redpath Libraries, and the Service Point across the street. Furthermore, the Bronfman Building borders the main campus and other University buildings. It is a walk away from McGill's Athletics Complex.

In recent years, the Bronfman Building has witnessed major upgrades, including, thanks to Herschel Victor's generosity, a complete renovation of the lobby and bistro. Thanks to Marcel Desautels, numerous large "learning-friendly" classrooms have been built throughout the building, including the Concourse level.

The Concourse and second floor are entirely dedicated to Desautels undergraduate students, featuring medium- and large-sized classrooms, modern computer labs, and large student-living areas. Both floors include a suite of offices for Desautels undergraduate student clubs as well as facilities for social activities. In addition, a small student-run shop, known as Dave's, is located in the Concourse; it is dedicated to a former classmate.

The Faculty values its students' participation in project teams for all Bronfman building renovations. Numerous areas throughout the building have been set up and are fully equipped for students to study in groups or individually. Products and furnishings are environmentally friendly and a wireless network is available throughout the building.

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## 4 Desautels Faculty of Management Studies

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### 4.1 Location

Samuel Bronfman Building  
1001 Sherbrooke Street West, Room 110

Montreal QC H3A 1G5  
Canada  
Telephone: 514-398-4068  
Faculty website: [www.mcgill.ca/desautels](http://www.mcgill.ca/desautels)  
Degree website: [www.mcgill.ca/desautels/programs/bcom](http://www.mcgill.ca/desautels/programs/bcom)

The BCom Student Affairs Office of the Desautels Faculty of Management and the office of the Director, BCom Program are located in the Samuel Bronfman Building, Room 110. The BCom Student Affairs Office serves all students taking undergraduate Management courses.

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## 4.2 Administrative Officers

### Dean

Isabelle Bajoux-Besnainou; Degree(ENS Paris), M.Sc.(Paris VI & Paris IX), Doctorat(Paris IX)

### Associate Dean, Undergraduate Programs

Liette Lapointe; B.A., M.Sc.(Montr.), Ph.D.(HEC)

### Associate Director, BCom Program

Giulia Campofredano

### Associate Director, BCom Student Affairs

Heather McCombie

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## 4.3 Bachelor of Commerce Program

Internationally acclaimed for its high academic standards and excellence in teaching/research, and widely recognized as Canada's leading international business school, McGill University consistently attracts top students and faculty members from around the world.

The primary objective of the McGill BCom program is to prepare students for an effective professional and managerial career. This preparation includes developing a capacity for critical thinking, for integrating knowledge across different disciplines, and for utilizing current theory in approaching practical business problems. Students are also expected to become comfortable with taking risks, working as part of a team, and developing the necessary skills to lead others. They will acquire the critical management competencies which will enable them to offer the expertise organizations need to respond to the ever-changing and increasingly complex global marketplace.

The BCom's highly flexible curriculum offers students both breadth and depth. Breadth is achieved through a broad-based core of required courses which provide the necessary quantitative, analytical, and communication skills, while grounding them in applied theory and practice across the major management disciplines. Depth is achieved through various alternate specializations of study designed to meet the needs of a highly diverse student body with a wide range of career interests and priorities.

In the **General Management Major**, students focus their degree in at least two areas. They must choose one concentration in Management as well as a choice of a second concentration in Management or a minor in another faculty. General Management studies is ideal for students looking for a general business education requiring a broad management perspective, for students interested in continuing their education in a related field, such as law or industrial relations, or for students wishing to pursue a management career that spans multiple industries and across various sectors, some of which can include the arts, applied sciences, or public administration.

**Majors and honours** programs are available to those wishing to focus primarily in one area to get maximum exposure to a chosen field. This option is for students with clearly defined career objectives, or those interested in further professional training, such as a CPA or CFA designation.

In the **Major in International Management**, students have a chance to pursue interdisciplinary global studies. All students in this Major will complete the requirements of the International Business Concentration as well as a Minor outside of the Management Faculty; learn an additional language (achieving intermediate level); and fulfill the experiential learning component by:

1. going on exchange or a study away; **or**
2. submitting a research paper (3 credits); **or**
3. participating in an international internship (3 credits).

Exchange and study away grant credits depending on the number of courses taken abroad.

The **Honours in Investment Management** program is the first to offer students training that combines rigorous academic groundwork with real-world experience in investment management, global internship opportunities, and access to the expertise of corporate partners from around the world.

Candidates coming from the Quebec CEGEP system apply to a **three-year program**, whereas out-of-province and international students follow a **four-year program**.

## 4.4 BCom Student Affairs Office

### 4.4.1 Location

Samuel Bronfman Building  
1001 Sherbrooke Street West, Room 110  
Montreal QC H3A 1G5

Telephone: 514-398-4068

Fax: 514-398-3402

Email: [bcom.mgmt@mcgill.ca](mailto:bcom.mgmt@mcgill.ca)

Website: [www.mcgill.ca/desautels/programs/bcom](http://www.mcgill.ca/desautels/programs/bcom)

### 4.4.2 About BCom Student Affairs Office

The BCom Student Affairs Office provides ongoing advice and guidance on:

- programs and prerequisites
- degree requirements
- joint honours, honours, majors, concentrations, and minors
- registration
- course changes
- procedures for withdrawal
- deferred final examinations
- rereads
- academic standings
- inter-faculty transfers
- exchanges or study abroad
- transfer credits
- scholarships
- graduation

Student advisers offer help managing academic situations during periods of personal, financial, or medical problems by working with you to identify various possibilities and strategies for making informed decisions.

For more information, please refer to the BCom website at [www.mcgill.ca/desautels/programs/bcom](http://www.mcgill.ca/desautels/programs/bcom).

To book an advising appointment, please fill out the online form available at [www.mcgill.ca/desautels/programs/bcom/book-advising-appointment](http://www.mcgill.ca/desautels/programs/bcom/book-advising-appointment).

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## 4.5 Summer Studies

If you want to make up deficiencies in your background or accelerate progress in your degree, you may do so by taking summer courses at McGill or at another institution. Please note that McGill's course offerings are not guaranteed from year to year.

Each summer, from early May to mid-August, some core and elective courses are offered by the Desautels Faculty of Management for full credit. They are available to Management students, and to students from other faculties and universities who have the necessary course prerequisites.

Information on summer courses is available from:

**BCom Student Affairs Office**

Telephone: 514-398-4068

Email: [bcom.mgmt@mcgill.ca](mailto:bcom.mgmt@mcgill.ca)

Website: [www.mcgill.ca/desautels/programs/bcom](http://www.mcgill.ca/desautels/programs/bcom)

OR

**Summer Studies Office**

Telephone: 514-398-5212

Email: [summer.studies@mcgill.ca](mailto:summer.studies@mcgill.ca)

Website: [www.mcgill.ca/summer](http://www.mcgill.ca/summer)

You are permitted to take only 6 credits in each of the two sessions (May–June/July–Aug) of the Summer term. To register for more than 2 courses in a Summer term, students will require permission from the BCom Director.

If you want to pursue courses at another institution, credit will be granted for such courses only if they fit into your overall program, and if written permission to complete such courses for credit has been obtained in advance from the BCom Student Affairs Office. A course that overlaps with material already completed in your program, or a language course that does not substantially progress beyond corresponding language courses already taken, will not receive credit approval. For more information about transferring credits, see [section 4.7: Transfer Credit and Advanced Standing](#).

The Desautels Faculty of Management offers the International Summer Program, which is designed to provide **international undergraduate students** from other universities the opportunity to gain critical North American perspectives on issues of global importance. For further information, please refer to the International Summer Program [website](#).

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#### 4.6 International Student Exchange Program

The Desautels Faculty of Management prides itself on its international focus. To broaden this focus, we offer students the possibility of an exchange to over **50 top business schools** around the world. You will gain incredible life experience in and out of the classroom, as well as return with academic credits towards your degree. This experiential learning will make you face challenges and opportunities that will help you grow personally and professionally. You will build lifelong relationships and will discover a new part of the world. Your future career will be enhanced as a result.

At least two-thirds of all departmental program requirements must be completed at McGill and there is a CGPA requirement of 3.0. Once accepted, you must obtain written faculty authorization for transfer credits before leaving to go on exchange. For more information about the International Student Exchange program, please visit [www.mcgill.ca/desautels/programs/bcom/academics/exchange](http://www.mcgill.ca/desautels/programs/bcom/academics/exchange).

More information can also be obtained from the BCom Student Affairs Office at 514-398-4068, [bcom.mgmt@mcgill.ca](mailto:bcom.mgmt@mcgill.ca), or on the McGill International Education [website](#).

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#### 4.7 Transfer Credit and Advanced Standing

Students are admitted to a four-year program requiring the completion of 120 credits, but Advanced Standing of up to 30 credits may be granted if you have obtained satisfactory results in the Diploma of Collegial Studies, International Baccalaureate, French Baccalaureate, European Baccalaureate, Bologna signatory countries, Advanced Level and Advanced Subsidiary Exams, and Advanced Placement Exams. Students who transfer course credit from another institution may transfer up to one-third of the credits required in their degree program, including the concentration, major, or honours requirements under the following conditions:

- For credit transfer from another institution, please visit : [Transfer Credits](#) for the grading policy.
- Grades of P or S are acceptable only if transferred from faculties within McGill.
- The letter grades applied by the former home institution or host institution (for exchanges and study away) take precedence over the numerical grades if provided.
- For exchange or study away purposes, it is required that course and credit approval is obtained **before** courses are taken at the host institution.
- The four-year program will require a minimum 80-credit residency at McGill.
- The three-year program will require a minimum 60-credit residency at McGill.
- A maximum of 6 credits of online non-management electives may transfer to the BCom degree if approved by the appropriate department at McGill.

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### 5 BCom Degree Admission Requirements

The Desautels Faculty of Management offers programs that are highly selective and fulfilment of minimum admission requirements does not guarantee acceptance. For information about admission requirements to the BCom program, please refer to the *Undergraduate Admissions Guide*, found at [www.mcgill.ca/applying](http://www.mcgill.ca/applying). Students who have been asked to withdraw from a program in another faculty/university due to poor performance are not eligible for transfer into the BCom program. Information about interfaculty transfers can be obtained from the BCom Student Affairs Office at 514-398-4068 or the BCom website at [www.mcgill.ca/desautels/bcom](http://www.mcgill.ca/desautels/bcom).

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## 6 BCom Degree Requirements

The Bachelor of Commerce (BCom) degree program is a three- or four-year program when taken full-time. Although the language of instruction at McGill is English, those who plan to be part of the Quebec business environment are reminded of the importance of competence in both written and oral French. Students may submit assignments and write exams in French.

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### 6.1 Academic Requirements for Graduation

**Each student in the Desautels Faculty of Management must be aware of the Faculty regulations as stated in this publication and on the McGill and BCom websites.** While BCom Office Advisers and staff are always available to give advice and guidance, the ultimate responsibility for completeness and correctness of course selection and registration, for compliance with and completion of program and degree requirements, and for the observance of regulations and deadlines **rests with you**. It is your responsibility to seek guidance from the BCom Student Affairs Office if in any doubt; misunderstanding or misapprehension will not be accepted as cause for any exception from any regulation, deadline, program, or degree requirement.

For students entering with a Quebec CEGEP Diploma, the number of credits is generally 90. Students from outside the province of Quebec who have not completed the equivalent of a CEGEP Diploma are required to complete 120 credits.

#### Students Entering with Advanced Standing

All students admitted with advanced standing must meet with a BCom Adviser. It is your responsibility to ensure that ALL appropriate official results are provided to McGill and that your McGill transcript accurately reflects the minimum credit requirement. This must be finalized by the end of your first term at McGill. Delays to submit all official documentation may result in the advanced standing not being granted.

It is your responsibility to make sure that your course of study conforms with the curriculum requirements as described in this publication. If you want to deviate from your program, you must obtain written permission from the Director, BCom program.

If you have transferred with advanced standing to the Desautels Faculty of Management from another university, you are required to complete a minimum of 60 credits while registered in the BCom program, including required courses that are deemed necessary, to become eligible for the degree of BCom.

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### 6.2 Cumulative Grade Point Average (CGPA)

You will be eligible for graduation upon satisfactory completion of the minimum credit requirement for the degree as indicated in your letter of acceptance, subject to the curriculum and CGPA of 2.00 (3.00 for Honours) requirements.

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### 6.3 Course Requirements

All required and complementary courses used to fulfil program requirements, including the Freshman program, must be completed with a grade of C or better. If you fail to obtain a satisfactory grade in a required course (core, part of a concentration, minor, major, or honours program), you must repeat the course. Course substitution will be allowed only in special cases; you should consult your academic adviser. Normally, you are permitted to repeat a failed course only once (failure is considered to be a grade of less than C or the administrative failures of J and KF). If the failed course is a complementary course required by the program, you may choose to replace it with another complementary course. If you choose to substitute another complementary course for a complementary course in which a D was received, credit for the first course will still be given, but as an elective. If you repeat a required course in which a D was received, credit will be given only once. In either case, both grades of D count toward the CGPA.

In addition, if a course is passed with a grade of C or better, and is then repeated in the future, the subsequent course will not be allowed to count for credit, nor be calculated in the CGPA.

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### 6.4 Academic Advising

If you are entering the Desautels Faculty of Management for the first time, you are required to attend an **Orientation and Advising Session** during the last week of August, at which the staff from the BCom Student Affairs Office provide information on all aspects of the BCom program. If you have had difficulty registering for your courses, and have not contacted the BCom Office to resolve your issues, you will have the opportunity to resolve your problems after this session. For a detailed description of advising and registration procedures, you should refer to [section 6.5: Registration](#); the website for newly admitted undergraduate students at [www.mcgill.ca/accepted](http://www.mcgill.ca/accepted); and the BCom website at [www.mcgill.ca/desautels/programs/bcom](http://www.mcgill.ca/desautels/programs/bcom).

It is not advisable to wait until August to resolve registration issues due to limited course enrolment.

Academic advising for all returning students takes place in February and March for the upcoming academic year. "Drop-in" advising is available in the [BCom Student Affairs Office](#):

- from mid-August until the end of the add/drop period in the **Fall term**;
- from the beginning of January until the end of the add/drop period in the **Winter term**.

Appointments to discuss programs of study with student advisers may be made as soon as the add/drop period ends in September and then again in January. **All new students are required to attend a mandatory appointment with an Academic Student Adviser** in this period of their first semester. In February or March, an Information Session takes place that helps you to select a course of study for specialization. In April, as a student continuing in the BCom program, you will plan your studies for the following year using the requirements as listed in the eCalendar or in the Degree Evaluation Module available through Minerva, as a guide to your course selection. Advice is available at the [BCom Student Affairs Office](#) for students if you are having difficulty. Students register online using [Minerva](#).

If you are a **General Management** student choosing to do a minor in another faculty as your second area of study, you should meet with the appropriate department adviser to plan your courses. **It should be noted that minors must have a minimum of 18 credits not overlapping with other program requirements.**

If you are taking the Minor, Major, or Honours in **Economics**, you must see an adviser in the BCom Student Affairs Office for approval of your program and course selection after meeting with an Economics Adviser.

If you are in the Major Concentration or Minor in Mathematics, or Statistics, you must have your program of study initially authorized by the appropriate department adviser prior to consulting with a student adviser in the [BCom Student Affairs Office](#).

You should contact a student adviser as soon as possible if you are encountering difficulties (academic or personal) or are requesting specific information about the BCom program.

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## 6.5 Registration

- It is your responsibility to **register on time**. Failure to register for courses when the registration period begins may delay graduation and completion of program requirements. **Space is limited**.
- **Priority registration** for Fall and Winter courses will begin in early April for BCom students. Priority registration in Management courses for Summer opens in early March. Exact dates may be obtained from [www.mcgill.ca/importantdates](http://www.mcgill.ca/importantdates).
- All courses have limited enrolment. BCom students who are **unable to register** for required or complementary courses that they need in order to graduate on time should submit a copy of the [Closed Management Course Request Form](#) to the BCom Student Affairs Office after registration in April. During the add/drop periods, [Closed Management Course Request Forms](#) will not be accepted. Exact deadlines may be obtained from [www.mcgill.ca/importantdates](http://www.mcgill.ca/importantdates).
- BCom students are generally not permitted to take courses offered through the **School of Continuing Studies (SCS)** for credit toward their degree. If you want to receive special permission to take a course through SCS (i.e., to enable you to graduate on time or take an approved elective that is only offered by SCS), you must submit an [Authorization for SCS Course Form](#) to the BCom Student Affairs Office and any relevant supporting documentation. You cannot register for SCS courses via Minerva; if approved, the BCom Office will need to add this course to your record. You should **not** go to nor contact the School of Continuing Studies regarding registration for an SCS course.
- **New students** must select their area(s) of specialization online using Minerva **before** they are permitted to register for courses. The program options available are found in the [Change your Curriculum](#) module of the Student Menu. Please note that this can be changed at any time.
- **Full-time students** must register for courses online using Minerva. Additional information for new students is distributed at the time of admission and is also available on the Faculty website's [Newly admitted students](#) section, and [www.mcgill.ca/students/records](http://www.mcgill.ca/students/records). Information for returning students and part-time students is available in the BCom Office as of March.
- If you want to **change the courses** for which you are registered within the add/drop period, you must do so online using Minerva.
- If you want to **withdraw from a course** after the add/drop deadline, you must do so online using Minerva by the withdrawal deadline. A grade of "W" will be indicated on the transcript, which does not affect your GPA. Approval to withdraw after the withdrawal deadline will be granted only in exceptional circumstances. A written request for such consideration, accompanied by substantial documentation, must be submitted to the Academic Director, BCom Program. If your circumstances require you to withdraw from your program completely, you should see an adviser in the BCom Student Affairs Office.
- When your record is verified, any **courses taken that violate the degree regulations** will be flagged after the end of the course change period as "not for credit towards the BCom." As a result, your expected date of graduation may be delayed. If you believe that you have valid reasons to take a course that may not be credited toward your BCom, you must obtain permission from the Academic Director, BCom Program.

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## 6.6 Course Overlap

You will not receive credit toward your degree for any course that overlaps in content with a course taken for credit at McGill, CEGEP, or another university; advanced placement exams; Advanced Level results; International Baccalaureate Diploma; or French Baccalaureate Diploma.

It is your responsibility to consult with the BCom Student Affairs Office as to whether or not credit can be obtained and to be aware of exclusion clauses specified in the course descriptions in this publication. Please refer to [www.mcgill.ca/students/courses/plan/transfer](http://www.mcgill.ca/students/courses/plan/transfer) for specific information about Advanced Standing credits and McGill course exemptions.

### Credit for Statistics courses

BCom Students must take the statistics courses that are part of the BCom degree, as specified in Core and the various programs. There are many statistics courses at McGill that overlap with the statistics in our BCom degree. If students wish to receive credit from other statistics courses at McGill, they must be assessed by the BCom Office on a case-by-case basis.

**Credit for computer courses** offered by the School of Computer Science is governed by rules specified in its individual course descriptions.

**Credit for Economics courses** will be subject to the following restrictions:

- A maximum of 6 credits will be granted for Freshman Economics courses.
- A maximum of 6 credits will be granted for ECON 230D1/ECON 230D2, ECON 250D1/ECON 250D2, and MGCR 293.
- A maximum of 6 credits will be granted for ECON 330D1/ECON 330D2, ECON 352D1/ECON 352D2, and ECON 295.
- ECON 208 and ECON 209 are not permitted.

## 6.7 Courses Taken Under the Satisfactory/Unsatisfactory Option

You may select or cancel the S/U option up until the end of the add/drop period through a request to the [BCom Student Affairs Office](#). All S/U credits will be excluded when calculating the Grade Point Average. This option may only be used for elective courses, one course per term, to a maximum of 10% of the total credits taken at McGill to fulfil your degree requirements.

Careful consideration should be given before using this option as it can affect scholarship and award consideration, where a minimum of 27 graded credits are required for the year, excluding the Summer term, as well as future admission to law or graduate schools.

For more information and restrictions, refer to [University Regulations and Resources](#) > Undergraduate > Registration > : [Courses Taken under the Satisfactory/Unsatisfactory \(S/U\) Option](#).

## 6.8 Electives

### 6.8.1 Non-Management Electives

Students must take a minimum of:

- 6 credits of non-Management electives in the three-year program; or
- 9 credits of non-Management electives in the four-year program.

This requirement does not apply to those completing any minor outside of Management, or a major in Economics, Mathematics, or Statistics, or an Honours or Joint Honours program.

Non-Management electives may be chosen from a broad range of faculties and departments, subject to the exclusions of [section 6.6: Course Overlap](#) regarding Statistics, Computer, and Economics courses, and the restrictions listed below.



**Note 1:** Quantitative Methods, Statistics, and Research courses offered by any department must be approved by the Director, BCom program, prior to registration in the course. Failure to obtain the necessary approval will result in the course being excluded (E) from the credit count.



**Note 2:** A maximum of 6 credits can be taken in English for Academic Purposes and/or English as a Second Language: the relevant subject codes are CEAP, CEEN, CEGL, CESL, and EDEC.

#### 6.8.1.1 Faculty constraints

##### **Agricultural & Environmental Sciences:**

- The following courses are not approved and **may not be taken** for credit within the BCom program: AEMA 101, AEMA 102, AEMA 310, AGECE 200, AGECE 201, AGECE 242, AGECE 320, and AGECE 330.

##### **Arts:**

- All courses are approved, subject to [section 6.6: Course Overlap](#) and the above notes, with a maximum of 6 credits approved in CEAP, CEEN, CEGL, and CESL (combined), or SWRK (adviser's approval only).  
- ECON 208, ECON 209, ECON 217, and ECON 227 **may not be taken** for credit within the BCom program.

##### **Continuing Studies:**

- A maximum of 6 credits are approved from the language courses offered; no credit will be granted for other SCS courses with subject codes beginning with a "C," such as CCTR or CMIS.

##### **Education:**

- A maximum 6 credits are approved from the following subject codes (combined): EDEA, EDEC, EDES, EDKP, and EDPT.  
- No courses are approved from subject codes EDET, EDFC, EDFE, or EDSL.

##### **Engineering:**



- Most courses in subject codes ARCH, CHEE, CIVE, ECSE, MECH, MIME, URBP with approval of an adviser.
- No courses are approved from subject codes FACC or MPMC.
- The following courses are not approved: CHEE 291, CHEE 360, CHEE 462; CIVE 210, CIVE 432; ECSE 443; MECH 201, MECH 260, MECH 262, MECH 289; MIME 202, MIME 221, MIME 280, MIME 290, MIME 291, MIME 380, MIME 392, MIME 480, MIME 481, MIME 494.

**Music:**

- All courses are approved in subject codes MUGT, MUHL, MUMT, MUPD, MUPP, MUSR, MUTH, and MUAR (taught by Arts).
- A maximum of 6 credits is approved from the following (combined): MUCO, MUCT, MUEN, MUIN, MUIT, MUJZ, MUPG, and MUSP.

**Science:**

- All courses are approved, subject to [section 6.6: Course Overlap](#) and the above Note 1, except MATH 111, MATH 112, MATH 150, MATH 151, MATH 203, and MATH 204.
- A maximum of 6 credits may be taken from the World of Chemistry courses CHEM 180, CHEM 181, CHEM 182, CHEM 183.

## 6.8.2 Electives

Subject to the requirements and restrictions for non-Management electives as outlined above, all remaining elective credits may be taken in any faculty, Management or otherwise.

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## 6.9 Academic Standing

Academic Standing is based primarily on your cumulative grade point average (CGPA), but may also be affected by your term grade point average (TGPA). Academic Standing is assessed in January for the Fall term, in May for the Winter term, and in September for the Summer term; this determines whether you will be allowed to continue your studies in the next term and whether any conditions will be attached to your registration.

Decisions about Academic Standing in the Fall term are based only on grades that are available in January. Grades for courses in which you have deferred examinations and Fall-term grades for courses that span the Fall and Winter terms do not affect your Academic Standing for the Fall term, even though they will ultimately affect your Fall TGPA. Therefore, Academic Standings for the Fall term are designated as "Interim." **Interim Standing decisions are mentioned below only if the rules for them differ from those for regular Standing decisions.**

**If you are not in Satisfactory Standing, you are strongly advised to consult with an Academic Adviser in the [BCom Student Affairs Office](#) about your course selection before the withdrawal deadlines.**

### 6.9.1 Satisfactory/Interim Satisfactory Standing

If you are in Satisfactory Standing, you may continue in your program.

- New students are admitted to Satisfactory Standing.
- Students with a CGPA of 2.00 or greater are in Satisfactory Standing.
- You must obtain a minimum CGPA of 2.00 to be considered for graduation with a McGill degree.

### 6.9.2 Probationary/Interim Probationary Standing

If you are in Probationary Standing, you may continue in your program, but must carry a reduced load (maximum 14 credits per term) and raise your TGPA and CGPA to return to Satisfactory Standing (see above). You must see an Academic Adviser to discuss your course selection.

If you are in Interim Probationary Standing, you may continue in your program, but should evaluate your course load and reduce it as appropriate. You are strongly advised to consult with an Academic Adviser, before the withdrawal deadlines, about your course selection for the Winter term.

- If you were previously in Satisfactory Standing, you will be placed in Probationary Standing if your CGPA falls between 1.50 and 1.99.
- If you were previously in Probationary Standing, you will remain in Probationary Standing if your CGPA falls between 1.50 and 1.99 and your TGPA is 2.50 or higher (although the TGPA requirement will not apply to the Summer term).
- If you were previously in Interim Unsatisfactory Standing, you will be placed in Probationary Standing if your CGPA falls between 1.50 and 1.99 and your TGPA is 2.50 or higher.
- If you were previously in Unsatisfactory Standing and you were readmitted to the BCom program, you will be placed in Probationary Standing if your CGPA is lower than 2.00. To remain in the program, you must satisfy the relevant conditions specified in your letter of readmission.

### 6.9.3 Unsatisfactory Readmitted Standing

If you were previously in Unsatisfactory Standing and you were readmitted to the BCom program, you will have your Standing changed to Unsatisfactory Readmitted Standing. Your course load is specified in your letter of readmission, as are the conditions you must meet to be allowed to continue in your program. You should see an Academic Adviser to discuss your course selection.



#### 6.9.4 Unsatisfactory/Interim Unsatisfactory Standing

If you are in Interim Unsatisfactory Standing, you may continue in your program, but should evaluate your course load and reduce it as appropriate. You must see a student adviser, before the withdrawal deadlines, about your course selection for the Winter term.

If you are in Unsatisfactory Standing, you have failed to meet the minimum standards set by the Faculty. You may not continue in your program, and your registration will be cancelled.

Appeals for readmission by students in Unsatisfactory Standing should be addressed to the Academic Director, BCom program, no later than July 15 for readmission to the Fall term and November 15 for the Winter term. Readmission will be considered only when proof of extenuating circumstances that affected academic performance can be provided (i.e., medical or other documentation) along with reassurances of future improvement. If you are in Unsatisfactory Standing for the second time, you must withdraw permanently.

- You will be placed in Unsatisfactory Standing (Winter or Summer term) or Interim Unsatisfactory Standing (Fall term) if your CGPA falls or remains below 1.50.
- If you were previously in Probationary, Unsatisfactory Readmitted, or Interim Unsatisfactory Standing, you will be placed in Unsatisfactory Standing if your TGPA falls below 2.50 and your CGPA is below 2.00.
- If you were previously in Unsatisfactory Standing and you were readmitted to the BCom program by the Academic Director, and you have not at least satisfied the conditions to attain Probationary Standing that were specified in your letter of readmission, you will be placed in Unsatisfactory Standing.

#### 6.9.5 Incomplete Standings

- Standing awaits deferred exam;
- Standing Incomplete.

If you have an Incomplete Standing in the Winter or Summer term, you may register for the Fall term, but your Standing must be resolved by the end of the add/drop period for that term. If your Incomplete Standing changes to Satisfactory, Probationary, or Interim Unsatisfactory Standing, you may continue in the program. If your Standing changes to Unsatisfactory Standing, you may not continue in your program, and your registration will be cancelled.

If your Standing changes to Unsatisfactory and you wish to ask for permission to continue in your program, you must meet with your Academic Adviser as soon as you are placed in Unsatisfactory Standing. Readmission will be considered only when proof of extenuating circumstances that affected academic performance can be provided (i.e., medical or other documentation) along with reassurances of future improvement.

#### 6.10 Time and Credit Limit for Completion of the BCom Degree

If you need 90 or fewer credits to complete your degree requirements, you are expected to complete your degree in no more than eight terms after your initial registration for the BCom degree. If you are a student completing over 90 and up to 120 credits, you become subject to these regulations one year after your initial registration.

If you wish to return to the BCom program after interrupting your studies for a period of one year or more, you must make a request for readmission through Minerva and also apply in writing to [bcom.mgmt@mcgill.ca](mailto:bcom.mgmt@mcgill.ca). When you are readmitted after a period of absence, you are normally subject to the program and degree requirements in effect at the time of readmission.

## 7 Grading and Credit

During the first week of lectures, each instructor will provide you with a written course outline that should include:

- Grading guidelines;
- A description of the topics to be considered in the course;
- A list of required or recommended textbooks and reading materials;
- A grading scheme or description of the methods of evaluation to be used in the course, along with due dates for assignments and dates/times of exams. All term work must be assigned early enough in the term for students to complete the assignment(s) by the last day of class. The due date for term work must be no later than the last day of classes. Changes in the distributed grading scheme are permitted only with the unanimous consent of all students registered in the course. In practice, therefore, the grading scheme is almost never changed during the term;
- The instructor's office hours for students, office location, telephone number for office appointments, and secretarial contact information;
- Academic Integrity statement: **McGill University values academic integrity. Therefore, all students must understand the meaning and consequences of cheating, plagiarism, and other academic offences under the Code of Student Conduct and Disciplinary Procedures (see [www.mcgill.ca/students/srr/honest](http://www.mcgill.ca/students/srr/honest) for more information).** Note that all newly admitted undergraduate students are required to complete the Academic Integrity tutorial through *Minerva*.

## 7.1 Examinations

For information about final examinations and deferred examinations, also see [University Regulations and Resources > Undergraduate > : Examinations: General Information](#).

Final examinations are centrally administered by Enrolment Services. Around the beginning of November and March, a final examination schedule will be posted on the [McGill Exams website](#) by Enrolment Services. The seating arrangements are posted on the McGill website toward the end of the last week of classes.

BCom students and non-Management students taking BCom courses are contacted by Enrolment Services via McGill email regarding final exam conflicts. Arrangements to resolve final exam conflicts are made and communicated by Enrolment Services via McGill email as well. You should also refer to the [BCom website](#) for more information, or contact Enrolment Services [Service Point](#). Students are warned not to make travel arrangements to leave Montreal prior to the posting of the official final examination schedule.

BCom courses cannot have examinations scheduled during the last two weeks of term worth more than 10% of the final grade. You must repeat any grades of D or F in core courses or courses as part of a concentration, minor, major, or honours program. However, D is a passing grade for elective courses.

### 7.1.1 Supplemental Examinations

Supplemental examinations are not offered in undergraduate courses administered by the Desautels Faculty of Management. If you are required to improve your standing in a course, you must repeat the course in a subsequent term, completing all course requirements to the satisfaction of the instructor. Faculty policy does not allow you to do additional work to improve your standing in a course.

### 7.1.2 Deferred Examinations

For missed final examinations, whatever the reason may be, professors and students are **not** to make alternate arrangements. If you are unable to write your final exam due to illness or another serious reason, you may apply for a deferral of your exam through your [Minerva](#) account, and if your application is accepted, you will be permitted to write it during the next deferred examination period.

To qualify, you must obtain documentation (such as a doctor's note) explaining your inability to write the exam which must be dated within **5 days of the exam** and bring it to the BCom Office as soon as possible after the exam. The application and supporting documentation must be submitted no later than **January 15** (for Fall courses) or **May 15** (Winter and Fall-Winter courses).

The BCom Office will then review the reasons for the exam having been missed and will either give you permission to write a deferred final exam, or not. If approved, you will write the final exam during the University's official deferred exam period—specific dates in May (Fall terms) and August (Winter and Summer terms). It is up to you to verify the deferral schedule, which is administered by the Registrar.

It is recommended that students who have been approved for deferred exams meet with an academic adviser.

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## 7.2 Verification of Grades and Rereads

In accordance with the Charter of Student Rights, and subject to its stated conditions, you have the right to consult any written submission for which you have received a mark and the right to discuss this submission with the examiner.

In a case where you feel that an error has been made in arriving at the final grade, a [Re-Read Application Form](#) must be completed in the BCom Student Affairs Office, requesting the instructor to carry out a detailed check that all questions have been marked, and that the final grade has been computed correctly on the basis of the term work, final examination, etc. However, during the course of the term, any requests to have term work re-evaluated should initially be made directly to the instructor.

The Desautels Faculty of Management recognizes two types of rereads or reassessments:

- reread of coursework (term papers, mid-terms, assignments, quizzes, etc.)
- reread of a final exam

In both cases, rather than recorrect the work and then grade it as they would have done themselves, reviewers assess the appropriateness of the original grade based, for example, on the application of the grading key to the student's work. If a grade is deemed unfair, it is changed, whether the new grade is higher or lower than the original, i.e., the reviewer's grade takes precedence over the original grade.

### 7.2.1 Reread of Coursework

You may apply to the BCom Student Affairs Office for rereads of written coursework. You are assessed a fee for such rereads; consult the [Student Accounts website](#) for specific fee amounts. Requests for rereads involving group work require the consent of all members of the group, but only one reread fee will be assessed. It is strongly recommended that you consult with the instructor of the course before requesting a reread of coursework. Requests for rereads must be made within 10 working days of the date of return of the graded materials. Reassessments should normally be completed within 20 working days of the request.

### 7.2.2 Rereads of Final Exams

These rereads are administered by the BCom Student Affairs Office. You must apply in writing to the BCom Student Affairs Office by March 31 for courses in the Fall term and by September 30 for courses in the Winter or Summer terms (these deadlines are strictly enforced, and no requests will be accepted past them). You are assessed a fee for such rereads; consult the Student Accounts [website](#) for specific fee amounts. It is strongly recommended, but not required, that you consult with the instructor of the course before requesting a reread of a final exam.

Reassessments and rereads in courses outside the Desautels Faculty of Management are subject to the deadlines, rules, and regulations of the relevant faculty.

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### 7.3 Awards and Honorary Designations: Honours and First-Class Honours

Graduating students registered in an honours program may be awarded Honours or First-Class Honours under the following conditions:

- For Honours, the CGPA at graduation must be at least 3.0 overall and in the specified courses of the program.
- For First-Class Honours, the CGPA at graduation must be at least 3.5 overall and in the specified courses of the program.

Students in an honours program whose GPA or CGPA is below 3.0, or who did not satisfy certain additional program requirements, must consult their student adviser to determine whether they are eligible to graduate in a program other than honours.

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### 7.4 Awards and Honorary Designations: Distinction

For information on the designation of Distinction awarded at graduation, see [University Regulations and Resources](#) > [Undergraduate](#) > [Graduation](#) > [Graduation Honours](#) > : [Distinction](#).

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### 7.5 Awards and Honorary Designations: Dean's Honour List

For information on the designation of Dean's Honour List awarded at graduation, see [University Regulations and Resources](#) > [Undergraduate](#) > [Graduation](#) > [Graduation Honours](#) > : [Dean's Honour List](#).

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### 7.6 Awards and Honorary Designations: Scholarships, Prizes, and Medals

Various scholarships, prizes, and medals are open to returning and graduating students. Full details can be found in the *Undergraduate Scholarships and Awards Calendar* available at [www.mcgill.ca/studentaid](http://www.mcgill.ca/studentaid). For information, see [University Regulations & Resources](#) > [Undergraduate](#) > : [Scholarships and Student Aid](#).

As a registered student, you are automatically considered by the Undergraduate Scholarships Committee for each award for which you are eligible. The following in-course scholarships are not automatic and therefore require an application:

- Commerce '55 Scholarships
- Danny and Monica Gold Award for Academic Excellence
- Donald R. McRobie Award
- Dr. Alex Paterson Scholarship
- Great-West Life & London Life Scholarship
- HSBC Bank Canada Management Awards
- Hyman Herbert Stein Award
- Laurentian Bank Scholarships
- Marcel A. Desautels Leadership Scholarship
- Paul-Hervé Desrosiers Scholarship in Entrepreneurial Studies
- Peter Brojde Scholarship
- Philippe & Nan-B de Gaspé Beaubien Citizenship Prize (*awarded in odd years only*)
- Rio Tinto Alcan – Richard Evans International Exchange Award
- Sheila Wellington BMO Financial Group Awards
- Shirin Yeganegi Memorial Scholarship
- Stephen S. Goldbloom Memorial Prize (*please note that this is the only award that requires an application for a graduating student*)

For these, the Undergraduate Scholarships Committee welcomes applications and recommendations, substantiated by curriculum vitae, from individual students, student groups, and clubs. Such information should be forwarded to [scholarship.mgmt@mcgill.ca](mailto:scholarship.mgmt@mcgill.ca). A minimum of 27 graded credits for the year, excluding the Summer term, must have been completed in the year to be eligible. If a student is on exchange for one term, then a minimum of 14 credits must be taken in the term at McGill in order to be eligible for awards.

## 8 Overview of BCom Programs Offered by the Desautels Faculty of Management

The Desautels Faculty of Management offers several programs leading to a B.Com. degree, which fall within the following categories:

### Overview of BCom Programs

[section 8.3: 120-Credit Program, Freshman Course Distribution](#)

[section 8.5: Concentrations \(General Management Major\)](#)

[section 8.8: Majors](#)

[section 8.9: Honours](#)

[section 8.6: Minors for Management Students](#)

[section 8.7: Minors for Non-Management Students](#)

The following information outlines the credit structure for each BCom program type:

### BCom Program Credit Structures and Course Distributions

[section 8.3: 120-Credit Program, Freshman Course Distribution](#)

[section 8.4: Management Core](#)

[section 8.1: BCom Program Credit Structure: General Management Program \(Concentrations\)](#)

[section 8.2: BCom Program Credit Structure: Major or Honours Programs](#)

### 8.1 BCom Program Credit Structure: General Management Program (Concentrations)

2 Concentrations	90 credits	120 credits
Freshman Requirements	0	21
Core	36	36
2 Concentrations	30	30
Non-Mgmt Electives	6	9
Electives	18	24
Total	90	120
1 Concentration & 1 Minor (18* or 24 credits)	90 credits	120 credits
Freshman Requirements	0	21
Core	36	36
1 Concentration	15	15
1 Minor (18* or 24 credits)	18* or 24	18* or 24
Electives	21* or 15	30* or 24
Total	90	120

#### Concentrations

- Accounting
- Business Analytics
- Entrepreneurship
- Finance

- Information Systems – Digital Innovation
- Information Systems – IT for Business
- International Business
- Labour-Management Relations and Human Resources
- Managing for Sustainability
- Marketing
- Operations Management
- Organizational Behaviour
- Strategic Management – Global Strategy
- Strategic Management – Social Business & Enterprise

### 8.1.1 Minors/Minor Concentrations for Management Students

Although only the Mathematics and Statistics Minors are outlined in this section, a wide variety of programs are available as listed in the sections for the Faculties of Arts and Science. Popular choices include Anthropology, Canadian Studies, Computer Science, English – Literature, Environmental Studies, Geological Sciences, German, History, International Development, Political Science, Women's Studies, etc. Students interested in the Minor in Economics must see an adviser in the BCom Student Affairs Office for Faculty approval.

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

### 8.2 BCom Program Credit Structure: Major or Honours Programs

<b>Majors in Management</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	21
Core	36	36
Major	30	30
Non-Mgmt Electives	6	9
Electives	18	24
Total	90	120

<b>Major Concentrations in Mathematics or Statistics</b>	<b>90 credits</b>	<b>120 credits</b>
Math Freshman Requirements: MATH 140, MATH 141, & MATH 133	0	10
Freshman Requirements	0	20
Core	33	33
Major	39	39
Electives	18	18
Total	90	120

<b>Major in Economics</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	21
Core*	27	27
Major**	36	36
Electives	27	36
Total	90	120

\* MGCR 271 Business Statistics is counted toward the 36 credits of the Major, not core.

\*\* MGCR 293 & ECON 295 in core are exempted by the required ECON courses within the Major.

<b>Major in International Management</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	21
Core	36	36

<b>Major in International Management</b>	<b>90 credits</b>	<b>120 credits</b>
International Business Concentration Component	15	15
Area of Study Component: Minor Concentration	18	18
Language Component	9-12	9-12
Experiential Learning Component *	0-3	0-3
Electives	9-12	18-21
Total	90	120

\* Going on exchange grants the credits for the approved courses taken abroad; it does not grant an additional 3 credits.

<b>Major in Managing for Sustainability</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	21
Core	36	36
Major	39	39
Electives	15	24
Total	90	120

<b>Honours in Economics</b>	<b>90 credits</b>	<b>120 credits</b>
Math Freshman Requirements: MATH 140, MATH 141, & MATH 133	0	10
Freshman Requirements	0	20
Core*	27	27
Honours	42	42
Electives	21	21
Total	90	120

\* MGCR 271, MGCR 293, & ECON 295 in core are exempted by the required ECON courses within the Honours.

<b>Joint Honours in Economics &amp; Finance or Joint Honours in Economics and Accounting</b>	<b>90 credits</b>	<b>120 credits</b>
Math Freshman Requirements: MATH 140, MATH 141, & MATH 133	0	10
Freshman Requirements	0	20
Core*	27	27
Economics	30	30
Accounting or Finance	24	24
Electives	9	9
Total	90	120

\* MGCR 271, MGCR 293, & ECON 295 in core are exempted by the required ECON courses within the Honours.

<b>Honours in Investment Management</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	21
Core	36	36
Honours	42	42
Non-Mgmt Electives	6	12
Electives	6	9
Total	90	120

**Majors**

- Accounting

- Economics for Management Students
- Finance
- Information Systems
- International Management
- Labour-Management Relations and Human Resources
- Managing for Sustainability
- Marketing
- Mathematics for Management Students (Major Concentration)
- Organizational Behaviour
- Statistics (Major Concentration)
- Strategic Management

**Honours**

- Economics
- Economics and Accounting (Joint Honours)
- Economics and Finance (Joint Honours)
- Investment Management

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**8.3 120-Credit Program, Freshman Course Distribution**

Students admitted to a program requiring 97–120 credits (four years) register in a Freshman year (U0) in which they must complete the following for a total of:

**30 Credits**

- **U0 Required Courses – 12 credits** (see chart below)
- **U0 Complementary Courses – 9 credits** (see thematic selection from C1, C2 or C3 below)
- **U0 Elective Courses – 9 credits**

A minimum grade of C is required for all MATH and Freshman complementary courses, as well as BUSA 100 and BUSA 250.

Please note that you are responsible for ensuring that the prerequisites and corequisites of all courses (required and complementary) are satisfied.

**The Freshman Course Distribution is as follows:**

U0 Required Courses (12 credits)		
MATH 122 <sup>1</sup>	(3)	Calculus for Management
MATH 123 <sup>1</sup>	(3)	Linear Algebra and Probability
BUSA 100	(3)	Introduction to Management
BUSA 250	(3)	Expressive Analysis for Management

**U0 Complementary Courses (9 credits)**

9 credits in total must be selected from the following three categories. Courses must be chosen from at least two groups.

- C1. Society, Culture & Language**
- C2. Critical Thinking & Analysis**
- C3. Global Perspective & Environment**

Course listings can be found at the Desautels Faculty of Management's website at: [www.mcgill.ca/desautels/programs/bcom/academics/programstructure/120-credit-program](http://www.mcgill.ca/desautels/programs/bcom/academics/programstructure/120-credit-program).

**U0 Elective Courses (9 credits)**

All Electives are subject to the restrictions for non-Management electives.

**Program Footnote:**

1. Students with credit/exemption for MATH 140 are exempt from MATH 122. However, MATH 122 does not exempt students required to take MATH 140 for specific programs.  
 Students considering the **Major or Minor in Mathematics or Statistics; Honours or Joint Honours program in Economics; or Minor Concentration in Computer Science:**
  - replace MATH 122 with:

- MATH 139 *Calculus 1 with Precalculus* or MATH 140 *Calculus 1* and
- MATH 141 *Calculus 2*
- replace MATH 123 with:
  - MATH 133 *Linear Algebra and Geometry*
- Six of these credits would be counted in the U0 Required Courses and the remaining credits would count toward the **U0 Complementary Courses** "C2. Critical Thinking & Analysis" category.



**Note:** Management students cannot receive credit for ECON 208, ECON 209, ECON 227, ECON 230, ECON 250D1/ECON 250D2, ECON 257D1/ECON 257D2, MATH 112, MATH 203, or MATH 204 as elective courses.

## 8.4 Management Core

All BCom students take the 36-credit core curriculum set out below, except where modifications are specifically required by a major or honours program. A grade of C or better is required for all core courses. If a D is obtained in a core course, the course must be repeated.

### 8.4.1 Core Course Distribution

#### Required Courses (36 credits)

ECON 295	(3)	Macroeconomic Policy
MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 271	(3)	Business Statistics
MGCR 293	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

#### Program Footnotes:

Students considering the following programs:

- **Major in Mathematics or Major and Minor in Statistics:**
  - replace MGCR 271 with MATH 324 (prerequisite: MATH 323)
- **Honours or Joint Honours Program in Economics:**
  - replace MGCR 271 with ECON 257D1/ECON 257D2
  - replace MGCR 293 with ECON 250D1/ECON 250D2
  - replace ECON 295 with ECON 352D1/ECON 352D2 (taken in the second year)
- **Major Program in Economics:**
  - replace MGCR 293 with ECON 230D1/ECON 230D2.
  - replace ECON 295 with ECON 330D1/ECON 330D2 (taken in the second year)

#### Also note that:

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



## 8.5 Concentrations (General Management Major)

In order to complete a concentration, students must achieve a grade of C or better in the courses counting towards the concentration. If a student receives less than a C in a complementary course, they have the option of repeating this course or selecting another complementary course. They may also choose to pursue a different concentration altogether.

In general, students will begin taking courses from the chosen concentration(s) in the U2 year.

Academic mentors are appointed for each Management concentration to assist students in choosing a concentration and provide additional information regarding course selection.

### Second Concentration:

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



**Mentors:** Please consult the Bachelor of Commerce website at: [www.mcgill.ca/desautels/programs/bcom/academics/course-information](http://www.mcgill.ca/desautels/programs/bcom/academics/course-information).

### 8.5.1 Bachelor of Commerce (B.Com.) - Concentration in Accounting (15 credits)

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

This concentration complements or forms part of the B.Com., General Management program. The individual courses in the concentration also act as service courses for other areas in the Faculty for their majors or concentrations.

#### Required Courses (6 credits)

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

#### Complementary Courses (9 credits)

Selected from the following:

ACCT 352	(3)	Intermediate Financial Accounting 2
ACCT 354	(3)	Financial Statement Analysis
ACCT 362	(3)	Cost Accounting
ACCT 385	(3)	Principles of Taxation
ACCT 401	(3)	Sustainability and Environmental Accounting
ACCT 434	(3)	Topics in Accounting 1
ACCT 452	(3)	Financial Reporting Valuation
ACCT 453	(3)	Advanced Financial Accounting
ACCT 454	(3)	Financial Reporting
ACCT 463	(3)	Management Control
ACCT 475	(3)	Principles of Auditing
ACCT 486	(3)	Business Taxation 2

### 8.5.2 Bachelor of Commerce (B.Com.) - Concentration in Business Analytics (15 credits)

Students completing this concentration will have training in a diverse set of methods in analytics and tools to conduct analyses as applied in a variety of managerial disciplines. Today, business professionals, managers, and entrepreneurs need to be able to leverage the power of data that is collected. The Business Analytics concentration provides students with essential skills and knowledge needed to navigate in the world of data. This Concentration offers courses with a strong practical and applied orientation from a variety of managerial disciplines.

#### Required Courses (6 credits)

INSY 336	(3)	Data Handling and Coding for Analytics
MGSC 401	(3)	Statistical Foundations of Data Analytics

**Complementary Courses (9 credits)**

3 credits from the following:

INSY 446	(3)	Data Mining for Business Analytics
MGSC 404	(3)	Foundations of Decision Analytics

6 credits from the following:

INSY 446	(3)	Data Mining for Business Analytics
MGSC 404	(3)	Foundations of Decision Analytics
MRKT 434*	(3)	Topics in Marketing 1
ORGB 330	(3)	People Analytics

\* When topic is appropriate for this program. The Area Coordinator in Marketing will determine if the topic is appropriate for this program.

**8.5.3 Bachelor of Commerce (B.Com.) - Concentration in Entrepreneurship (15 credits)**

Currently under review. Admissions will not be accepted for this academic year.

This concentration is designed to provide students with an understanding of the key concepts and processes involved in starting and managing new ventures. It combines rigor with relevance, as all students will complete a major field project, thus providing an opportunity to apply the concepts acquired in the classroom. The concentration is multidisciplinary and integrative, as it includes courses from across areas in the Faculty. Upon completing the concentration, students will understand how to conceptualize, develop, and manage successful new ventures. The concentration is appropriate for students interested in a wide variety of new ventures, from for-profit private companies to social enterprises and cooperatives.

**Required Courses (6 credits)**

MGPO 362	(3)	Fundamentals of Entrepreneurship
MGPO 364	(3)	Entrepreneurship in Practice

**Complementary Courses (9 credits)**

To be chosen from:

ACCT 361	(3)	Management Accounting
BUSA 364	(3)	Business Law 1
BUSA 465	(3)	Technological Entrepreneurship
FINE 342	(3)	Corporate Finance
INSY 331	(3)	Managing Information Technology
INSY 432	(3)	IT in Business
MGPO 365	(3)	Business-Government Relations
MGPO 432	(3)	Topics in Entrepreneurship
MGPO 438	(3)	Social Entrepreneurship and Innovation
MGPO 440	(3)	Strategies for Sustainability
MGPO 445	(3)	Industry Analysis & Competitive Strategy
MGPO 460	(3)	Managing Innovation
MRKT 365	(3)	New Products
MRKT 451	(3)	Marketing Research
MRKT 455	(3)	Sales Management

ORGB 321 (3) Leadership

#### 8.5.4 Bachelor of Commerce (B.Com.) - Concentration in Finance (15 credits)

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

##### Required Courses (9 credits)

FINE 342	(3)	Corporate Finance
FINE 441	(3)	Investment Management
FINE 443	(3)	Applied Corporate Finance

##### Complementary Courses (6 credits)

Selected from the following:

FINE 434	(3)	Topics in Finance 1
FINE 435	(3)	Advanced Topics in Finance
FINE 442	(3)	Capital Markets and Institutions
FINE 444	(3)	Principles and Strategies of Securities Trading
FINE 445	(3)	Real Estate Finance
FINE 447	(3)	Venture Capital and Entrepreneurial Finance
FINE 448	(3)	Financial Derivatives
FINE 449	(3)	Market Risk Models
FINE 451	(3)	Fixed Income Analysis
FINE 452	(3)	Applied Quantitative Finance
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 492	(3)	International Corporate Finance
FINE 541N1	(1.5)	Applied Investments
FINE 541N2	(1.5)	Applied Investments
FINE 547	(3)	Advanced Finance Seminar

#### 8.5.5 Bachelor of Commerce (B.Com.) - Concentration in Information Systems: Digital Innovation (15 credits)

There are two options offered in the Information Systems (IS) Concentration: IT for Business and Digital Innovation.

The IS Concentration - Digital Innovation option gives students knowledge and skills to navigate the digital economy. Today, business managers, leaders, and entrepreneurs need to be able to innovate digitally. This Concentration provides students with essential skills and knowledge they need to navigate the complex process of digital innovation. Students learn theories, frameworks, and methods to develop their innovative potential especially as it relates to the digital economy and Information Technologies. The Digital Innovation Concentration helps students leverage their creativity to become change agents and to hone their technological savvy in an increasingly digital environment.

Career opportunities include technology entrepreneur, digital content manager, web and social media expert, project manager.

##### Required Course (3 credits)

INSY 444	(3)	Online Communities and Open Innovation
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##### Complementary Courses (12 credits)

9-12 credits selected from the following list:

BUSA 434*	(3)	Topics in General Management
BUSA 465	(3)	Technological Entrepreneurship
INSY 442	(3)	Business Intelligence and Data Analytics
INSY 455	(3)	Technology and Innovation for Sustainability

\* When topic is appropriate for this program.

0-3 credits to be chosen from the following list:

INSY 331	(3)	Managing Information Technology
INSY 431	(3)	IT Implementation Management
INSY 437	(3)	Managing Data & Databases
INSY 450	(3)	Information Systems Project Management
MGPO 460	(3)	Managing Innovation

### 8.5.6 Bachelor of Commerce (B.Com.) - Concentration in Information Systems: IT for Business (15 credits)

There are two options offered in the Information Systems (IS) Concentration: IT for Business and Digital Innovation.

The IS Concentration - IT for Business option is flexible and represents an ideal complement to the majors and concentrations of other areas, as information technology (IT) has the capacity to improve business and to transform industries. The IT for Business option emphasizes the importance of the interrelationships across technology, management, and strategy.

The objective is to prepare students to be effective leaders, users, and managers of IT in today's economy. Students of the IT for Business option are well positioned to participate in IT-driven changes that continue to affect knowledge work, business processes, organizational design, and the operation of markets and industries. IT offers fascinating and rewarding jobs and a wide variety of career paths. Career paths include jobs in consulting, IT management, business analysis, etc. in various industries, e.g., banking, healthcare, finance, education, government, etc.

#### Required Course (3 credits)

INSY 333	(3)	Systems Analysis and Modeling
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#### Complementary Courses (12 credits)

Selected from the following:

INSY 331	(3)	Managing Information Technology
INSY 332	(3)	Accounting Information Systems
INSY 339	(3)	IT Consulting
INSY 341	(3)	Developing Business Applications
INSY 430	(3)	IT in Financial Markets
INSY 431	(3)	IT Implementation Management
INSY 432	(3)	IT in Business
INSY 434	(3)	Topics in Information Systems 1
INSY 437	(3)	Managing Data & Databases
INSY 440	(3)	E-Business
INSY 442	(3)	Business Intelligence and Data Analytics
INSY 450	(3)	Information Systems Project Management
INSY 454	(3)	Technological Foundation for E-Commerce
INSY 455	(3)	Technology and Innovation for Sustainability

### 8.5.7 Bachelor of Commerce (B.Com.) - Concentration in International Business (15 credits)

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

#### Required Courses (3 credits)

BUSA 356	(3)	Management in Global Context
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#### Complementary Courses (12 credits)

Selected from the following:

BUSA 391	(3)	International Business Law
BUSA 394	(3)	Managing in Asia
BUSA 395	(3)	Managing in Europe
BUSA 401	(3)	Independent Studies in International Business
BUSA 430	(3)	Business Climate in Developing Countries
BUSA 433	(3)	Topics in International Business 1
BUSA 435	(3)	Topics in International Business 2
BUSA 481	(3)	Managing in North America
BUSA 493	(3)	Global Economic Competitiveness
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 492	(3)	International Corporate Finance
INDR 459	(3)	International Employment Relations
MGPO 383	(3)	International Business Policy
MGPO 435	(3)	The Origins of Capitalism
MGPO 469	(3)	Managing Globalization
MGPO 475	(3)	Strategies for Developing Countries
MRKT 451	(3)	Marketing Research
MRKT 483	(3)	International Marketing Management
ORGB 380	(3)	Cross Cultural Management

### 8.5.8 Bachelor of Commerce (B.Com.) - Concentration in Labour-Management Relations and Human Resources (15 credits)

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

#### Required Courses (9 credits)

INDR 294	(3)	Introduction to Labour-Management Relations
INDR 496	(3)	Collective Bargaining
ORGB 423	(3)	Human Resources Management

#### Complementary Courses (6 credits)

Selected from the following:

INDR 449	(3)	Occupational Health and Safety
INDR 459	(3)	International Employment Relations
INDR 492	(3)	Globalization and Labour Policy
INDR 494	(3)	Labour Law
INDR 495	(3)	Labour Relations: Public Sector
INDR 497	(3)	Contract Administration
ORGB 321	(3)	Leadership
ORGB 325	(3)	Negotiations and Conflict Resolution
ORGB 330	(3)	People Analytics
ORGB 421	(3)	Managing Organizational Change
ORGB 440	(3)	Career Theory and Development

### 8.5.9 Bachelor of Commerce (B.Com) - Concentration in Managing for Sustainability (15 credits)

The B.Com.; Major in General Management, Managing for Sustainability Concentration, helps students to develop conceptual and analytical skills needed to formulate and implement organizational policies that contribute to ecologically sustainable and socially responsible economic development. There is a growing demand for managers and professionals that combine traditional management and business skills with environmental knowledge and an understanding of social systems and stakeholder expectations. The emerging green economy will be an important source of innovation and jobs in the coming years.

Courses in the Concentration fall into four broad themes: (1) organizational implications of the interlinked economic, social and ecological challenges of sustainability; (2) the integration of sustainability into traditional business functions; (3) leadership, building consensus, motivating others and managing change required to achieve sustainability; (4) stakeholder management and managing technological change.

The program complements traditional management career paths and provides useful preparation for positions in the private sector, consultancies, government, NGOs, and international organizations.

#### Required Course (3 credits)

MGPO 440	(3)	Strategies for Sustainability
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#### Complementary Courses (12 credits)

6-9 credits from the following:

ACCT 401	(3)	Sustainability and Environmental Accounting
INSY 455	(3)	Technology and Innovation for Sustainability
MGPO 438	(3)	Social Entrepreneurship and Innovation
MGSC 488	(3)	Sustainability and Operations
MRKT 351	(3)	Marketing and Society
MSUS 401	(3)	Sustainability Consulting
MSUS 402	(3)	Systems Thinking and Sustainability

3 credits from the following:

ORGB 321	(3)	Leadership
ORGB 325	(3)	Negotiations and Conflict Resolution
ORGB 401	(3)	Leadership Practicum in Social Sector
ORGB 421	(3)	Managing Organizational Change

0-3 credits from the following:

BUSA 465	(3)	Technological Entrepreneurship
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MGPO 365	(3)	Business-Government Relations
MGPO 450	(3)	Ethics in Management
MGPO 460	(3)	Managing Innovation
MGPO 475	(3)	Strategies for Developing Countries
MGPO 567	(3)	Business in Society
MSUS 434	(3)	Topics in Sustainability

### 8.5.10 Bachelor of Commerce (B.Com.) - Concentration in Marketing (15 credits)

Currently under review. Admissions will not be accepted for this academic year.

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

#### Required Courses (9 credits)

MRKT 354	(3)	Marketing Strategy
MRKT 451	(3)	Marketing Research
MRKT 452	(3)	Consumer Behaviour

#### Complementary Course (6 credits)

6 credits selected from:

MRKT 351	(3)	Marketing and Society
MRKT 355	(3)	Services Marketing
MRKT 357	(3)	Marketing Planning 1
MRKT 365	(3)	New Products
MRKT 434	(3)	Topics in Marketing 1
MRKT 438	(3)	Brand Management
MRKT 453	(3)	Integrated Mktg Communications
MRKT 455	(3)	Sales Management
MRKT 456	(3)	Business to Business Marketing
MRKT 459	(3)	Retail Management
MRKT 483	(3)	International Marketing Management

### 8.5.11 Bachelor of Commerce (B.Com.) - Concentration in Operations Management (15 credits)

Operations Management is concerned with the design, planning, control, coordination, and improvement of business processes, systems, and resources integral to the creation of the firm's products and services. Emphasizing quantitative analysis and cross-functional thinking, the Operations Management concentration provides training on traditional as well as emerging operations strategies, concepts, models, and techniques that are essential to any firm in today's competitive marketplace. Operations management graduates find career opportunities in a variety of industries and fields including consulting, manufacturing, distribution, retail, transportation, health care, and public sector, among others.

#### Required Courses (6 credits)

MGSC 373	(3)	Operations Research 1
MGSC 431	(3)	Operations and Supply Chain Analysis

#### Complementary Courses (9 credits)

Selected from the following:

MGSC 372	(3)	Advanced Business Statistics
MGSC 402	(3)	Operations Strategy
MGSC 403	(3)	Introduction to Logistics Management
MGSC 405	(3)	Quality Management
MGSC 415	(3)	Supplier Management
MGSC 479	(3)	Applied Optimization
MGSC 488	(3)	Sustainability and Operations
MGSC 575	(3)	Applied Time Series Analysis Managerial Forecasting
MGSC 578	(3)	Simulation of Management Systems

or approved courses in other areas or faculties.

### **8.5.12 Bachelor of Commerce (B.Com.) - Concentration in Organizational Behaviour (15 credits)**

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

#### **Complementary Courses (15 credits)**

Selected from the following:

ORGB 321	(3)	Leadership
ORGB 325	(3)	Negotiations and Conflict Resolution
ORGB 330	(3)	People Analytics
ORGB 380	(3)	Cross Cultural Management
ORGB 409	(3)	Organizational Research Methods
ORGB 420	(3)	Managing Organizational Teams
ORGB 421	(3)	Managing Organizational Change
ORGB 423	(3)	Human Resources Management
ORGB 434	(3)	Topics in Organizational Behaviour 1
ORGB 440	(3)	Career Theory and Development
ORGB 525	(3)	Compensation Management

### **8.5.13 Bachelor of Commerce (B.Com.) - Concentration in Strategic Management - Global Strategy (15 credits)**

There are two options offered in the Strategic Management Concentration: Global Strategy and Social Business & Enterprise.

The Concentration in Strategic Management - Global Strategy Option provides students with the skills necessary to understand contemporary businesses in a global context, and to explore the implications of business decisions for society and the environment. Since globalization affects organizations of all types, this concentration conveys the tools necessary to understand industry structures and competitive dynamics in a global context. It provides opportunities to analyze organizational capabilities and how to enhance them, and enables students to assess the requirements of doing business in different economic and political systems. Global Strategy adds an overarching, holistic and integrated perspective to the Faculty's other concentrations and majors. Anticipated career trajectories include positions in consulting; strategic planning and analysis in multinationals and government agencies; and business development in new start-ups and small enterprises.

#### **Complementary Courses**

At least 9 credits selected from the following:

MGPO 383	(3)	International Business Policy
MGPO 445	(3)	Industry Analysis & Competitive Strategy
MGPO 460	(3)	Managing Innovation



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

The remaining credits to be chosen from:

BUSA 391	(3)	International Business Law
ECON 305	(3)	Industrial Organization
MGPO 362	(3)	Fundamentals of Entrepreneurship
MGPO 434	(3)	Topics in Policy 1
MGPO 435	(3)	The Origins of Capitalism
MGPO 438	(3)	Social Entrepreneurship and Innovation
MGPO 440	(3)	Strategies for Sustainability
MGPO 450	(3)	Ethics in Management
MGPO 468	(3)	Managing Organizational Politics
MGPO 475	(3)	Strategies for Developing Countries
MGSC 402	(3)	Operations Strategy
ORGB 380	(3)	Cross Cultural Management

#### 8.5.14 Bachelor of Commerce (B.Com.) - Concentration in Strategic Management - Social Business & Enterprise (15 credits)

There are two options offered in the Strategic Management Concentration: Global Strategy and Social Business & Enterprise.

The concentration in Strategic Management - Social Business & Enterprise Option is intended for students interested in harnessing the not-for-profit, civil, and for-profit sectors to tackle social issues. Students will be challenged to reconceptualise strategy formation and implementation with an emphasis on economic development, the environment, corporate social responsibility, and social impact. The concentration will impart a comprehensive set of management skills, encompassing cross-sectoral collaboration and social entrepreneurship. It encourages students to complement their courses in Management with an array of course offerings from outside the Faculty. The concentration complements concentrations and majors in other Management areas, adding a holistic and integrated perspective. Anticipated career trajectories include positions in NGOs; international organizations such as those affiliated with the UN; social enterprise; government agencies; as well as in the fields of consulting and corporate social responsibility.

##### Complementary Courses

At least 9 credits selected from the following:

MGPO 365	(3)	Business-Government Relations
MGPO 438	(3)	Social Entrepreneurship and Innovation
MGPO 440	(3)	Strategies for Sustainability
MGPO 450	(3)	Ethics in Management
MGPO 475	(3)	Strategies for Developing Countries
MGPO 567	(3)	Business in Society

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

(Note: no more than 3 credits may be taken at the 200 level)

AGRI 411	(3)	Global Issues on Development, Food and Agriculture
ANTH 212	(3)	Anthropology of Development
BUSA 402	(3)	Independent Studies in Social Business and Enterprise
ECON 313	(3)	Economic Development 1
ECON 314	(3)	Economic Development 2
INTD 200	(3)	Introduction to International Development

MGPO 430	(3)	Practicum in Not for Profit Consulting
MGPO 433	(3)	Topics in Social Business and Enterprise
MGPO 435	(3)	The Origins of Capitalism
MGPO 460	(3)	Managing Innovation

## 8.6 Minors for Management Students

The minor programs offered in the Faculties of Arts and Science may be taken in conjunction with any BCom program, unless otherwise indicated by the department. It is recommended that you meet with an appropriate departmental adviser before pursuing a minor.

If the courses taken towards the minor do not fulfill the minor requirements when doing a Degree Evaluation on Minerva, students must complete a Desautels Faculty of Management *Minor Approval Form* (available at [www.mcgill.ca/desautels/programs/bcom/academics/course-information/minors](http://www.mcgill.ca/desautels/programs/bcom/academics/course-information/minors)) listing the courses being applied to the minor and get it signed by the Minor Adviser in the relevant department, returning the signed form to the BCom Office.

For the **Minor in Economics**, students must complete 18 credits of material that does not overlap with Management course content. A maximum of 6 credits will be permitted within the BCom program for MGCR 293 and ECON 230D1/ECON 230D2 or ECON 250D1/ECON 250D2, and a maximum of 6 for ECON 295 and ECON 330D1/ECON 330D2 or ECON 352D1/ECON 352D2. Students interested in this minor must obtain approval from the BCom Office.

Students considering a **Minor in Mathematics, Statistics, or Computer Science** must take MATH 133, MATH 140, and MATH 141 and should consult with an adviser in the appropriate department.

Students planning to take the **Minor in Statistics** are advised to substitute MATH 324 for MGCR 271. That course will then count as 3 credits toward the minor. If the decision to take a minor program is made after MGCR 271 has been taken, students who wish to take MATH 324 will receive three additional credits; however, MATH 324 will only count toward the 18-credit minor requirement. Students should check for overlap between statistics courses with the *BCom Student Affairs Office*.

### 8.6.1 Bachelor of Commerce (B.Com.) - Minor Mathematics for Management Students (18 credits)

Mentor: Professor A. Kelome, Department of Mathematics and Statistics, Faculty of Science

#### Program Prerequisites

MATH 133	(3)	Linear Algebra and Geometry
MATH 140	(3)	Calculus 1
MATH 141	(4)	Calculus 2

or their equivalents

#### Required Courses (12 credits)

MATH 222	(3)	Calculus 3
MATH 223	(3)	Linear Algebra
MATH 315	(3)	Ordinary Differential Equations
MGSC 373	(3)	Operations Research 1

#### Complementary Courses (6 credits)

Maximum of 3 credits from:

MGSC 372	(3)	Advanced Business Statistics
MGSC 479	(3)	Applied Optimization
MGSC 575	(3)	Applied Time Series Analysis Managerial Forecasting
MGSC 578	(3)	Simulation of Management Systems

The remaining 3 credits selected from:

MATH 316	(3)	Complex Variables
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MATH 317	(3)	Numerical Analysis
MATH 319	(3)	Introduction to Partial Differential Equations
MATH 323	(3)	Probability
MATH 326	(3)	Nonlinear Dynamics and Chaos
MATH 340	(3)	Discrete Structures 2
MATH 407	(3)	Dynamic Programming
MATH 417	(3)	Mathematical Programming

### 8.6.2 Bachelor of Commerce (B.Com.) - Minor Statistics for Management Students (21 credits)

Mentor: Professor A. Kelome, Department of Mathematics and Statistics, Faculty of Science

#### Program Prerequisites

MATH 133	(3)	Linear Algebra and Geometry
MATH 140	(3)	Calculus 1
MATH 141	(4)	Calculus 2

or their equivalents

#### Required Courses (15 credits)

MATH 222	(3)	Calculus 3
MATH 223	(3)	Linear Algebra
MATH 323	(3)	Probability
MATH 324*	(3)	Statistics
MATH 423	(3)	Regression and Analysis of Variance

\* Credits for MATH 324 are counted in the Management core, where they replace MGCR 271. MATH 324 is a required course in the program and may be double-counted for this Minor.

#### Complementary Courses (6 credits)

6 credits selected from:

MATH 204**	(3)	Principles of Statistics 2
MATH 447	(3)	Introduction to Stochastic Processes
MATH 523	(4)	Generalized Linear Models
MATH 524	(4)	Nonparametric Statistics
MATH 525	(4)	Sampling Theory and Applications
MGSC 575	(3)	Applied Time Series Analysis Managerial Forecasting
MGSC 578	(3)	Simulation of Management Systems

\*\* Students should consult the rules for credit for Statistics courses in the course overlap section of the eCalendar. In particular, MATH 204 cannot be taken for credit after credit for MATH 324 has been obtained.

## 8.7 Minors for Non-Management Students

The Desautels Faculty of Management has four minors that allow undergraduate non-Management students to develop a variety of managerial skills that will serve them throughout their chosen careers.

All minors are 18 credits split between a fixed set of required courses and a choice amongst complementary courses. Students can only pursue one of the minors offered by the Desautels Faculty of Management. On an exceptional basis, students may be permitted a maximum of one Continuing Studies course for credit within their chosen Management minor.

All minors for non-Management students have limited enrolment and require an application; the **application form** may be found at [www.mcgill.ca/desautels/programs/bcom/academics/course-information/minors-non-management-students](http://www.mcgill.ca/desautels/programs/bcom/academics/course-information/minors-non-management-students). **The application deadline is June 1.** Decisions will be made by July 1, whereby students will be informed via their McGill email address. Courses for minors must be passed with grades of C or better. Courses for minors cannot be taken under the Satisfactory/Unsatisfactory option. Students must inform their Faculty when they are approved for one of the four minors, to ensure timely graduation.

### 8.7.1 Minor in Entrepreneurship for Science Students

Detailed information on this Minor can be found under [Faculty of Science > Undergraduate > Browse Academic Units & Programs > : Entrepreneurship for Science Students](#).

### 8.7.2 Bachelor of Commerce (B.Com.) - Minor Finance (For Non-Management Students) (18 credits)

The Minor Finance consists of 18 credits of Management courses and is offered to non-Management students in the Faculties of Arts, Engineering, and Science.

The Minor has been designed to provide students with an understanding of the key concepts in corporate finance as well as investment banking.

#### Required Courses (9 credits)

FINE 342	(3)	Corporate Finance
FINE 441	(3)	Investment Management
MGCR 341*	(3)	Introduction to Finance

#### Complementary Courses (9 credits)

9 credits selected from:

FINE 435	(3)	Advanced Topics in Finance
FINE 442	(3)	Capital Markets and Institutions
FINE 443	(3)	Applied Corporate Finance
FINE 444	(3)	Principles and Strategies of Securities Trading
FINE 445	(3)	Real Estate Finance
FINE 448	(3)	Financial Derivatives
FINE 449	(3)	Market Risk Models
FINE 451	(3)	Fixed Income Analysis
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 492	(3)	International Corporate Finance
FINE 541N1	(1.5)	Applied Investments
FINE 541N2	(1.5)	Applied Investments
FINE 547	(3)	Advanced Finance Seminar

or other appropriate 300- or 400-level FINE courses with the approval of the Program Adviser.

\* Prerequisite: MGCR 271, Business Statistics, or another equivalent Statistics course approved by the Program Adviser.

Note: Students should select their Statistics course only after consulting the "Course Overlap" section in the Faculty of Arts, the "Course Overlap" section in the Faculty of Science, and the "Course Overlap" section in the Desautels Faculty of Management to avoid overlapping Statistics courses.

### 8.7.3 Bachelor of Commerce (B.Com.) - Minor Management (For Non-Management Students) (18 credits)

The Minor Management consists of 18 credits of Management courses and is currently offered to non-Management students in the following Faculties: Arts, Engineering, Science, Agricultural & Environmental Sciences, Music, Religious Studies, and Kinesiology.

This Minor is designed to provide non-management students with the opportunity to obtain basic knowledge in various aspects of management.

**Complementary Courses (18 credits)**

Selected from categories A, B, and C:

**Category A**

3 credits selected from:

MGCR 211	(3)	Introduction to Financial Accounting
MGCR 341*	(3)	Introduction to Finance

**Category B**

9 credits selected from:

MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 271**	(3)	Business Statistics
MGCR 293***	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 352	(3)	Principles of Marketing
MGCR 382	(3)	International Business
MGCR 472*	(3)	Operations Management

**Category C**

6 credits selected from:

3-6 credits from any 300- or 400-level Management courses for which prerequisites have been met.

0-3 credits may be from a specifically designated course by the student's home faculty.

\* Prerequisite: MGCR 271, Business Statistics, or another equivalent Statistics course approved by the Program Adviser.

\*\* 3 credits of statistics: Students who have taken an equivalent Statistics course in another faculty may not count those credits towards the Minor; an additional 3-credit complementary course must be chosen from the course list above.

\*\*\* Students who have taken an equivalent Economics course in another faculty may not count those credits toward the Minor; an additional 3-credit complementary course must be chosen from the course list above.

Note: Students should select their Statistics course only after consulting the "Course Overlap" section in the Faculty of Arts, the "Course Overlap" section in the Faculty of Science, and the "Course Overlap" section in the Desautels Faculty of Management to avoid overlapping Statistics courses.

**8.7.4 Bachelor of Commerce (B.Com.) - Minor Marketing (For Non-Management Students) (18 credits)**

The Minor Marketing consists of 18 credits of Management courses and is currently offered to non-Management students in the Faculties of Arts, Engineering, Science, and the Schulich School of Music.

This Minor is designed to provide students with an understanding of the fundamental concepts in marketing and a framework for applying marketing in a decision-making context. Students will be introduced to the basic concepts in marketing. The use of marketing theory and concepts for decision making will be covered. Marketing research methods for marketing decisions is introduced. Subsequently, students will be able to specialize by choosing from the list of complementary courses.

**Required Courses (9 credits)**

MGCR 352	(3)	Principles of Marketing
MRKT 354	(3)	Marketing Strategy
MRKT 451	(3)	Marketing Research

**Complementary Courses (9 credits)**

3 credits:

MGCR 271*	(3)	Business Statistics
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6 credits selected from:

MRKT 357	(3)	Marketing Planning 1
MRKT 365	(3)	New Products
MRKT 438	(3)	Brand Management
MRKT 452	(3)	Consumer Behaviour
MRKT 453	(3)	Integrated Mktg Communications
MRKT 455	(3)	Sales Management
MRKT 459	(3)	Retail Management
MRKT 483	(3)	International Marketing Management

or other appropriate 300- or 400-level MRKT courses with the approval of the Program Adviser.

\* Students who have taken an equivalent Statistics course in another faculty may not count those credits toward the Minor; an additional 3-credit complementary course must be chosen from the course list above.

Note: Students should select their Statistics course only after consulting the "Course Overlap" section in the Faculty of Arts, the "Course Overlap" section in the Faculty of Science, and the "Course Overlap" section in the Desautels Faculty of Management to avoid overlapping Statistics courses.

### 8.7.5 Bachelor of Commerce (B.Com.) - Minor Operations Management (For Non-Management Students) (18 credits)

The Minor Operations Management consists of 18 credits of Management courses and is currently offered to non-Management students in the Faculties of Arts, Engineering, Science, and Agricultural & Environmental Sciences.

It provides non-Management students with the opportunity to pursue a career that involves decision making at the operational level. Graduates will be able to find employment in consulting, manufacturing, supply chain, distribution, retail operations, healthcare management and environmental management for profit and non-profit corporations. This Minor has been designed to provide students with an understanding of the key concepts in operations management theory and practice.

#### Required Courses (6 credits)

MGCR 472	(3)	Operations Management
MGSC 373	(3)	Operations Research 1

#### Complementary Courses (12 credits)

3 credits

MGCR 271*	(3)	Business Statistics
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9 credits selected from:

MGSC 372	(3)	Advanced Business Statistics
MGSC 402	(3)	Operations Strategy
MGSC 403	(3)	Introduction to Logistics Management
MGSC 405	(3)	Quality Management
MGSC 415	(3)	Supplier Management
MGSC 431	(3)	Operations and Supply Chain Analysis
MGSC 479	(3)	Applied Optimization
MGSC 575	(3)	Applied Time Series Analysis Managerial Forecasting
MGSC 578	(3)	Simulation of Management Systems

or other appropriate 300- or 400-level MGSC courses with the approval of the Program Adviser.

\* 3 credits of Statistics: Students who have taken an equivalent Statistics course in another faculty may not count those credits toward the Minor; an additional 3-credit complementary course must be chosen from the course list above.

Note: Students should select their Statistics course only after consulting the "Course Overlap" section in the Faculty of Arts, the "Course Overlap" section in the Faculty of Science, and the "Course Overlap" section in the Desautels Faculty of Management to avoid overlapping Statistics courses.

### 8.7.6 Minor in Technological Entrepreneurship for Engineering Students

Detailed information on this Minor can be found under [Faculty of Engineering > Undergraduate > Browse Academic Units & Programs > Minor Programs > : Bachelor of Engineering \(B.Eng.\) - Minor Technological Entrepreneurship \(18 credits\)](#).

## 8.8 Majors

Major programs are available in Accounting; Economics; Finance; Information Systems; International Management; Labour-Management Relations and Human Resources; Managing for Sustainability; Marketing; Mathematics; Organizational Behaviour; Statistics; and Strategic Management.

Because of the heavier demands of Major programs, students desiring to pursue a program of this type are advised to declare their intention at the beginning of the program. Only grades of C or better may count towards the Major requirements.



**Mentors:** Please consult the Bachelor of Commerce website at: [www.mcgill.ca/desautels/programs/bcom/academics/course-information](http://www.mcgill.ca/desautels/programs/bcom/academics/course-information).

### 8.8.1 Bachelor of Commerce (B.Com.) - Major Accounting (66 credits)

CPA requirements are solely the students' responsibility and vary from one institution to another. Please note that these requirements are subject to change.

This 30-credit Major is designed to meet the increased demand for accounting options within the BCom program.

All BCom students take a Core curriculum in addition to the Major.

#### Required Courses (54 credits)

##### Management Core (36 credits)

ECON 295	(3)	Macroeconomic Policy
MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 271	(3)	Business Statistics
MGCR 293	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

##### Major (18 credits)

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

**Complementary Courses (12 credits)**

Selected from the following:

ACCT 354	(3)	Financial Statement Analysis
ACCT 401	(3)	Sustainability and Environmental Accounting
ACCT 434	(3)	Topics in Accounting 1
ACCT 452	(3)	Financial Reporting Valuation
ACCT 453	(3)	Advanced Financial Accounting
ACCT 454	(3)	Financial Reporting
ACCT 463	(3)	Management Control
ACCT 471	(3)	Non-Profit Accounting
ACCT 475	(3)	Principles of Auditing
ACCT 476	(3)	Internal Auditing
ACCT 477	(3)	External Auditing
ACCT 486	(3)	Business Taxation 2

**8.8.2 Bachelor of Commerce (B.Com.) - Major Economics for Management Students (63 credits)**

Mentors: Professors M. El-Attar Vilalta, P. Dickinson, J. Kurien, J. Li, R.T. Naylor, and C. Ragan; Department of Economics, Faculty of Arts.

All B.Com. students take a Core curriculum in addition to the Major.

**Required Courses (45 credits)****Management Core (27 credits)**

MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

**Major (18 credits)**

ECON 230D1	(3)	Microeconomic Theory
ECON 230D2	(3)	Microeconomic Theory
ECON 330D1	(3)	Macroeconomic Theory
ECON 330D2	(3)	Macroeconomic Theory
MGCR 271	(3)	Business Statistics
MGSC 372	(3)	Advanced Business Statistics

**Complementary Courses (18 credits)**

Selected from other 200-, 300-, and 400-level courses in Economics (ECON), excluding courses with numbers below 210. At least 6 of these 18 credits should be taken from courses with 400-level numbers. No more than 6 of the 18 credits may be taken at the 200 level.



### 8.8.3 Bachelor of Commerce (B.Com.) - Major Finance (66 credits)

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

All BCom students take a Core curriculum in addition to this Major.

#### Required Courses (54 credits)

##### Management Core (36 credits)

ECON 295	(3)	Macroeconomic Policy
MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 271	(3)	Business Statistics
MGCR 293	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

##### Major (18 credits)

FINE 342	(3)	Corporate Finance
FINE 441	(3)	Investment Management
FINE 443	(3)	Applied Corporate Finance
FINE 448	(3)	Financial Derivatives
FINE 482	(3)	International Finance 1
MGSC 372	(3)	Advanced Business Statistics

##### Complementary Courses (12 credits)

At least 9 credits from:

FINE 434	(3)	Topics in Finance 1
FINE 435	(3)	Advanced Topics in Finance
FINE 442	(3)	Capital Markets and Institutions
FINE 444	(3)	Principles and Strategies of Securities Trading
FINE 446	(3)	Behavioural Finance
FINE 447	(3)	Venture Capital and Entrepreneurial Finance
FINE 449	(3)	Market Risk Models
FINE 451	(3)	Fixed Income Analysis
FINE 452	(3)	Applied Quantitative Finance
FINE 480	(3)	Global Investments
FINE 492	(3)	International Corporate Finance

FINE 541N1	(1.5)	Applied Investments
FINE 541N2	(1.5)	Applied Investments
FINE 547	(3)	Advanced Finance Seminar

The remainder, if any, from:

ACCT 351	(3)	Intermediate Financial Accounting 1
ACCT 352	(3)	Intermediate Financial Accounting 2
ACCT 354	(3)	Financial Statement Analysis
ACCT 385	(3)	Principles of Taxation
FINE 445	(3)	Real Estate Finance

#### **8.8.4 Bachelor of Commerce (B.Com.) - Major Information Systems (66 credits)**

This 30-credit Major prepares students for the multitude of IT-related career opportunities available in industry. It employs a blend of theoretical concepts, hands-on tools, and actual case studies to train students to identify business problems and opportunities, analyze business processes, and develop and implement information systems to support them. The IS Major covers a variety of topics including strategic planning and investment in information technologies, analysis, design, and deployment of information systems, understanding the opportunities and challenges of web-based businesses, and managing resistance to IT-initiated changes in organizations.

Graduates of this program may expect to find employment as business or systems analysts, consultants, IS quality assurance specialists, and project managers in diverse industries, including banking, insurance, manufacturing, retailing, and consulting.

All B.Com. students take a Core curriculum in addition to this Major.

##### **Required Courses (54 credits)**

###### **Management Core (36 credits)**

ECON 295	(3)	Macroeconomic Policy
MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 271	(3)	Business Statistics
MGCR 293	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

###### **Major (18 credits)**

INSY 331	(3)	Managing Information Technology
INSY 333	(3)	Systems Analysis and Modeling
INSY 341	(3)	Developing Business Applications
INSY 432	(3)	IT in Business
INSY 437	(3)	Managing Data & Databases
INSY 450	(3)	Information Systems Project Management

**Complementary Courses (12 credits)**

Selected from the following:

BUSA 499*	(3)	Case Analysis and Presentation
INSY 332	(3)	Accounting Information Systems
INSY 339	(3)	IT Consulting
INSY 430	(3)	IT in Financial Markets
INSY 431	(3)	IT Implementation Management
INSY 434	(3)	Topics in Information Systems 1
INSY 440	(3)	E-Business
INSY 442	(3)	Business Intelligence and Data Analytics
INSY 444	(3)	Online Communities and Open Innovation
INSY 454	(3)	Technological Foundation for E-Commerce
INSY 455	(3)	Technology and Innovation for Sustainability

\* Students wishing to take BUSA 499 or a course substitution as a complementary course must seek prior approval from the IS Area Coordinator.

**8.8.5 Bachelor of Commerce (B.Com.) - Major International Management (84 credits)**

The Major in International Management (MIM), 42-48 credits, is designed for students who wish to combine business studies with regional or thematic global studies and foreign language proficiency. MIM will acquaint students with the impact of managing in one of three themes:

- 1) Comparative Global Studies
- 2) Global Politics and Economy
- 3) Global Well-Being and Development

This Major is interdisciplinary and integrative and includes a business component: 15-credit International Business concentration; a 27- to 33-credit Interdisciplinary Area of Study that includes an 18-credit Minor concentration outside the Management Faculty, 9-12 credits of language courses, and an experiential learning experience in the form of either exchange, internship or research. All B.Com. students take a Core curriculum in addition to this Major.

Graduates will be well-suited to manage in culturally diverse environments, to work in a specific area of the world, or in a wide range of global positions in business, government, multilateral organizations, or NGOs.

**Management Core (36 credits)**

ECON 295	(3)	Macroeconomic Policy
MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 271	(3)	Business Statistics
MGCR 293	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

**International Business Concentration Component (15 credits)**

Students are required to take the following 3-credit course:

BUSA 356	(3)	Management in Global Context
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**Complementary Courses**

12 credits selected from the following:

BUSA 391	(3)	International Business Law
BUSA 394	(3)	Managing in Asia
BUSA 395	(3)	Managing in Europe
BUSA 401	(3)	Independent Studies in International Business
BUSA 433	(3)	Topics in International Business 1
BUSA 481	(3)	Managing in North America
BUSA 493	(3)	Global Economic Competitiveness
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 492	(3)	International Corporate Finance
INDR 459	(3)	International Employment Relations
MGPO 383	(3)	International Business Policy
MGPO 469	(3)	Managing Globalization
MGPO 475	(3)	Strategies for Developing Countries
MRKT 451	(3)	Marketing Research
MRKT 483	(3)	International Marketing Management
ORGB 380	(3)	Cross Cultural Management

**Area of Study Component (18 credits)**

Students choose either one minor concentration or courses from the selected list of courses from one of the three themes below:

**Theme 1: Comparative Global Studies**

Students can choose to study a region including Africa, East Asia, Middle East, South Asia, Europe, or the Americas, or several regions from a comparative global perspective in Religious Studies, Political Science, History, or Economics. This option focuses on aspects of global society and culture from a social science perspective. This theme is suitable for students who would like to work in a specific country or region or for students who want to work for a multinational company or government organization with global interests.

- B.A. Minor Concentration in African Studies (18 credits)
- B.A. Minor Concentration in Canadian Studies (18 credits)
- B.A. Minor Concentration in Comparative Politics (18 credits)
- B.A. Minor Concentration in East Asian Cultural Studies (18 credits)
- B.A. Minor Concentration in Economics\* (18 credits)
- B.A. Minor Concentration in History (18 credits)
- B.A. Minor Concentration in Jewish Studies (18 credits)
- B.A. Minor Concentration in North American Studies (18 credits)
- B.A. Minor Concentration in Quebec Studies (18 credits)
- B.A. Minor Concentration in Russian Culture (18 credits)
- B.A. Minor Concentration in South Asia (18 credits)
- B.A. Minor Concentration in World Islamic & Middle East Studies (18 credits)
- B.A. Minor Concentration in World Religions (18 credits)

\* Students should choose Economics (ECON) courses with a regional focus. Course numbers above ECON 209 (excluding ECON 295) are required, with at least 6 credits at the 300, 400, or 500 levels. Credits for the introductory sequence MGCR 293 and ECON 295 that are prerequisites for 300-level courses in economics do not count as part of this Minor concentration. ECON 227 will not count if it is taken to meet other B.Com. requirements.

**Theme 2: Global Politics and Economy**

This theme focuses on aspects of public policy from the perspective of global transactions and finance. Students may select a minor concentration in the area of international relations and investigate policy on a global scale and its operations in the context of policy, war and peace, the economy, security, trade, human rights, and international organizations. Graduates with this option would be poised to apply their educational background to careers with world government, trade, or economic organizations, NGOs, national governments, or businesses with global interests. The choices of programs include Economics, Geography, Political Science, or a selected group of courses.

B.A. Minor Concentration in Economics (18 credits)

B.A. Minor Concentration in International Relations (18 credits)

B.A. Minor Concentration in Political Economy (18 credits)

B.A. Minor Concentration in Political Science (18 credits)

B.A. Minor Concentration in Politics, Law and Society (18 credits)

B.A. Minor Concentration in Political Theory (18 credits)

OR

**Global Governance, Conflict and Human Rights Concentration**

18 credits of the following courses with at least 6 credits at the 300 level or above:

ANTH 212	(3)	Anthropology of Development
ANTH 214	(3)	Violence, Warfare, Culture
ANTH 222	(3)	Legal Anthropology
CANS 307	(3)	Canada in the World
CANS 412	(3)	Canada and Americas Seminar
COMS 230	(3)	Communication and Democracy
COMS 320	(3)	Media and Empire
HIST 221	(3)	United States since 1865
HIST 302	(3)	International Relations History 1: 1750-1950
HIST 304	(3)	International Relations History 2: Cold War
HIST 339	(3)	Arab-Israeli Conflict
HIST 371	(3)	American Civil Rights 1877-1940
HIST 387	(3)	The First World War
HIST 388	(3)	The Second World War
HIST 438	(3)	Topics in Cold War History
JWST 240	(3)	The Holocaust
PHIL 237	(3)	Contemporary Moral Issues
PHIL 334	(3)	Ethical Theory
POLI 212	(3)	Government and Politics - Developed World
POLI 244	(3)	International Politics: State Behaviour
POLI 322	(3)	Political Change in South Asia
POLI 345	(3)	International Organizations
POLI 351	(3)	The Causes of Major Wars
POLI 360	(3)	Security: War and Peace
POLI 450	(3)	Peacebuilding
RELG 370	(3)	Religion and Human Rights
RELG 371	(3)	Ethics of Violence/Non-Violence
SOCI 210	(3)	Sociological Perspectives
SOCI 230	(3)	Sociology of Ethnic Relations
SOCI 265	(3)	War, States and Social Change

SOCI 307	(3)	Globalization
SOCI 386	(3)	Contemporary Social Movements
SOCI 511	(3)	Movements/Collective Action

### Theme 3: Global Well-Being and Development

Broad-based, interdisciplinary topics will allow students to study current issues of social importance ranging from: poverty and inequality, health promotion and the environment, sustainability, and natural resource management. Students will be prepared to apply business practices to the protection of the vulnerable and the planet. Students will be poised to work for multinationals, governments, or non-governmental organizations.

B.A. Minor Concentration in Anthropology (18 credits)

B.A. Minor Concentration in Economics\* (18 credits)

B.A. Minor Concentration in Geography (18 credits)

B.A. Minor Concentration in International Development Studies (18 credits)

B.A. Minor Concentration in Psychology (18 credits)

B.A. Minor Concentration in Social Studies of Medicine (18 credits)

B.A. Minor Concentration in Sociology (18 credits)

B.A. Minor Concentration in Environment: McGill School of Environment (18 credits)

B.Sc. Minor in Environment: McGill School of Environment (18 credits)

B.Sc. Field Study Minor (18 credits)

\* Students should choose Economics (ECON) courses related to the environment, development, and health. Course numbers above ECON 209 (excluding ECON 295) are required, with at least 6 credits at the 300, 400, or 500 levels. Credits for the introductory sequence MGCR 293 and ECON 295 that are prerequisites for 300-level courses in economics do not count as part of this Minor Concentration. ECON 227 will not count if it is taken to meet other B.Com. requirements.

### Language Component (9-12 credits)

9 credits of language in First- or Second-Level EAST (Asian Languages and Literature)\*

or

9 credits of ISLA 521D1/D2 Introductory Arabic\*\*

\* Students may choose to complete additional credits in Japanese, Chinese or Korean for a total of 18 credits. Only 9 credits of EAST languages will count toward the Major and any optional additional credits will count as electives or toward another component if the student has sufficient credits to complete it within their degree. Students may not exceed the total credits required to graduate in order to complete these additional language credits.

\*\* Students with no prior knowledge of Arabic may choose two levels of Arabic. Only ISLA 521 will count toward the Major and any additional optional credits in ISLA 522 or 523 will count as electives.

OR

12 credits of language courses, at the 500 level or lower, chosen from ONE of the following Subject Codes:

CLAS (Classics) [Modern Greek]

EAST (East Asian) - Third and Fourth Level

FREN (French)

FRSL (French as a Second Language)

GERM (German Studies) [German]

HISP (Hispanic Studies) [Spanish, Portuguese]

\*\*\*ISLA (Middle East Studies) [Lower and Higher Intermediate Level Arabic, Turkish, Urdu, Persian]

\*\*\*\*ITAL (Italian Studies) [Italian]

JWST (Jewish Studies) [Hebrew, Yiddish]

RUSS (Russian) [Russian]

\*\*\* Students placed in Lower Intermediate Arabic will complete ISLA 522D1/D2 and ISLA 523D1/D2 for a total of 12 credits.

\*\*\*\* Students wishing to register for ITAL 205D1/D2 should do so in their first year as this course is open only to U0 and U1 students. ITAL 206 is open to U0, U1, and U2 students. ITAL 210D1/D2, ITAL 215D1/D2, and ITAL 216 can be taken by all students.

Note: Registration processes for language courses vary by department, but usually involve placement tests or departmental approval. Students should consult with the individual departments to ensure that they register for the appropriate level.

**Experiential Learning Component (0-3 credits)**

**International Exchange Component**

Students complete at least one term of exchange or an international educational experience approved by the BCom SAO. Credits received for courses successfully completed while abroad will count towards other components of the Major in International Management as determined by the program/exchange adviser.

OR

**Internship Component**

Students may complete a 3-credit internship as part of their experiential credit. The internship will consist of a minimum of 150 hours of work over a period of 8-12 weeks at an approved host institution. The institution should be located either overseas or have an international focus. Major in International Management students who are enrolled in minor concentrations in the Faculty of Arts may choose to complete internship courses in the Faculty of Arts. Please see "Faculty of Arts Internship Program" or refer to the Arts Internships website for requirements, including hours and weeks required and CGPA cut-offs.

BUSA 497 (3) Internship in International Business

OR

**Research Component**

BUSA 401 (3) Independent Studies in International Business

NOTE: There are CGPA requirements for exchanges and internship courses. Students without the minimum CGPA requirement must consult the Major in International Management Adviser in the BCom office to arrange for an alternative.

**8.8.6 Bachelor of Commerce (B.Com.) - Major Labour-Management Relations and Human Resources (66 credits)**

This 30-credit Major provides students with a general understanding of employer-employee relations and human resources, including labour unions, laws that regulate the employment relationship, and human resource policies and practices.

Students acquire knowledge in various required aspects of labour relations, labour markets, and human resources. The program provides flexibility for students to take a wide range of courses related to the required topics in the disciplines of law, organization behaviour, sociology, economics, and industrial relations.

All BCom students take a Core curriculum in addition to this 30-credit Major.

**Required Courses (48 credits)**

**Management Core (36 credits)**

ECON 295	(3)	Macroeconomic Policy
MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 271	(3)	Business Statistics
MGCR 293	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

**Major (12 credits)**

INDR 294 (3) Introduction to Labour-Management Relations

INDR 494	(3)	Labour Law
INDR 496	(3)	Collective Bargaining
ORGB 423	(3)	Human Resources Management

**Complementary Courses (18 credits)**

Selected from:

ECON 306	(3)	Labour Markets and Wages
INDR 449	(3)	Occupational Health and Safety
INDR 459	(3)	International Employment Relations
INDR 492	(3)	Globalization and Labour Policy
INDR 495	(3)	Labour Relations: Public Sector
INDR 497	(3)	Contract Administration
ORGB 321	(3)	Leadership
ORGB 325	(3)	Negotiations and Conflict Resolution
ORGB 330	(3)	People Analytics
ORGB 380	(3)	Cross Cultural Management
ORGB 420	(3)	Managing Organizational Teams
ORGB 421	(3)	Managing Organizational Change
ORGB 434	(3)	Topics in Organizational Behaviour 1
ORGB 440	(3)	Career Theory and Development
ORGB 525	(3)	Compensation Management
SOCI 312	(3)	Sociology of Work and Industry
SOCI 321	(3)	Gender and Work

**8.8.7 Bachelor of Commerce (B.Com) - Major Managing for Sustainability (75 credits)**

The B.Com.; Major in Managing for Sustainability is designed for students who wish to combine managerial and business knowledge with a solid understanding of the interlinked economic, social and ecological challenges of achieving sustainability. It integrates management studies with fundamentals of environmental science and sustainability, and is offered in collaboration with the McGill School of Environment and the Department of Geography.

The Major includes: a core set of courses that integrate multiple management disciplines with sustainability; McGill School of Environment courses which cover fundamental concepts of environmental science and human impacts on natural systems; a geography course on analyzing sustainability; and an experiential learning component in the form of a consulting engagement, internship or research project offering “real world” experience.

Graduates will have developed the key competencies required of sustainability professionals, and be prepared for positions in the private sector, consultancies, government, non-governmental organizations (NGOs) and international organizations.

All BCom students take a Core curriculum in addition to this Major.

**Required Courses (42 credits)****Management Core (36 credits)**

ECON 295	(3)	Macroeconomic Policy
MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 271	(3)	Business Statistics
MGCR 293	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance



MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

**Major (6 credits)**

GEOG 360	(3)	Analyzing Sustainability
MGPO 440	(3)	Strategies for Sustainability

**Complementary Courses (33 credits)**

6-9 credits from the following:

ACCT 401	(3)	Sustainability and Environmental Accounting
INSY 455	(3)	Technology and Innovation for Sustainability
MGPO 438	(3)	Social Entrepreneurship and Innovation
MGSC 488	(3)	Sustainability and Operations
MRKT 351	(3)	Marketing and Society
MSUS 402	(3)	Systems Thinking and Sustainability

3 credits from the following:

ORGB 321	(3)	Leadership
ORGB 325	(3)	Negotiations and Conflict Resolution
ORGB 401	(3)	Leadership Practicum in Social Sector
ORGB 421	(3)	Managing Organizational Change

0-3 credits from the following:

BUSA 465	(3)	Technological Entrepreneurship
MGPO 365	(3)	Business-Government Relations
MGPO 450	(3)	Ethics in Management
MGPO 460	(3)	Managing Innovation
MGPO 475	(3)	Strategies for Developing Countries
MGPO 567	(3)	Business in Society
MSUS 434	(3)	Topics in Sustainability

3 credits from the following:

ENVR 401	(3)	Environmental Research
GEOG 460	(3)	Research in Sustainability
MSUS 400	(3)	Independent Studies in Sustainability
MSUS 401	(3)	Sustainability Consulting
MSUS 497	(3)	Internship in Sustainability

12 credits of McGill School of Environment core courses:

ENVR 200	(3)	The Global Environment
ENVR 201	(3)	Society, Environment and Sustainability
ENVR 202	(3)	The Evolving Earth
ENVR 203	(3)	Knowledge, Ethics and Environment
ENVR 400	(3)	Environmental Thought

6 credits of environmentally-related courses selected with the approval of the environmental MSE Program Adviser (at least 3 credits must be in natural sciences). A list of Suggested Courses is provided below.

### **Suggested Course List**

The Suggested Course List is divided into two thematic categories: Social Sciences and Policy; and Natural Sciences and Technology.

Most courses listed at the 300 level and higher have prerequisites. You are urged to prepare your program of study with this in mind.

This list is not meant to be exhaustive. You are also encouraged to examine the course lists of the various domains in the Environment program for other courses that might interest you. Courses not on the Suggested Course List may be included in the Minor with the permission of the MSE Program Adviser.

### **Location Note:**

When planning your schedule and registering for courses, you should verify where each course is offered because courses for this program are taught at both McGill's Downtown campus and at the Macdonald campus in Sainte-Anne-de-Bellevue.

### **Social Sciences and Policy**

\* Note: If WILD 415 is taken, 1 additional credit of complementary courses must be taken.

AGEC 231	(3)	Economic Systems of Agriculture
AGEC 333	(3)	Resource Economics
AGEC 430	(3)	Agriculture, Food and Resource Policy
AGEC 442	(3)	Economics of International Agricultural Development
AGRI 210	(3)	Agro-Ecological History
AGRI 411	(3)	Global Issues on Development, Food and Agriculture
ANTH 206	(3)	Environment and Culture
ANTH 212	(3)	Anthropology of Development
ANTH 339	(3)	Ecological Anthropology
ANTH 512	(3)	Political Ecology
BREE 503	(3)	Water: Society, Law and Policy
CIVE 433	(3)	Urban Planning
ECON 205	(3)	An Introduction to Political Economy
ECON 225	(3)	Economics of the Environment
ECON 326	(3)	Ecological Economics
ECON 347	(3)	Economics of Climate Change
ECON 405	(3)	Natural Resource Economics
ENVB 437	(3)	Assessing Environmental Impact
ENVR 201	(3)	Society, Environment and Sustainability
ENVR 203	(3)	Knowledge, Ethics and Environment
ENVR 400	(3)	Environmental Thought
GEOG 200	(3)	Geographical Perspectives: World Environmental Problems

GEOG 210	(3)	Global Places and Peoples
GEOG 216	(3)	Geography of the World Economy
GEOG 221	(3)	Environment and Health
GEOG 300	(3)	Human Ecology in Geography
GEOG 301	(3)	Geography of Nunavut
GEOG 302	(3)	Environmental Management 1
GEOG 303	(3)	Health Geography
GEOG 370	(3)	Protected Areas
GEOG 382	(3)	Principles Earth Citizenship
GEOG 403	(3)	Global Health and Environmental Change
GEOG 408	(3)	Geography of Development
GEOG 410	(3)	Geography of Underdevelopment: Current Problems
GEOG 530	(3)	Global Land and Water Resources
GEOG 551	(3)	Environmental Decisions
MGPO 440	(3)	Strategies for Sustainability
NRSC 221	(3)	Environment and Health
NRSC 540	(3)	Socio-Cultural Issues in Water
PHIL 230	(3)	Introduction to Moral Philosophy 1
PHIL 237	(3)	Contemporary Moral Issues
PHIL 334	(3)	Ethical Theory
PHIL 343	(3)	Biomedical Ethics
PHIL 348	(3)	Philosophy of Law 1
POLI 212	(3)	Government and Politics - Developed World
POLI 227	(3)	Developing Areas/Introduction
POLI 345	(3)	International Organizations
POLI 445	(3)	International Political Economy: Monetary Relations
PSYC 215	(3)	Social Psychology
RELG 270	(3)	Religious Ethics and the Environment
RELG 340	(3)	Religion and the Sciences
RELG 370	(3)	Religion and Human Rights
RELG 376	(3)	Religious Ethics
SOCI 222	(3)	Urban Sociology
SOCI 234	(3)	Population and Society
SOCI 235	(3)	Technology and Society
SOCI 254	(3)	Development and Underdevelopment
SOCI 386	(3)	Contemporary Social Movements
URBP 201	(3)	Planning the 21st Century City
URBP 506	(3)	Environmental Policy and Planning
URBP 530	(3)	Urban Environmental Planning
WILD 415*	(2)	Conservation Law

**Natural Sciences and Technology**

\*\* Note: you may take LSCI 230 or MIMM 211, but not both; you may take BIOL 432 or ENVB 315, but not both; you may take BREE 217 or GEOG 322, but not both; you may take ENVB 529 or GEOG 201, but not both; you may take BIOL 308 or ENVB 305, but not both.

AGRI 340	(3)	Principles of Ecological Agriculture
AGRI 435	(3)	Soil and Water Quality Management
ANSC 326	(3)	Fundamentals of Population Genetics
ANTH 311	(3)	Primate Behaviour and Ecology
ARCH 375	(2)	Landscape
ARCH 377	(3)	Energy, Environment and Buildings
ARCH 378	(3)	Site Usage
ATOC 215	(3)	Oceans, Weather and Climate
BIOL 240	(3)	Monteregian Flora
BIOL 305	(3)	Animal Diversity
BIOL 308**	(3)	Ecological Dynamics
BIOL 310	(3)	Biodiversity and Ecosystems
BIOL 342	(3)	Contemporary Topics in Aquatic Ecology
BIOL 418	(3)	Freshwater Invertebrate Ecology
BIOL 432**	(3)	Limnology
BIOL 436	(3)	Evolution and Society
BIOL 465	(3)	Conservation Biology
BREE 217**	(3)	Hydrology and Water Resources
BREE 322	(3)	Organic Waste Management
BREE 518	(3)	Ecological Engineering
BTEC 502	(3)	Biotechnology Ethics and Society
CHEE 230	(3)	Environmental Aspects of Technology
CHEM 212	(4)	Introductory Organic Chemistry 1
CHEM 281	(3)	Inorganic Chemistry 1
CHEM 462	(3)	Green Chemistry
CIVE 225	(4)	Environmental Engineering
CIVE 323	(3)	Hydrology and Water Resources
CIVE 550	(3)	Water Resources Management
ENTO 340	(3)	Field Entomology
ENVB 210	(3)	The Biophysical Environment
ENVB 301	(3)	Meteorology
ENVB 305**	(3)	Population & Community Ecology
ENVB 315**	(3)	Science of Inland Waters
ENVB 410	(3)	Ecosystem Ecology
ENVB 415	(3)	Ecosystem Management
ENVB 529**	(3)	GIS for Natural Resource Management
ENVR 200	(3)	The Global Environment
ENVR 202	(3)	The Evolving Earth
EPSC 201	(3)	Understanding Planet Earth
EPSC 233	(3)	Earth and Life History
EPSC 425	(3)	Sediments to Sequences

EPSC 549	(3)	Hydrogeology
ESYS 301	(3)	Earth System Modelling
GEOG 200	(3)	Geographical Perspectives: World Environmental Problems
GEOG 201**	(3)	Introductory Geo-Information Science
GEOG 205	(3)	Global Change: Past, Present and Future
GEOG 272	(3)	Earth's Changing Surface
GEOG 308	(3)	Principles of Remote Sensing
GEOG 321	(3)	Climatic Environments
GEOG 322**	(3)	Environmental Hydrology
GEOG 372	(3)	Running Water Environments
GEOG 470	(3)	Wetlands
LSCI 230**	(3)	Introductory Microbiology
MICR 331	(3)	Microbial Ecology
MIME 308	(3)	Social Impact of Technology
MIME 320	(3)	Extraction of Energy Resources
MIMM 211**	(3)	Introductory Microbiology
MIMM 314	(3)	Intermediate Immunology
MIMM 323	(3)	Microbial Physiology
MIMM 324	(3)	Fundamental Virology
NRSC 333	(3)	Pollution and Bioremediation
NRSC 340	(3)	Global Perspectives on Food
NRSC 510	(3)	Agricultural Micrometeorology
NRSC 514	(3)	Freshwater Ecosystems
PARA 410	(3)	Environment and Infection
PARA 515	(3)	Water, Health and Sanitation
PLNT 304	(3)	Biology of Fungi
PLNT 305	(3)	Plant Pathology
PLNT 358	(3)	Flowering Plant Diversity
PLNT 426	(3)	Plant Ecophysiology
PLNT 460	(3)	Plant Ecology
SOIL 300	(3)	Geosystems
WILD 421	(3)	Wildlife Conservation

### 8.8.8 Bachelor of Commerce (B.Com.) - Major Marketing (66 credits)

This 30-credit Major is designed to provide students with a strong background in marketing to prepare them for the wide variety of marketing careers available. The Major is most appropriate for those students seeking a career in brand management, small business marketing, selling and sales management, and business-to-business marketing.

All B.Com. students take a Core curriculum in addition to this Major, which is comprised of 30 credits of Marketing courses.

#### Required Courses (45 credits)

##### Management Core (36 credits)

ECON 295	(3)	Macroeconomic Policy
MGCR 211	(3)	Introduction to Financial Accounting

MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 271	(3)	Business Statistics
MGCR 293	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

**Major (9 credits)**

MRKT 354	(3)	Marketing Strategy
MRKT 451	(3)	Marketing Research
MRKT 452	(3)	Consumer Behaviour

**Complementary Courses (21 credits)**

21 credits selected from:

MRKT 351	(3)	Marketing and Society
MRKT 355	(3)	Services Marketing
MRKT 357	(3)	Marketing Planning 1
MRKT 365	(3)	New Products
MRKT 434	(3)	Topics in Marketing 1
MRKT 438	(3)	Brand Management
MRKT 453	(3)	Integrated Mktg Communications
MRKT 455	(3)	Sales Management
MRKT 456	(3)	Business to Business Marketing
MRKT 459	(3)	Retail Management
MRKT 483	(3)	International Marketing Management

**8.8.9 Bachelor of Commerce (B.Com.) - Major Concentration Mathematics for Management Students (72 credits)**

Mentor: Professor A. Hundemer; Department of Mathematics and Statistics, Faculty of Science.

All BCom students take a Core curriculum in addition to this Major.

Students entering the Major Concentration in Mathematics are normally expected to have completed MATH 133, MATH 140, and MATH 141 or their equivalents. Otherwise, they will be required to make up any deficiencies in these courses over and above the 39 credits required by the program.

**Required Courses (63 credits)****Management Core (33 credits)**

ECON 295	(3)	Macroeconomic Policy
MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 293	(3)	Managerial Economics
MGCR 331	(3)	Information Systems

MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

**Major (30 credits)**

MATH 222	(3)	Calculus 3
MATH 235	(3)	Algebra 1
MATH 236	(3)	Algebra 2
MATH 242	(3)	Analysis 1
MATH 243	(3)	Analysis 2
MATH 314	(3)	Advanced Calculus
MATH 315	(3)	Ordinary Differential Equations
MATH 323	(3)	Probability
MATH 324	(3)	Statistics
MGSC 373	(3)	Operations Research 1

**Complementary Courses (9 credits)**

6 credits selected from:

MATH 204**	(3)	Principles of Statistics 2
MATH 316	(3)	Complex Variables
MATH 317	(3)	Numerical Analysis
MATH 319	(3)	Introduction to Partial Differential Equations
MATH 326	(3)	Nonlinear Dynamics and Chaos
MATH 340	(3)	Discrete Structures 2
MATH 407	(3)	Dynamic Programming
MATH 410	(3)	Majors Project
MATH 417	(3)	Mathematical Programming
MATH 423***	(3)	Regression and Analysis of Variance

3 credits selected from:

MGSC 372***	(3)	Advanced Business Statistics
MGSC 479	(3)	Applied Optimization
MGSC 575	(3)	Applied Time Series Analysis Managerial Forecasting
MGSC 578	(3)	Simulation of Management Systems

\*\* MATH 204 cannot be taken for credit after credit for MATH 324 has been obtained. The two courses can be taken concurrently. Students should consult the rules for credit for Statistics courses in the Course Overlap section.

\*\*\* MGSC 372 and MATH 423 cannot both be taken for program credit.

**8.8.10 Bachelor of Commerce (B.Com.) - Major Organizational Behaviour (66 credits)**

The purpose of this program is to enable students to analyze and influence repeated patterns of action in groups and organizations. Required courses in leadership, human resource management, and team management introduce students to concepts of management at multiple levels of the organization. Additionally, to provide a foundational disciplinary view, students are required to specialize in one of the following social science disciplines: psychology, sociology, or anthropology.

All BCom students take a Core curriculum in addition to this Major.

**Required Courses (45 credits)****Management Core (36 credits)**

ECON 295	(3)	Macroeconomic Policy
MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 271	(3)	Business Statistics
MGCR 293	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

**Major (9 credits)**

ORGB 321	(3)	Leadership
ORGB 420	(3)	Managing Organizational Teams
ORGB 423	(3)	Human Resources Management

**Complementary Courses (21 credits)**

9 credits from the following:

INDR 294	(3)	Introduction to Labour-Management Relations
INDR 496	(3)	Collective Bargaining
ORGB 325	(3)	Negotiations and Conflict Resolution
ORGB 330	(3)	People Analytics
ORGB 380	(3)	Cross Cultural Management
ORGB 401	(3)	Leadership Practicum in Social Sector
ORGB 409	(3)	Organizational Research Methods
ORGB 421	(3)	Managing Organizational Change
ORGB 434	(3)	Topics in Organizational Behaviour 1
ORGB 440	(3)	Career Theory and Development
ORGB 525	(3)	Compensation Management

12 credits from one of the following Specialty Areas\*.

\*Students select one of the three specialty areas and take 12 credits from that area. At least two courses must be above the 200 level. Individualized or customized programs are possible upon consultation with an area advisor.



**1) Psychology**

PSYC 211	(3)	Introductory Behavioural Neuroscience
PSYC 213	(3)	Cognition
PSYC 215	(3)	Social Psychology
PSYC 331	(3)	Inter-Group Relations
PSYC 332	(3)	Introduction to Personality
PSYC 333	(3)	Personality and Social Psychology
PSYC 351	(3)	Research Methods in Social Psychology
PSYC 352	(3)	Cognitive Psychology Laboratory
PSYC 406	(3)	Psychological Tests
PSYC 471	(3)	Human Motivation
PSYC 473	(3)	Social Cognition and the Self
PSYC 474	(3)	Interpersonal Relationships

**2) Sociology**

SOCI 210	(3)	Sociological Perspectives
SOCI 211	(3)	Sociological Inquiry
SOCI 235	(3)	Technology and Society
SOCI 250	(3)	Social Problems
SOCI 307	(3)	Globalization
SOCI 312	(3)	Sociology of Work and Industry
SOCI 321	(3)	Gender and Work
SOCI 330	(3)	Sociological Theory
SOCI 386	(3)	Contemporary Social Movements
SOCI 420	(3)	Organizations
SOCI 424	(3)	Networks and Social Structures

**3) Anthropology**

ANTH 202	(3)	Socio-Cultural Anthropology
ANTH 204	(3)	Anthropology of Meaning
ANTH 206	(3)	Environment and Culture
ANTH 212	(3)	Anthropology of Development
ANTH 222	(3)	Legal Anthropology
ANTH 303	(3)	Ethnographies of Post-socialism
ANTH 318	(3)	Globalization and Religion
ANTH 320	(3)	Social Evolution
ANTH 342	(3)	Gender, Inequality and the State
ANTH 352	(3)	History of Anthropological Theory
ANTH 355	(3)	Theories of Culture and Society
ANTH 358	(3)	The Process of Anthropological Research
ANTH 423	(3)	Mind, Brain and Psychopathology
ANTH 440	(3)	Cognitive Anthropology

**8.8.11 Bachelor of Commerce (B.Com.) - Major Concentration Statistics for Management Students (72 credits)**

Mentor: Professor R. Steele; Department of Mathematics and Statistics, Faculty of Science

All B.Com. students take a Core curriculum in addition to this Major.

Students entering the Major concentration in Statistics are normally expected to have completed MATH 133, MATH 140, and MATH 141 or their equivalents. Otherwise they will be required to make up any deficiencies in these courses over and above the 39 credits required by the program.

**Required Courses (60 credits)****Management Core (33 credits)**

ECON 295	(3)	Macroeconomic Policy
MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 293	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

**Major (27 credits)**

MATH 222	(3)	Calculus 3
MATH 223	(3)	Linear Algebra
MATH 242	(3)	Analysis 1
MATH 243	(3)	Analysis 2
MATH 314	(3)	Advanced Calculus
MATH 323	(3)	Probability
MATH 324	(3)	Statistics
MATH 423	(3)	Regression and Analysis of Variance
MGSC 373	(3)	Operations Research 1

**Complementary Courses (12 credits)**

6 credits selected from:

MGSC 479	(3)	Applied Optimization
MGSC 575	(3)	Applied Time Series Analysis Managerial Forecasting
MGSC 578	(3)	Simulation of Management Systems

6 credits selected from:

MATH 204**	(3)	Principles of Statistics 2
MATH 315	(3)	Ordinary Differential Equations
MATH 340	(3)	Discrete Structures 2

MATH 410	(3)	Majors Project
MATH 447	(3)	Introduction to Stochastic Processes
MATH 523	(4)	Generalized Linear Models
MATH 524	(4)	Nonparametric Statistics
MATH 525	(4)	Sampling Theory and Applications

\*\* MATH 204 cannot be taken for credit after credit for MATH 324 has been obtained. The two courses can be taken concurrently. Students should consult the rules for credit for Statistics courses in the course overlap section.

### 8.8.12 Bachelor of Commerce (B.Com.) - Major Strategic Management (66 credits)

The Strategic Management Major combines traditional topics in strategic management, such as competition and globalization, with attention to pressing social, and environmental challenges. Since the activities of contemporary businesses can no longer be considered separately from these challenges, the Major is intended to foster a holistic view of management practice. Students will be encouraged to consider strategy formation and change for large corporations, small businesses, and social enterprises within their economic, social and environmental contexts. Because Strategic Management is a broad subject area, students are given flexibility to tailor this Major to their interests. Anticipated career trajectories are diverse, and include positions in management consulting, business development in new start-ups and small businesses; and strategic planning and analysis in large multinationals, NGOs, international organizations, and government agencies.

All BCom students take a Core curriculum in addition to this Major.

#### Management Core (36 credits)

ECON 295	(3)	Macroeconomic Policy
MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 271	(3)	Business Statistics
MGCR 293	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

#### Complementary Courses (30 credits)

at least 9 credits from the following group:

MGPO 383	(3)	International Business Policy
MGPO 445	(3)	Industry Analysis & Competitive Strategy
MGPO 460	(3)	Managing Innovation
MGPO 469	(3)	Managing Globalization
MGPO 470	(3)	Strategy and Organization

at least 9 credits from the following group:

MGPO 365	(3)	Business-Government Relations
MGPO 438	(3)	Social Entrepreneurship and Innovation
MGPO 440	(3)	Strategies for Sustainability
MGPO 450	(3)	Ethics in Management

MGPO 475	(3)	Strategies for Developing Countries
MGPO 567	(3)	Business in Society

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

AGRI 411	(3)	Global Issues on Development, Food and Agriculture
ANTH 212	(3)	Anthropology of Development
BUSA 391	(3)	International Business Law
BUSA 402	(3)	Independent Studies in Social Business and Enterprise
ECON 305	(3)	Industrial Organization
ECON 313	(3)	Economic Development 1
ECON 314	(3)	Economic Development 2
INTD 200	(3)	Introduction to International Development
MGPO 362	(3)	Fundamentals of Entrepreneurship
MGPO 402	(3)	Dynamic Cities
MGPO 430	(3)	Practicum in Not for Profit Consulting
MGPO 433	(3)	Topics in Social Business and Enterprise
MGPO 434	(3)	Topics in Policy 1
MGPO 435	(3)	The Origins of Capitalism
MGPO 468	(3)	Managing Organizational Politics
MGSC 402	(3)	Operations Strategy
ORGB 380	(3)	Cross Cultural Management

## 8.9 Honours

**Honours** programs:

- *section 8.9.1: Bachelor of Commerce (B.Com.) - Honours Economics (69 credits)*
- *section 8.9.2: Bachelor of Commerce (B.Com.) - Honours Investment Management (81 credits)*

**Joint Honours** programs:

- *section 8.9.3: Bachelor of Commerce (B.Com.) - Joint Honours Economics and Accounting (81 credits)*
- *section 8.9.4: Bachelor of Commerce (B.Com.) - Joint Honours Economics and Finance (54 credits)*

Honours programs are available in Economics and in Investment Management. Joint Honours programs are available in Economics and Accounting and in Economics and Finance. For more information on these programs, please refer to [www.mcgill.ca/desautels/programs/bcom/academics/course-information/honours](http://www.mcgill.ca/desautels/programs/bcom/academics/course-information/honours).

The difference between the Honours and Major programs is not one of quantity but rather of quality, the Honours program involving study in greater depth. Students normally register for the Honours programs in U1 but special arrangements may be made for students wishing to enter the program at the beginning of U2.

Graduation with an Honours standing normally requires a minimum CGPA of 3.00 and an average of 3.00 in the specified courses of the Honours programs, although academic units may set higher requirements for their program GPA. The minimum grade acceptable in an Honours course is B-, although academic units may set a higher requirement for grades in their program.

Honours students who satisfy the 6-credit Statistics requirement by taking MGCR 271 and MGSC 372 (or ECON 227D1/ECON 227D2) must complete ECON 468 and ECON 469 to fulfil the program requirements in Economics for the following programs: Honours in Economics for Management Students, Joint Honours in Economics and Accounting, and Joint Honours in Economics and Finance.



**Mentors:** Please consult the Bachelor of Commerce website at: [www.mcgill.ca/desautels/programs/bcom/academics/course-information](http://www.mcgill.ca/desautels/programs/bcom/academics/course-information).

### 8.9.1 Bachelor of Commerce (B.Com.) - Honours Economics (69 credits)

The B.Com. Honours program in Economics is offered by the Desautels Faculty of Management. It provides a very good undergraduate education for those interested in pursuing further studies in economics and several other fields, including the MBA, or in entering straightaway a wide variety of careers.

This program is comprised of 42 approved credits of Honours Economics courses (9 credits of which are counted as core credits in Management).

Continuation in this Honours program from one year to the next requires a minimum grade of B- in ECON 250 and a minimum B- average in the required and complementary Honours Economics courses. Students failing to meet these requirements must switch out of the Honours program. If they continue to register in Honours, they will not be allowed to graduate with Honours.

To be awarded an Honours degree, a student must obtain a 3.00 GPA in the required courses, a 3.00 average in the required and complementary credits in Economics, and an overall CGPA of 3.00. For a First Class Honours degree, the minimum requirements are a 3.50 program GPA in the required courses, a 3.50 average in the required and complementary credits in Economics, and an overall CGPA of 3.50. In cases where a student takes a Supplemental Exam in an Economics course, both the original and the Supplemental Exam grades will be counted in the calculation of the GPA and CGPA averages.

All Honours students should consult: <http://www.mcgill.ca/economics/undergraduates/honours>. For the current list of advisers in Economics and their advising times, see the website of the Department of Economics.

#### Program Prerequisites (0-10 credits)

MATH 133*	(3)	Linear Algebra and Geometry
MATH 140**	(3)	Calculus 1
MATH 141**	(4)	Calculus 2

\* Required course to be completed prior to U2 (or equivalent)

\*\* Prerequisites for entering this program (or equivalent)

#### Management Core (27 credits)

MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

#### Required Courses (27 credits)

For the regulations governing courses in statistics, please refer to the Department's document "Rules on Stats Courses for Economics Students" available on the following website: <http://www.mcgill.ca/economics/undergraduates/courses>. Students who have taken equivalent statistics courses may be waived the ECON 257D1/ECON 257D2 requirement. These students will normally be required to take ECON 469 in addition to ECON 468.

ECON 250D1	(3)	Introduction to Economic Theory: Honours
ECON 250D2	(3)	Introduction to Economic Theory: Honours
ECON 257D1	(3)	Economic Statistics - Honours
ECON 257D2	(3)	Economic Statistics - Honours
ECON 352D1	(3)	Macroeconomics - Honours
ECON 352D2	(3)	Macroeconomics - Honours
ECON 450	(3)	Advanced Economic Theory 1 - Honours
ECON 452	(3)	Advanced Economic Theory 2 - Honours
ECON 468	(3)	Econometrics 1 - Honours

**Complementary Courses (15 credits)**

3 credits from the following:

ECON 460	(3)	History of Thought 1 - Honours
ECON 461	(3)	History of Thought 2 - Honours
ECON 469	(3)	Econometrics 2 - Honours

and 12 credits of Economics courses at the 300, 400, or 500 levels, approved by an Honours adviser. Unless explicitly approved by an Honours advisor, at least 9 of the 12 credits have to be at the 400 or 500 level. Note that Honours students are not permitted to register for general Economics courses where an Honours course or a more advanced course in the same field is offered.

**8.9.2 Bachelor of Commerce (B.Com.) - Honours Investment Management (81 credits)**

The B.Com. Honours Investment Management prepares students for a career in financial asset management, either on the buy side working with active portfolio allocation or on the sell side, working for brokerage firms. The program gives students a rigorous training in accounting, statistics, and finance. The program enables students to analyze financial statements, perform company valuations, construct efficient portfolios with appropriate risk profiles, and manage risk using dynamic trading strategies and derivative instruments.

Students must maintain a minimum CGPA of 3.00 and maintain a minimum program GPA of 3.0. A grade of B- or better must be achieved in all courses counted toward this program. Students who do not satisfy all the requirements of the Honours program may still receive a Major in Finance.

The B.Com. Honours Investment Management is a limited enrolment program and is by application only for students entering their U2 year. For admission requirements, please refer to the website or contact the BCom Student Affairs Office.

All BCom students take a Core curriculum in addition to the Honours program.

**Required Courses (81 credits)****Management Core (36 credits)**

ECON 295	(3)	Macroeconomic Policy
MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 271	(3)	Business Statistics
MGCR 293	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

**Honours Courses (45 credits)**

ACCT 354	(3)	Financial Statement Analysis
ACCT 452	(3)	Financial Reporting Valuation
FINE 342	(3)	Corporate Finance
FINE 440	(3)	Honours Investment Management Research Project 1
FINE 441	(3)	Investment Management
FINE 443	(3)	Applied Corporate Finance
FINE 448	(3)	Financial Derivatives
FINE 449	(3)	Market Risk Models
FINE 450	(3)	Honours Investment Management Research Project 2

FINE 451	(3)	Fixed Income Analysis
FINE 455	(3)	Alternative Investments
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 541N1	(1.5)	Applied Investments
FINE 541N2	(1.5)	Applied Investments
MGSC 372	(3)	Advanced Business Statistics

### 8.9.3 Bachelor of Commerce (B.Com.) - Joint Honours Economics and Accounting (81 credits)

The B.Com. Joint Honours in Economics and Accounting program is offered jointly between Economics and the Desautels Faculty of Management. This program requires the completion of 30 specified credits of Honours courses listed in the Economics Honours part of this program and 24 specified credits for Accounting. In addition, all B.Com. students take a Core curriculum.

Students in this program should see an Economics adviser and a Management adviser. For the economics part, the students should consult: <http://www.mcgill.ca/economics/undergraduates/honours>. For the current list of advisers in Economics and their advising times, see the website of the Department of Economics, Faculty of Arts.

Continuation from one year to the next in the Economics part of this Joint Honours program requires a minimum grade of B- in ECON 250 and a minimum B- average in the required and complementary Honours Economics courses. Students failing to meet these requirements must switch out of the Honours program. If they continue to register in Honours, they will not be allowed to graduate with Honours.

The Faculty of Management requires that students must achieve a grade of B- or better in all courses of the Accounting component of this program.

For the Economics component, a student must also obtain a 3.00 GPA in the required courses, a 3.00 average in the required and complementary credits in Economics, and an overall CGPA of 3.00. For a First Class Honours degree, the minimum requirements are a 3.50 program GPA in the required courses, a 3.50 average in the required and complementary credits in Economics, and an overall CGPA of 3.50. In cases where a student takes a Supplemental Exam in a course, both the original and the Supplemental Exam grades will be counted in the calculation of the GPA and CGPA averages.

For the Management part of this program, students also have to meet the requirements of the Faculty of Management for Honours and First Class Honours.

#### Program Prerequisites (0-10 credits)

MATH 133*	(3)	Linear Algebra and Geometry
MATH 140**	(3)	Calculus 1
MATH 141**	(4)	Calculus 2

\* Required course to be completed prior to U2 (or equivalent)

\*\* Prerequisite for entering this program (or equivalent)

#### Required Courses (66 credits)

##### Management Core (27 credits)

MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

##### Honours Courses (39 credits)

For the regulations governing courses in statistics, please refer to the Department's document "Rules on Stats Courses for Economics Students" available on the following website: <http://www.mcgill.ca/economics/undergraduates/courses>. Students who have taken equivalent statistics courses prior to entering the

program may be waived the ECON 257D1/ECON 257D2 requirement. These students will normally be required to take ECON 469 in addition to ECON 468.

ACCT 351	(3)	Intermediate Financial Accounting 1
ACCT 352	(3)	Intermediate Financial Accounting 2
ACCT 361	(3)	Management Accounting
ACCT 455	(3)	Development of Accounting Thought
ECON 250D1	(3)	Introduction to Economic Theory: Honours
ECON 250D2	(3)	Introduction to Economic Theory: Honours
ECON 257D1	(3)	Economic Statistics - Honours
ECON 257D2	(3)	Economic Statistics - Honours
ECON 352D1	(3)	Macroeconomics - Honours
ECON 352D2	(3)	Macroeconomics - Honours
ECON 450	(3)	Advanced Economic Theory 1 - Honours
ECON 452	(3)	Advanced Economic Theory 2 - Honours
ECON 468	(3)	Econometrics 1 - Honours

#### **Complementary Courses (15 credits)**

3 credits from the following:

ECON 460	(3)	History of Thought 1 - Honours
ECON 461	(3)	History of Thought 2 - Honours
ECON 469	(3)	Econometrics 2 - Honours

12 credits from the following:

ACCT 354	(3)	Financial Statement Analysis
ACCT 362	(3)	Cost Accounting
ACCT 385	(3)	Principles of Taxation
ACCT 452	(3)	Financial Reporting Valuation
ACCT 453	(3)	Advanced Financial Accounting
ACCT 463	(3)	Management Control
ACCT 475	(3)	Principles of Auditing
ACCT 486	(3)	Business Taxation 2

#### **8.9.4 Bachelor of Commerce (B.Com.) - Joint Honours Economics and Finance (54 credits)**

The B.Com. Joint Honours in Economics and Finance program is offered jointly between Economics and the Desautels Faculty of Management. This program requires the completion of 30 specified credits of Honours courses listed in the Economics part of the program and 24 specified credits for Finance. In addition, all B.Com. students take a Core curriculum.

Students in this program should see an Economics adviser and a Management adviser. For the economics part, they should consult the Economics Honours and Joint Honours programs at <http://www.mcgill.ca/economics/undergraduates/honours>. For the current list of advisers in Economics and their advising times, see the website of the Department of Economics, Faculty of Arts.

Continuation in the Economics part of this Joint Honours program requires a minimum grade of B- in ECON 250 and a minimum B- average in the required and complementary Honours Economics courses. Students failing to meet these requirements must switch out of the Honours program. If they continue to register in Honours, they will not be allowed to graduate with Honours.

For the Economics component, a student must also obtain a 3.00 GPA in the required courses, a 3.00 average in the required and complementary credits in Economics, and an overall CGPA of 3.00. The Faculty of Management requires that students must achieve a grade of B- or better in all courses in the Finance component of this program.



For a First Class Honours degree, the minimum requirements are a 3.50 program GPA in the required courses, a 3.50 average in the required and complementary credits in Economics, and a CGPA of 3.50. In cases where a student takes a Supplemental Exam in a course, both the original and the Supplemental Exam grades will be counted in the calculation of the GPA and CGPA averages.

For the Management part of this program, students have to meet the requirements of the Faculty of Management for Honours and First Class Honours.

**Program Prerequisites (0-10 credits)**

MATH 133*	(3)	Linear Algebra and Geometry
MATH 140**	(3)	Calculus 1
MATH 141**	(4)	Calculus 2

\* Required course to be completed prior to U2 (or equivalent)

\*\* For entering the program (or equivalent)

**Required Courses (66 credits)**

**Management Core (27 credits)**

MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Introduction to Finance
MGCR 352	(3)	Principles of Marketing
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Strategic Management
MGCR 472	(3)	Operations Management

**Honours Courses (39 credits)**

For the regulations governing courses in statistics, please refer to the Department's document "Rules on Stats Courses for Economics Students" available on the following website: <http://www.mcgill.ca/economics/undergraduates/courses>. Students who have taken equivalent statistics courses prior to entering the program may be waived the ECON 257D1/ECON 257D2 requirement. These students will normally be required to take ECON 469 in addition to ECON 468.

ECON 250D1	(3)	Introduction to Economic Theory: Honours
ECON 250D2	(3)	Introduction to Economic Theory: Honours
ECON 257D1	(3)	Economic Statistics - Honours
ECON 257D2	(3)	Economic Statistics - Honours
ECON 352D1	(3)	Macroeconomics - Honours
ECON 352D2	(3)	Macroeconomics - Honours
ECON 450	(3)	Advanced Economic Theory 1 - Honours
ECON 452	(3)	Advanced Economic Theory 2 - Honours
ECON 468	(3)	Econometrics 1 - Honours
FINE 342	(3)	Corporate Finance
FINE 441	(3)	Investment Management
FINE 443	(3)	Applied Corporate Finance
FINE 547	(3)	Advanced Finance Seminar

**Complementary Courses (15 credits)**

3 credits from the following:

ECON 460	(3)	History of Thought 1 - Honours
ECON 461	(3)	History of Thought 2 - Honours
ECON 469	(3)	Econometrics 2 - Honours

12 credits from the following:

FINE 434	(3)	Topics in Finance 1
FINE 435	(3)	Advanced Topics in Finance
FINE 444	(3)	Principles and Strategies of Securities Trading
FINE 448	(3)	Financial Derivatives
FINE 449	(3)	Market Risk Models
FINE 451	(3)	Fixed Income Analysis
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 492	(3)	International Corporate Finance
FINE 541N1	(1.5)	Applied Investments
FINE 541N2	(1.5)	Applied Investments

## 9 Desautels Faculty of Management Academic Staff

### Dean

Isabelle Bajoux-Besnainou; Degree(ENS Paris), M.Sc.(Paris VI & Paris IX), Doctorat(Paris IX)

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### Emeritus Professors

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G.A. Whitmore; B.Sc.(Manit.), M.Sc., Ph.D.(Minn.) – *Operations Management*

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- S. Faraj; B.S.(Wisc.), M.S.(MIT), DBA – *Information Systems*
- S. Li; M.S.(Georgia), Ph.D.(Texas) – *Management Science*
- S. Maguire; B.Sc.(Qu.), M.B.A.(Br. Col.) – *Strategy and Organization*
- A.C. Masi; A.B.(Colgate), A.M., Ph.D.(Brown) – *Organizational Behaviour*
- H. Mintzberg; B.Eng.(McG.), B.A.(Sir G. Wms.), S.M., Ph.D.(MIT) – *Strategy and Organization (John Cleghorn Professor of Management Studies)*
- A. Pinsonneault; B.Com.(C' dia), M.Sc.(HEC), Ph.D.(Calif.) – *Information Systems (James McGill Professor and IMASCO Chair in I.S.)*
- S. Ray; B.E.(Jad.), M.E.(Asian IT), Ph.D.(Wat.) – *Operations Management*
- V. Verter; B.A., M.S.(Bogaziçi), Ph.D.(Bilkent) – *Operations Management (Director CREATE Program and James McGill Professor)*

**Associate Professors**

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- L. Barras; B.Com., M.Sc, Ph.D.(Geneva) – *Finance*
- G. Bassellier; B.Com., M.Sc.(HEC), Ph.D.(Br. Col.) – *Information Systems*
- S. Betermier; B.A.(Calif., Davis), M.S., Ph.D.(Calif., Berk.) – *Finance*
- M. Bouvard; M.Sc.(HEC Paris), Ph.D.(Toulouse) – *Finance*
- F. Carrieri; Laurea-Law(Univ. di Bari), M.A., Ph.D.(USC) – *Finance*
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- B. Croitoru; DIAF(Institut de Statistique, Univ. Pierre et Marie Curie), Ph.D.(Wharton) – *Finance*
- R. David; B.Eng., M.B.A.(McG.), Ph.D.(Cornell) – *Strategy and Organization*
- A. de Motta; B.A.(Univ. de Valencia), Ph.D.(MIT) – *Finance*
- J. Ericsson; M.Sc., Ph.D.(Stockholm Sch. of Econ.) – *Finance*
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- P. Hewlin; B.A.(Binghamton), M.B.A., Ph.D.(NYU) – *Organizational Behaviour*
- R. Huising; B.A.(Alta.), M.Sc.(Lond.), Ph.D.(MIT) – *Organizational Behaviour*
- A.M. Jaeger; B.Sc.(N'western), M.B.A., Ph.D.(Stan.) – *Organizational Behaviour*
- M-S. Jo; B.Com.(Hankuk U.), M.B.A.(Mich.), M.S.(Ill.), Ph.D.(Colo.) – *Marketing*
- J. Jørgensen; B.A., M.A.(N. Carolina, Chapel Hill), Ph.D.(McG.) – *Strategy and Organization*
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- Y. Ma; B.A.(Nankai), M.S.B.A., Ph.D.(Wash.) – *Marketing*
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- A. Mukherjee; B.Eng.(Jadavpur), M.B.A.(Indian Inst. Manag.), Ph.D.(Texas-Austin) – *Marketing*
- P. Perez-Aleman; B.Sc.(Calif., Berk.), Ph.D.(MIT) – *Strategy and Organization*

**Associate Professors**

- C. Phelps; B.A., M.B.A.(SDSU), M.Phil., Ph.D.(NYU) – *Strategy and Organization*
- J. Ramaprasad; B.S.(L.A. Marshall), Ph.D.(Calif., Irvine) – *Information Systems*
- B. Rubineau; B.S., B.S.(MIT), M.S.(Harv.), Ph.D.(MIT) – *Organizational Behaviour*
- E. Sarigöllü; B.A., M.B.A.(Bogaziçi), M.A., Ph.D.(Penn.) – *Marketing*
- S. Sarkissian; M.S.(Calif., Berk.), Ph.D.(Wash.) – *Finance*
- H. Tan; B.A.(Hubei), M.A.(Wuhan), Ph.D.(Qu.) – *Accounting*
- O. Toulan; B.Sc.(G'town), Ph.D.(MIT) – *Strategy and Organization*
- D. Tsang; B.Com., M.A.(Tor.), M.S., Ph.D.(Calif., Berk.) – *Accounting*
- E. Vaast; M.A.(Sciences Po), M.A.(Dauphine), M.Sc.(Cachan), Ph.D.(Paris) – *Information Systems*
- D. Vakratsas; B.Sc.(Aristotle U.), M.Sc., Ph.D.(Texas) – *Marketing*
- M. Yalovsky; B.Sc., M.Sc., Ph.D.(McG.) – *Operations Management*

**Assistant Professors**

- P. Augustin; B.Ec., M.Ec.(L. Pasteur), M.Sc.(Luxembourg), Ph.D.(Stockholm) – *Finance*
- M. Banerjee; B.A.(Exe.), M.Phil.(Camb.), Ph.D.(Cornell) – *Organizational Behaviour*
- D. Demetry; B.A.(Emory), M.A., Ph.D.(N'western) – *Strategy and Organization*
- T. Dotzel; M.B.A.(Texas-Arlington), Ph.D.(Texas A & M) – *Marketing*
- S. Gagnon; B.A.(Br. Col.); M.Sc.(Oxf.), Ph.D.(Lanc.) – *Organizational Behaviour*
- A. Georghiou; M.Sc., Ph.D.(Lond.) – *Operations Management*
- A. Ghosh; B.Sc.(Presidency), M.Res., Ph.D.(LSE) – *Finance*
- D.H. Han; B.B.A., M.S.(Seoul), Ph.D.(Indiana Univ. Bloomington) – *Marketing*
- M. Hollister; B.A.(Haver.), M.C.P.(MIT), Ph.D.(Harv.) – *Organizational Behaviour*
- P. Kalyta; B.Com.(Kiev Nat. Univ.), M.B.A., Ph.D.(C'dia) – *Accounting*
- H. Kim; B.A., M.S.(Seoul), Ph.D.(Ind.) – *Marketing*
- J. Kondo; B.A.(Princ.), Ph.D.(MIT) – *Finance*
- B. Kucukyazici; B.Sc.(Marmara), M.Sc.(Yeditepe), Ph.D.(McG.) – *Operations Management*
- D. Lee; B.A.(Hanyang), M.Acc.(Hawaii), Ph.D.(Utah) – *Accounting*
- Y. (M.) Lu; B.A.(Peking), M.A., M.Phil., Ph.D.(Yale) – *Marketing*
- A. Malkhozov; B.Ec.(Strasbourg), M.Ec.(Paris), M.Sc., Ph.D.(Lond.) – *Marketing*
- E. Obukhova; B.A.(Flor.), M.S.(N'Western), Ph.D.(Chic.) – *Strategy and Organization*
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- W. Qi; B.Eng.(Zhejiang), M.S.(Calif.-LA), Ph.D.(Calif., Berk.) – *Operations Management*
- MJ. Rabier; B.S.B.A.(Acct.)(Pitt.), Ph.D.(Md.) – *Accounting*
- J-N. Reyt; B.A.(Paris X), M.Sc.(Fin. & Strategy)(Sciences Po), M.Sc.(Mgmt.)(ESSEC), Ph.D.(Paris Dauphine/Luxembourg) – *Organizational Behaviour*
- G. Roussellet; B.Sc.(ENSAE), M.Sc.(Paris Sch. Econ.), Ph.D.(Dauphine) – *Finance*
- D. Schumacher; Dipl.Int'l.Business(dual degree)(ESB), M.B.A.(Chinese HK), Ph.D.(INSEAD) – *Finance*
- J. Serpa; B.Sc.(Trent), M.A., Ph.D.(Br. Col.) – *Operations Management*
- B. Wenzel; B.Acy., M.Acy.(Missouri), Ph.D.(Ariz.) – *Accounting*
- N. Yang; B.Sc.(Math.)(Alta.), M.A.(Econ.)(Tor.), Ph.D.(Tor.) – *Marketing*
- P. Younkin; B.A.(Col.), M.A., Ph.D.(Calif., Berk.) – *Strategy and Organization*
- J. Zhang; B.S.(Zhongnan), M.A.(Boston), M.Sc.(Chic.), Ph.D.(N'western) – *Accounting*

**CAS Full-time Faculty Lecturers, Assistant Professors (Research) (Professional), & Associate Members**

A. Abrams; B.Com.(McG.), G.D.P.A.(C'dia) – *Accounting*

N. Addy; B.A.(Swarth.), M.P.A.(Princ.), Ph.D.(Stan.) – *Strategy and Organization*

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D. Hart; B.Sc., M.B.A.(McG.), M.Sc.(C'dia) – *Operations Management*

L. Holmgren; B.A.(Ariz.), M.A., Ph.D.(McG.) – *General*

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P. Levy; B.Com.(C'dia), D.P.A., M.B.A.(McG.) – *Accounting*

R. Mackalski; B.Sc.(Bran.), M.B.A., Ph.D.(McG.) – *Marketing*

S. Madan; B.S.(MIT), M.B.A. equivalent(Ahmadabad) – *Finance*

K. Moore; B.Sc.(Ambassador U.), M.B.A.(USC), Ph.D.(York) – *Marketing, Strategy and Organization*

I. Okhmatovskiy; B.A. equivalent(Moscow St.), M.S. equivalent(Academy of National Economy), Ph.D.(USC) – *Strategy*

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B. Smith; B.A., M.A.(Dublin), M.Sc.(Alta.), Ph.D.(Qu.) – *Operations Management*

G. Vit; B.Com.(McG.), M.B.A.(C'dia), Ph.D.(Brad.) – *Strategy and Organization (Part-time)*

C. Westgate; B.A., M.B.A.(McM.) – *Organizational Behaviour and Industrial Relations*

G. Zabowski; B.Com., M.B.A.(McG.) – *Operations Management*

