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This publication provides guidance to prospects, applicants, students, faculty and staff.

1. McGill University reserves the right to make changes to the information contained in this online publication - including correcting errors, altering fees, schedules of admission, and credit requirements, and revising or cancelling particular courses or programs - without prior notice.

2. In the interpretation of academic regulations, the Senate is the final authority.

3. Students are responsible for informing themselves of the University's procedures, policies and regulations, and the specific requirements associated with the degree, diploma, or certificate sought.

4. All students registered at McGill University are considered to have agreed to act in accordance with the University procedures, policies and regulations.

5. Although advice is readily available on request, the responsibility of selecting the appropriate courses for graduation must ultimately rest with the student.

6. Not all courses are offered every year and changes can be made after publication. Always check the Minerva Class Schedule link at [https://horizon.mcgill.ca/pban1/bwckschd.p_disp_dyn_sched](https://horizon.mcgill.ca/pban1/bwckschd.p_disp_dyn_sched) for the most up-to-date information on whether a course is offered.

7. The academic publication year begins at the start of the Fall semester and extends through to the end of the Winter semester of any given year. Students who begin study at any point within this period are governed by the regulations in the publication which came into effect at the start of the Fall semester.

8. Notwithstanding any other provision of the publication, it is expressly understood by all students that McGill University accepts no responsibility to provide any course of instruction, program or class, residential or other services including the normal range of academic, residential and/or other services in circumstances of utility interruptions, fire, flood, strikes, work stoppages, labour disputes, war, insurrection, the operation of law or acts of God or any other cause (whether similar or dissimilar to those enumerated) which reasonably prevent their provision.

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

Published by

Enrolment Services
McGill University
3415 McTavish Street
Montreal, Quebec, H3A 0C8
Canada

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Dean’s Welcome

Welcome to Graduate and Postdoctoral Studies (GPS) at McGill. You are joining a community of world-class researchers and more than 10,000 graduate students in over 400 programs. GPS is here to support you from admissions through to graduation and beyond. McGill’s approach to graduate education emphasises skills development; we cultivate your academic and professional growth through a variety of workshops, events and experiential learning opportunities. I invite you to consult the GPS website for information on the range of resources available to graduate students at McGill.

I would like to wish you all the best in your studies at McGill. We are here to make sure that you have the best possible experience.

Josephine Nalbantoglu, Ph.D.
Associate Provost (Graduate Education) and Dean, Graduate and Postdoctoral Studies

Graduate and Postdoctoral Studies

Administrative Officers

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Location

James Administration Building, Room 400
845 Sherbrooke Street West
Montreal QC H3A 0G4
Website: mcgill.ca/gps

Note: For inquiries regarding specific graduate programs, please contact the appropriate department.

Graduate and Postdoctoral Studies’ Mission

The mission of Graduate and Postdoctoral Studies (GPS) is to promote university-wide academic excellence for graduate and postdoctoral education at McGill. GPS provides leadership and strategic direction across the university in close collaboration with the academic and administrative units, and the graduate and postdoctoral community.

Important Dates

For all dates relating to the academic year, consult mcgill.ca/importantdates.
4  Graduate Studies at a Glance

Please refer to University Regulations & Resources > Graduate > : Graduate Studies at a Glance for a list of all graduate departments and degrees currently being offered.

5  Program Requirements

Refer to University Regulations & Resources > Graduate > Regulations > : Program Requirements for graduate program requirements for the following:

- Master's Degrees
- Doctoral Degrees
- Coursework for Graduate Programs, Diplomas, and Certificates

6  Graduate Admissions and Application Procedures

Please refer to University Regulations & Resources > Graduate > : Graduate Admissions and Application Procedures for information on:

- Application for Admission
- Admission Requirements
- Application Procedures
- Competency in English

and other important information regarding admissions and application procedures for Graduate and Postdoctoral Studies.

7  Fellowships, Awards, and Assistantships

Please refer to University Regulations & Resources > Graduate > : Fellowships, Awards, and Assistantships for information and contact information regarding fellowships, awards, and assistantships in Graduate and Postdoctoral Studies.

8  Postdoctoral Research

Students must inform themselves of University rules and regulations and keep abreast of any changes that may occur. The Postdoctoral Research section of this publication contains important details postdoctoral scholars will require during their studies at McGill and should be periodically consulted, along with other sections and related publications.

8.1  Postdocs

Postdocs are recent graduates with a Ph.D. or equivalent (i.e., Medical Specialist Diploma) engaged by a member of the University’s academic staff, including Adjunct Professors, to assist him/her in research.

Postdocs must be appointed by their department and registered with Enrolment Services in order to have access to University facilities (library, computer, etc.).
8.2 Guidelines and Policy for Academic Units on Postdoctoral Education

Every unit hosting postdocs should apply institutional policies and procedures for the provision of postdoctoral education and have established means for informing postdocs of policies, procedures, and privileges (available at mcgill.ca/gps/postdocs), as well as mechanisms for addressing complaints. For their part, postdocs are responsible for informing themselves of such policies, procedures, and privileges.

1. Definition and Status
   i. Postdoctoral status will be recognized by the University in accordance with Quebec provincial regulations as may be modified from time to time. The eligibility period for postdoctoral status is up to five years from the date when the Ph.D. or equivalent degree was awarded. A: leave of absence for parental or health reasons may extend the eligibility period. Leaves for other reasons, including vacation, do not impact the eligibility period.
   ii. Some McGill postdocs have dual status as both students and employees (unionized or non-unionized). Consult the Graduate and Postdoctoral Studies website for definitions of Postdoctoral Fellows, Postdoctoral Scholars and Postdoctoral Researchers.
   iii. Postdocs must conduct research under the supervision of a McGill professor (including Adjunct Professors), qualified in the discipline in which training is being provided and with the ability to fulfil supervisory responsibilities and act as a mentor for career development. Postdocs are expected to engage primarily in research with minimal teaching or other responsibilities.

2. Registration
   i. Postdocs must register annually with the University through Enrolment Services. Registration will be limited to postdocs who fulfil the definition above, and who meet the eligibility criteria as stipulated on the Graduate and Postdoctoral Studies website.
   ii. Upon registration, postdocs will be eligible for a University identity card issued by Enrolment Services.
   iii. Leaves of absence must comply with the Graduate and Postdoctoral Studies Policies for Vacation, Parental/Familial, and Health Leave (see section 8.3: Vacation Policy for Graduate Students and Postdocs and University Regulations & Resources > Guide to Grad Students & Postdocs > Leave of Absence Status).

3. Appointment, Funding, Letter of Agreement
   i. Postdoctoral appointments may not exceed the registration eligibility period as defined above.
   ii. In order to be registered, the postdoc must be assured of financial support other than from personal means during their stay at McGill University. This amount must be equivalent to the minimal stipend requirement set by the University in accordance with guidelines issued by federal and provincial research granting agencies or the collective agreement, as applicable. Funding during parental leave is subject to the conditions of the funding agency or the collective agreement, as applicable.
   iii. Postdocs require a Letter of Agreement for Postdoctoral Education signed by the postdoc, the supervisor, and the department/unit head or delegate.
   iv. Postdocs with full responsibility for teaching a course should be compensated over and above their postdoctoral funding as course lecturers. This applies to all postdocs, except those for whom teaching is part of the award.
   v. The amount of research, teaching, or other tasks that postdocs engage in over and above postdoctoral activities should conform to the regulations for postdocs specified by the Canadian research council of their discipline or the collective agreement. This applies to all postdocs, including those whose funding does not come from the Canadian research councils.

4. Privileges
   i. Postdocs have the same pertinent rights as the ones granted to McGill students under mcgill.ca/students/srr, and those granted by the policies listed at mcgill.ca/secretariat/policies-and-regulations.
   ii. Postdocs have full graduate student borrowing privileges in McGill libraries through their identity card.
   iii. As a general rule, postdocs may take courses for credit as Special Students following the admissions procedures outlined at mcgill.ca/gradapplicants/apply/prepare/visiting. Tuition and other charges will apply.
   iv. Postdocs may be listed in the McGill directory.
   v. Access to sports facilities may be purchased on a monthly basis through McGill Athletics and Recreation.
   vi. Postdoctoral Fellows and Scholars are mandatory members of the Post-Graduate Students' Society (PGSS) and an annual association fee is automatically charged.
   vii. Postdocs are permitted membership in the Faculty Club; an annual fee will be charged for this membership.
   viii. Postdocs are encouraged to participate in Professional Development Workshops provided by Graduate and Postdoctoral Studies, and Teaching and Learning services. These sessions are usually free of charge.
   ix. Postdocs have access to the services provided by the Ombudsperson.
   x. Postdocs may enrol as part-time students in the second language written and spoken English/French courses offered by the School of Continuing Studies/French Language Centre. Postdocs will be charged tuition for these courses. International Postdocs may be required to obtain a CAQ and a Study Permit.
   xi. Access to student services is granted to non-unionized postdocs, who are charged the Student Services fee in the Fall and Winter terms, through their student fee accounts.

5. Responsibilities
i. Postdocs are subject to the responsibilities outlined at mcgill.ca/students/srr and must abide by the policies listed at mcgill.ca/secretariat/policies-and-regulations.

ii. Each academic unit hosting postdocs should clearly identify postdocs’ needs and the means by which they will be met by the unit.

iii. Each academic unit should assess the availability of research supervision facilities, office space, and research funding before recruiting postdocs.

iv. Some examples of the responsibilities of the academic unit are:

- to verify the postdoc’s eligibility period for registration;
- to provide postdocs with departmental policy and procedures that pertain to them;
- to facilitate the registration and appointment of postdocs;
- to assign departmental personnel the responsibility for postdoctoral affairs in the unit;
- to oversee and sign off on the Letter of Agreement for Postdoctoral Education;
- to ensure that each postdoc has a supervisor, lab and/or office space, access to research operating costs and necessary equipment;
- to include postdocs in departmental career and placement opportunities;
- to refer postdocs to the appropriate University policies and personnel for the resolution of conflict that may arise between a postdoc and a supervisor.

v. Some examples of the responsibilities of the supervisor are:

- to uphold and transmit to their postdocs the highest professional standards of research and/or scholarship;
- to provide research guidance;
- to meet regularly with their postdocs;
- to provide feedback on research submitted by the postdocs;
- to clarify expectations regarding intellectual property rights in accordance with the University’s policy;
- to provide mentorship for career development;
- to prepare, sign, and adhere to a Letter of Agreement for Postdoctoral Education.

vi. Some examples of the responsibilities of postdocs are:

- to inform themselves of and adhere to the University’s policies and/or regulations for postdocs as outlined at mcgill.ca/gps/postdocs, mcgill.ca/students/srr and the Graduate and Postdoctoral Studies University Regulations and Resources;
- to submit a complete file for registration to Enrolment Services;
- to sign and adhere to their Letter of Agreement for Postdoctoral Education;
- to communicate regularly with their supervisor;
- to inform their supervisor of their absences.

vii. Some examples of the responsibilities of the University are:

- to register postdocs;
- to provide an appeal mechanism in cases of conflict;
- to provide documented policies and procedures to postdocs;
- to provide postdocs with the necessary information on McGill University student services (Postdoctoral Fellows and Scholars) and HR policies and guidelines (Postdoctoral Researchers).

Approved by Senate, April 2000; revised May 2014; February 2020.

### 8.3 Vacation Policy for Graduate Students and Postdocs

Graduate students and Postdocs should normally be entitled to vacation leave equivalent to university holidays and an additional total of fifteen (15) working days in the year. Funded students and Postdocs with fellowships and research grant stipends taking additional vacation leave may have their funding reduced accordingly.

_Council of FGSR April 23, 1999_

### 8.4 Leave of Absence for Health and Parental/Familial Reasons

A leave of absence may be granted for maternity or parental reasons or for health reasons (see University Regulations & Resources > Graduate > : Leave of Absence Status).

Such a leave must be requested on a term-by-term basis and may be granted for a period of up to 52 weeks. For a maternity or parental leave, the eligibility period of a maximum of 52 consecutive weeks is determined based on when the child is born; if the leave is interrupted for one or two terms, the eligibility period cannot be extended. Students and Postdocs must make a request for such a leave in writing to their department and submit a medical certificate. The department shall forward the request to Enrolment Services. See the procedure in University Regulations & Resources > Graduate > : Leave of Absence Status.
Students who have been granted such a leave will have to register for the term(s) in question and their registration will show as “leave of absence” on their record. No tuition fees will be charged for the duration of the authorized leave. Research supervisors are not obligated to remunerate students and Postdocs on leave. A summary table of various leave policies (paid or unpaid) for students and Postdocs paid from the Federal and Quebec Councils through fellowships or research grants is available at mcgill.ca/gps/funding/getting-paid under "Leave Policies and Form."

8.5 Postdoctoral Research Trainees

Eligibility
If your situation does not conform to the Government of Quebec’s definition of a Postdoctoral Fellow, you may be eligible to attend McGill as a Postdoctoral Research Trainee. While at McGill, you can perform research only (you may not register for courses or engage in clinical practice). Medical specialists who will have clinical exposure and require a training card must register through Postgraduate Medical Education of the Faculty of Medicine and Health Science—not Graduate and Postdoctoral Studies.

The category of Postdoctoral Research Trainee is for:

Category 1: An individual who has completed requirements for the Doctoral degree or medical specialty, but whose degree/certification has not yet been awarded. An individual in this category will subsequently be eligible for registration as a Postdoctoral Fellow.

Category 2: An individual who is not eligible for Postdoctoral Registration according to the Government of Quebec’s definition, but is a recipient of an external postdoctoral award from a recognized Canadian funding agency.

Category 3: An individual who holds a professional degree (or equivalent) in a regulated health profession (as defined under CIHR-eligible health profession) and is enrolled in a program of postgraduate medical education at another institution. This individual wishes to conduct the research stage or elective component of his/her program of study at McGill University under the supervision of a McGill professor. This individual will be engaged in full-time research with well-defined objectives, responsibilities, and methods of reporting. Applications must be accompanied by a letter of permission from the applicant's home institution (signed by the Department Chair, Dean, or equivalent) confirming registration in their program and stating the expected duration of the research stage. Individuals who are expecting to spend more than one year are encouraged to obtain formal training (master’s or Ph.D.) through application to a relevant graduate program.

Category 4: An individual with a regulated health professional degree (as defined under CIHR-eligible health profession), but not a Ph.D. or equivalent or medical specialty training, but who fulfils criteria for funding on a tri-council operating grant or by a CIHR fellowship (up to maximum of five years post-degree).

Note: Individuals who are not Canadian citizens or permanent residents must inquire about eligibility for a work permit.

General Conditions

- The maximum duration is three years
- The individual must be engaged in full-time research
- The individual must provide copies of official transcripts/diplomas
- The individual must have the approval of a McGill professor to supervise the research and of the Unit
- The individual must have adequate proficiency in English, but is not required to provide official proof of English competency to Enrolment Services
- The individual must comply with regulations and procedures governing research ethics and safety and obtain the necessary training
- The individual will be provided access to McGill libraries, email, and required training in research ethics and safety. Any other University services must be purchased (e.g., access to athletic facilities)
- The individual must arrange for basic health insurance coverage prior to arrival at McGill and may be required to provide proof of coverage

9 Graduate Studies Guidelines and Policies

Refer to University Regulations & Resources > Graduate > : Guidelines and Policies for information on the following:

- Guidelines and Regulations for Academic Units on Graduate Student Advising and Supervision
- Policy on Graduate Student Research Progress Tracking
- Ph.D. Comprehensives Policy
- Graduate Studies Reread Policy
- Failure Policy
- Guideline on Hours of Work
10 Graduate Student Services and Information

Graduate students are encouraged to refer to Student Services and Information for information on the following topics:

- Service Point
- Student Rights & Responsibilities
- Student Services – Downtown & Macdonald Campuses
- Residential Facilities
- Athletics and Recreation
- Ombudsperson for Students
- Extra-Curricular and Co-Curricular Activities
- Bookstore
- Computer Store
- Day Care

11 Information on Research Policies and Guidelines, Patents, Postdocs, Associates, Trainees

Refer to University Regulations & Resources > Graduate > Research Policy and Guidelines for information on the following:

- Regulations on Research Policy
- Regulations Concerning the Investigation of Research Misconduct
- Requirements for Research Involving Human Participants
- Policy on the Study and Care of Animals
- Policy on Intellectual Property
- Regulations Governing Conflicts of Interest
- Safety in Field Work
- Office of Sponsored Research
- Postdocs
- Research Associates

12 Desautels Faculty of Management

12.1 Location

Samuel Bronfman Building
1001 Sherbrooke Street West
Montreal QC H3A 1G5
Canada
Telephone: 514-398-4066
Website: mcgill.ca/desautels
12.2 About Desautels Faculty of Management

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

Graduate Programs in Management

Master of Business Administration (M.B.A.)

section 13.7: Master of Business Administration (M.B.A.) Management (Non-Thesis) (54 credits)
: Master of Business Administration (M.B.A.) Management (Non-Thesis): General Management (48 credits)

Master of Business Administration (M.B.A.)/Japan

section 13.10.5: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): Finance (57 credits)
section 13.10.6: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): General Management (48 credits)
section 13.10.7: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): Global Strategy and Leadership (57 credits)
section 13.10.8: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): Marketing (57 credits)
section 13.10.9: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): Technology and Innovation Management (57 credits)

Executive Master of Business Administration (E.M.B.A.)

section 13.11.4: Executive Master of Business Administration (E.M.B.A.) Joint Executive M.B.A. (Non-Thesis) (45 credits)

Master of Management (M.M.)

section 14.3: Master of Management (M.M.) Analytics (Non-Thesis) (45 credits)
section 14.4: Master of Management (M.M.) Finance (Non-Thesis) (45 credits)
section 14.6: Master of Management (M.M.) IMHL (Non-Thesis) (45 credits)
section 14.7: Master of Management (M.M.) IMPM (Non-Thesis) (45 credits)

Ph.D.

section 15.4: Doctor of Philosophy (Ph.D.) Management
section 15.5: Doctor of Philosophy (Ph.D.) Management: Environment

Graduate Certificates

section 16.4: Graduate Certificate (Gr. Cert.) Post MBA (15 credits)
section 16.5: Graduate Certificate (Gr. Cert.) Post MBA Japan (15 credits)
section 17.5: Graduate Certificate (Gr. Cert.) Professional Accounting (24 credits)

13 M.B.A. Program

About the Master of Business Administration (M.B.A.)

Our one-year and two-year program options take the student's needs into account. We recognize that employers are hungry for a set of skills that most MBA programs have historically neglected to teach, like AI, financial technology, data analysis, and design thinking.

Choose a path length

One year or two? Choose between our 48-credit and 54-credit programs, keeping in mind that every student begins at the same time and takes the same number of classes. The difference in credits comes down to the time you spend in the internship, not the classroom. The 48-credit program can be completed in 12 months. The 54-credit takes 20, though many students accelerate it to finish in 16.

Every MBA student begins their program at the same time and takes the same number of classes. The only difference between our 48-credit and 54-credit options comes down to the amount of time you spend learning on the job through an internship. Plan to finish 48 credits in 1-year or 54 credits in 2 years, although some students will opt for an accelerated 16-month program to complete 54 credits. Full-time students must complete the program within three years and part-time students must complete within five years. When the market speaks, we listen With new, flexible specializations, our students can...
personalize the content of their degrees to gain a competitive edge. In redesigning our MBA program, we have charted our own course because we expect our students to do the same.

**Master of Business Administration (M.B.A.); Management (Non-Thesis)**

- section 13.7: Master of Business Administration (M.B.A.) Management (Non-Thesis) (54 credits)
- section 13.8: Master of Business Administration (M.B.A.) Management (Non-Thesis): General Management (48 credits)

### 13.1 Admission Requirements

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

1. An undergraduate degree from an accredited college or university.
2. A Graduate Management Admission Test (GMAT) is required for all applicants. The GMAT is administered by [Pearson Vue](#). The GMAT program code for the McGill M.B.A. program is 58 H-MN-22. Only a GMAT written within the last five years will be considered valid. GMAT test results must be sent to McGill directly from Pearson Vue; photocopies will not be accepted.
3. Applicants who earned a bachelor's degree outside Canada, the United States, Australia, New Zealand, or the United Kingdom, are required to take the Test of English as a Foreign Language. The [TOEFL](#) may be waived for graduates of four-year university programs whose language of instruction is English if the university is located in a non-English speaking country. Applicants who are not Canadian citizens and whose mother tongue is not English may be asked to demonstrate an English language competency beyond the submission of the TOEFL score. A minimum score of 100 for the Internet-based test (IBT) with each component score not less than 20 is required.

   Applicants may write the [IELTS](#) (International English Language Testing Systems) instead. A minimum overall band of 7.0 is required, with each component score not less than 7.0.
4. A minimum of two years of full-time work experience, following completion of an undergraduate degree.
5. Two professional letters of reference.
6. Interview.

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

The McGill M.B.A. program may also be completed on a part-time basis. This is meant to accommodate persons with full-time employment. Admission requirements are the same as in section 13.1: Admission Requirements above.

**Note:** Students studying on a part-time basis may transfer to full-time upon completion of the core curriculum. Students wishing to do this must meet with the M.B.A. Student Adviser to review their schedule; see "Combined Full-Time and Part-Time Studies" below.

---

**MBA Admissions Office**

Desautels Faculty of Management

McGill University

1001 Sherbrooke Street West, Room 302

Montreal QC H3A 1G5

Canada

Email: mba.mgmt@mcgill.ca

Website: [mcgill.ca/desautels/programs/mba-programs](#)

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### 13.2 M.B.A. Application Procedures

The McGill M.B.A. full-time and part-time programs begin in August of each year.

McGill’s online application form for graduate program candidates is available at [mcgill.ca/gradapplicants/apply](#).

See [University Regulations & Resources](#) > Graduate > Graduate Admissions and Application Procedures > : Application Procedures for detailed application procedures.

#### 13.2.1 Additional Requirements

The items and clarifications below are additional requirements set by this department:

- A completed Personal Background Sheet
- A completed Work History Form, as well as a Curriculum Vitae
• GMAT score (exam written within the past five years) and TOEFL score (where applicable) from an exam written within the past two years, forwarded directly from Pearson Vue for GMAT and the Educational Testing Service (see GMAT and TOEFL information in section 13.1: Admission Requirements above)
• A minimum of two years of full-time work experience, following completion of an undergraduate degree
• Interview

Please note that entrance to the McGill M.B.A. is highly competitive. It is in the applicant’s interest to apply as early as possible. Applicants can view their application status via Minerva.

Note: Admission to graduate programs at McGill is competitive and the final decision rests with the Graduate Admissions Committee. Admission decisions are not subject to appeal.

Application Fee Information

The application fee must be paid by credit card at the time of application (online). Please note that a file will not be opened until an online application is received. Fee amounts and details are available on the Student Accounts website.

13.3 Application Dates and Deadlines

For application dates and deadlines, please consult mcgill.ca/desautels/programs/mba-programs/mba/admissions.

Applications are reviewed on a rolling basis so that the earlier a file is complete, the sooner the applicant may expect to receive an answer. The undergraduate record, GMAT and TOEFL scores (where applicable), work experience, essays found in the Personal Background Sheet, letters of reference, and interviews are the criteria used in making admission decisions. Interviews are scheduled by invitation only.

13.4 Procedure for Accepting an Offer of Admission to the M.B.A. Program

Registration

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

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

Please refer to University Regulations & Resources > Graduate > Regulations > : Registration for more information.

Base Camp

Base Camp, for all new M.B.A. students, takes place for two weeks beginning in early August and covers fundamental quantitative methods. Base Camp is mandatory for all incoming M.B.A. students.

Orientation

Orientation for all new M.B.A. students is held during the week following Base Camp. This activity is mandatory for all incoming M.B.A. students.

Immigration Documents

All students who are not citizens or Permanent Residents of Canada are required to obtain the Quebec Acceptance Certificate (C.A.Q.) and Study Permit prior to entering the country. Do not leave home without proper documentation. You cannot change your status from Visitor to Student once you are in Canada.

Quebec Acceptance Certificate (C.A.Q.): The process to come to Canada begins with an application for a Quebec Acceptance Certificate (C.A.Q.). Details on how and where to apply for the C.A.Q. are provided with the McGill Admissions package.

Study Permit: Issued by Immigration, Refugees and Citizenship Canada. Please consult their website for information on how to apply.

Canada Immigration through a Canadian Embassy or Consulate.

Citizens of the United States, Greenland, and/or St. Pierre-Miquelon are permitted to obtain the Student Authorization at a Port of Entry, if in possession of the C.A.Q.

For further information, or if there is an emergency, contact:

International Student Services
3600 McTavish Street, Suite 4400
Montreal QC H3A 0G3
Telephone: 514-398-4349 (9:00 a.m. to 5:00 p.m.)
Email: international.students@mcgill.ca
Website: mcgill.ca/internationalstudents
13.5 Policies and Regulations of the M.B.A.

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

The McGill M.B.A. (full-time) is designed as a two-year program. The academic year begins in August and ends in April. Students admitted to the Accelerated Study Option may complete the program in a shorter period of time.

Withdrawal from the M.B.A. Program

Students wishing to withdraw from the McGill M.B.A. program must complete a “Withdrawal Form” available from the M.B.A. office. Students will not be considered as officially withdrawn until this form is completed. Students who drop out of the program but do not complete this form will be billed for the full tuition. Refer to University Regulations & Resources > Graduate > Regulations > Registration > : Withdrawal from a Degree Program and University Regulations & Resources > Graduate > Regulations > : University Withdrawal for further information.

Grading and Promotion Standards

The pass grade for each course is B- (65%).

Failures

Students are permitted one failure in the M.B.A. program. Any subsequent failure, including an unsuccessful supplemental examination, will result in the student being asked to withdraw from the M.B.A. program.

Outside Elective Courses

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

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

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

1. Students completing a 57-credit program may take 15 credits maximum outside the Desautels Faculty of Management. This does not include courses offered by other faculties at McGill.
2. Students may not take courses outside the Faculty if they are offered within the Faculty unless there are exceptional circumstances.
3. Students may not take language courses for credit toward the M.B.A.

M.B.A. Part-Time Studies

Students will follow a lockstep program, which will allow for completion of the core courses during the first year of study. Students must then take a number of cross-disciplinary courses and an experiential component to complete the degree.

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

Combined Full-Time and Part-Time Studies

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

Option 1

Upon completion of the entire first year of core courses on a part-time basis, students may request a status change to full-time to complete the remaining requirements as full-time students.

Option 2

Upon completion of the core requirements on a full-time basis, students may request a status change to part-time to complete the degree requirements.

Students wishing to change their status to full-time must make a written request at least four weeks prior to the beginning of the relevant term. These requests should be sent to the M.B.A. Student Adviser.

13.6 M.B.A. International Exchange Program

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

Participation in the program gives McGill students the opportunity to spend part of their M.B.A. studying at a business school abroad. McGill is part of the Partnership in International Management (PIM), a consortium of the leading business schools in North America, South America, Africa, Europe, and Asia. Exchanges with both PIM and non-PIM schools are available.

The list of schools with exchange agreements with McGill is available at mcgill.ca/desautels/programs/mba-programs/mba/academics/curriculum/experiential/exchange/partners.
13.7 Master of Business Administration (M.B.A.) Management (Non-Thesis) (54 credits)

The MBA; Non-Thesis focuses on both hard and soft key management disciplines and skills in its required courses. Integration of the material in the required courses is accomplished with integration sessions midway through the first semester and at its end. The program is structured in such a way so as to allow for completion of the program in 16-20 months. There is maximum flexibility in the selection of electives taken, ranging from a customized set of electives reflecting the student’s own interests, to completing a specialization, i.e., taking a set of at least five electives chosen from lists of specializations (e.g. finance, strategy) compiled by the Program office based on input from Faculty Areas. Students can choose between doing an Internship, completing a Practicum or applying to do an exchange semester at a foreign university.

**Required Courses (30 credits)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credit Hours</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUSA 650*</td>
<td>(6)</td>
<td>Internship</td>
</tr>
<tr>
<td>BUSA 651*</td>
<td>(6)</td>
<td>Practicum</td>
</tr>
<tr>
<td>BUSA 695</td>
<td>(1.5)</td>
<td>Real-Time Decisions</td>
</tr>
<tr>
<td>MGCR 613</td>
<td>(1.5)</td>
<td>Managerial Economics</td>
</tr>
<tr>
<td>MGCR 614</td>
<td>(1.5)</td>
<td>Management Statistics</td>
</tr>
<tr>
<td>MGCR 617</td>
<td>(1.5)</td>
<td>Operations Management</td>
</tr>
<tr>
<td>MGCR 618</td>
<td>(1.5)</td>
<td>Leadership and Professional Skills</td>
</tr>
<tr>
<td>MGCR 620</td>
<td>(1.5)</td>
<td>Information Systems</td>
</tr>
<tr>
<td>MGCR 621</td>
<td>(1.5)</td>
<td>International Environment</td>
</tr>
<tr>
<td>MGCR 622</td>
<td>(1.5)</td>
<td>Organizational Strategy</td>
</tr>
<tr>
<td>MGCR 628</td>
<td>(1.5)</td>
<td>Integrative Course</td>
</tr>
<tr>
<td>MGCR 638</td>
<td>(1.5)</td>
<td>Marketing Management</td>
</tr>
<tr>
<td>MGCR 639</td>
<td>(1.5)</td>
<td>Managing Organizational Behaviour</td>
</tr>
<tr>
<td>MGCR 640</td>
<td>(1.5)</td>
<td>Accounting and Financial Reporting</td>
</tr>
<tr>
<td>MGCR 642</td>
<td>(1.5)</td>
<td>Financial Reporting</td>
</tr>
<tr>
<td>MGCR 660</td>
<td>(4.5)</td>
<td>International Study Trip</td>
</tr>
</tbody>
</table>

* Choose EITHER BUSA 650 or BUSA 651. Students who participate in an International Exchange (12 credits of elective courses) are exempt from BUSA 650/BUSA 651; 6 additional credits of elective courses are required to complete the 54-credit requirement.

**Elective Courses (24 credits)**

24 credits of courses are chosen from 600-level courses offered by the Faculty. Course choice must be approved by a program adviser in the Faculty.

13.8 Master of Business Administration (M.B.A.) Management (Non-Thesis): General Management (48 credits)

The M.B.A.; Non-Thesis - General Management program focuses on both hard and soft key management disciplines and skills in its required courses. Integration of the material in the required courses is accomplished with integration sessions midway through the first semester and at its end. The program is structured in such a way as to allow for completion of the program in 12 months (‘accelerated’) or part-time. There is maximum flexibility in the selection of electives taken ranging from a customized set of electives reflecting the student’s own interests, to completing a specialization, i.e., taking a set of at least five electives chosen from lists of specializations (e.g. finance, strategy) compiled by the Program based on input from Faculty Areas.

This streamlined 12 month program does not allow a student to do an internship or an exchange semester at a foreign university.

**Required Courses (24 credits)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credit Hours</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUSA 695</td>
<td>(1.5)</td>
<td>Real-Time Decisions</td>
</tr>
<tr>
<td>MGCR 613</td>
<td>(1.5)</td>
<td>Managerial Economics</td>
</tr>
<tr>
<td>MGCR 614</td>
<td>(1.5)</td>
<td>Management Statistics</td>
</tr>
<tr>
<td>MGCR 617</td>
<td>(1.5)</td>
<td>Operations Management</td>
</tr>
</tbody>
</table>
Leadership and Professional Skills (1.5) MGCR 618
Information Systems (1.5) MGCR 620
International Environment (1.5) MGCR 621
Organizational Strategy (1.5) MGCR 622
Integrative Course (1.5) MGCR 628
Marketing Management (1.5) MGCR 638
Managing Organizational Behaviour (1.5) MGCR 639
Accounting and Financial Reporting (1.5) MGCR 640
Financial Reporting (1.5) MGCR 642
International Study Trip (4.5) MGCR 660

Elective Courses (24 credits)
24 credits of courses are chosen from 600-level courses offered by the Faculty. Course choice must be approved by a program adviser in the Faculty.

13.9 Masters of Management (M.B.A.) Management (Non-Thesis) and (B.C.L. & J.D) (132 credits)

A joint M.B.A.; Non-Thesis – General Management and B.C.L./J.D. program is offered by the Desautels Faculty of Management and the Faculty of Law. This joint program provides students the opportunity to pursue legal and administrative aspects of business. Successful candidates graduate with M.B.A., B.C.L., and J.D. degrees, a trio that prepares them for careers in private and public enterprise, as well as government service.

Students complete 39 credits for the M.B.A. and 93 credits for the integrated B.C.L./J.D., for a total of 132 credits.

Required Courses - Management (24 credits)
BUSA 695 (1.5) Real-Time Decisions
MGCR 613 (1.5) Managerial Economics
MGCR 614 (1.5) Management Statistics
MGCR 617 (1.5) Operations Management
MGCR 618 (1.5) Leadership and Professional Skills
MGCR 620 (1.5) Information Systems
MGCR 621 (1.5) International Environment
MGCR 622 (1.5) Organizational Strategy
MGCR 628 (1.5) Integrative Course
MGCR 638 (1.5) Marketing Management
MGCR 639 (1.5) Managing Organizational Behaviour
MGCR 640 (1.5) Accounting and Financial Reporting
MGCR 642 (1.5) Financial Reporting
MGCR 660 (4.5) International Study Trip

Elective Courses (15 credits)
15 credits of courses are chosen from 600-level courses offered by the Faculty. Course choice must be approved by a program adviser in the Faculty. Students will have to attend the M.B.A. Base Camp (Accounting and Business Math) prior to commencing the M.B.A.

Required Courses - Law (47 credits)
First Year – 33 credits
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAWG 100D1</td>
<td>3</td>
<td>Contractual Obligations</td>
</tr>
<tr>
<td>LAWG 100D2</td>
<td>3</td>
<td>Contractual Obligations</td>
</tr>
<tr>
<td>LAWG 101D1</td>
<td>3</td>
<td>Extra-Contractual Obligations/Torts</td>
</tr>
<tr>
<td>LAWG 101D2</td>
<td>3</td>
<td>Extra-Contractual Obligations/Torts</td>
</tr>
<tr>
<td>LAWG 102D1</td>
<td>3</td>
<td>Criminal Justice</td>
</tr>
<tr>
<td>LAWG 102D2</td>
<td>3</td>
<td>Criminal Justice</td>
</tr>
<tr>
<td>LAWG 103</td>
<td>3</td>
<td>Indigenous Legal Traditions</td>
</tr>
<tr>
<td>LAWG 110D1</td>
<td>1.5</td>
<td>Integration Workshop</td>
</tr>
<tr>
<td>LAWG 110D2</td>
<td>1.5</td>
<td>Integration Workshop</td>
</tr>
<tr>
<td>PUB2 101D1</td>
<td>3</td>
<td>Constitutional Law</td>
</tr>
<tr>
<td>PUB2 101D2</td>
<td>3</td>
<td>Constitutional Law</td>
</tr>
<tr>
<td>PUB3 116</td>
<td>3</td>
<td>Foundations</td>
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</table>

Second Year – 14 credits

<table>
<thead>
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<th>Course Code</th>
<th>Credits</th>
<th>Course Name</th>
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</thead>
<tbody>
<tr>
<td>LAWG 210</td>
<td>3</td>
<td>Legal Ethics and Professionalism</td>
</tr>
<tr>
<td>LAWG 220D1</td>
<td>3</td>
<td>Property</td>
</tr>
<tr>
<td>LAWG 220D2</td>
<td>3</td>
<td>Property</td>
</tr>
<tr>
<td>PRAC 200</td>
<td>1</td>
<td>Advocacy</td>
</tr>
<tr>
<td>PROC 124</td>
<td>4</td>
<td>Judicial Institutions and Civil Procedure</td>
</tr>
</tbody>
</table>

**Complementary Courses – Law (12 credits)**

Civil Law Immersion Courses (3 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS2 561</td>
<td>3</td>
<td>Insurance</td>
</tr>
<tr>
<td>LAWG 506</td>
<td>3</td>
<td>Advanced Civil Law Property</td>
</tr>
<tr>
<td>PROC 200</td>
<td>3</td>
<td>Advanced Civil Law Obligations</td>
</tr>
<tr>
<td>PROC 549</td>
<td>3</td>
<td>Lease, Enterprise, Suretyship</td>
</tr>
<tr>
<td>PRV2 270</td>
<td>3</td>
<td>Law of Persons</td>
</tr>
<tr>
<td>PRV4 548</td>
<td>3</td>
<td>Administration Property of Another and Trusts</td>
</tr>
</tbody>
</table>

Common Law Immersion Courses (3 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRV3 200</td>
<td>3</td>
<td>Advanced Common Law Obligations</td>
</tr>
<tr>
<td>PRV3 534</td>
<td>3</td>
<td>Remedies</td>
</tr>
<tr>
<td>PRV4 451</td>
<td>3</td>
<td>Real Estate Transactions</td>
</tr>
<tr>
<td>PRV4 500</td>
<td>3</td>
<td>Restitution</td>
</tr>
<tr>
<td>PRV4 549</td>
<td>3</td>
<td>Equity and Trusts</td>
</tr>
</tbody>
</table>

Social Diversity, Human Rights and Indigenous Law Courses (3 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMPL 500</td>
<td>3</td>
<td>Aboriginal Peoples and the Law</td>
</tr>
<tr>
<td>CMPL 504</td>
<td>3</td>
<td>Feminist Legal Theory</td>
</tr>
<tr>
<td>CMPL 511</td>
<td>3</td>
<td>Social Diversity and Law</td>
</tr>
<tr>
<td>CMPL 516</td>
<td>3</td>
<td>International Development Law</td>
</tr>
</tbody>
</table>
CMPL 565 (3) International Humanitarian Law
CMPL 571 (3) International Law of Human Rights
CMPL 573 (3) Civil Liberties
CMPL 575 (3) Discrimination and the Law
IDFC 500 (3) Indigenous Field Studies
LAWG 503 (3) Inter-American Human Rights
LAWG 505 (3) Critical Engagements with Human Rights
LAWG 507 (3) Critical Race Theory Advanced Seminar
LAWG 508D1 (3) Indigenous Constitutionalism
LAWG 508D2 (3) Indigenous Constitutionalism
LEEL 369 (3) Labour Law
LEEL 582 (3) Law and Poverty
PUB2 105 (3) Public International Law
PUB2 500 (3) Law and Psychiatry
PUB2 502 (3) International Criminal Law
PUB2 551 (3) Immigration and Refugee Law
PUB3 515 (3) Canadian Charter of Rights and Freedoms

Principles of Canadian Administrative Law (3 credits)
BUS1 532 (3) Bankruptcy and Insolvency
BUS2 504 (3) Securities Regulation
CMPL 539 (3) International Taxation
CMPL 543 (3) Law and Practice of International Trade
CMPL 574 (3) Government Control Of Business
CMPL 575 (3) Discrimination and the Law
CMPL 577 (3) Communications Law
CMPL 580 (3) Environment and the Law
LAWG 523 (3) Tax Practice Seminar
LEEL 369 (3) Labour Law
LEEL 570 (3) Employment Law
LEEL 582 (3) Law and Poverty
PRV4 545 (3) Land Use Planning
PRV5 483 (3) Consumer Law
PUB2 400 (3) The Administrative Process
PUB2 401 (3) Judicial Review of Administrative Action
PUB2 500 (3) Law and Psychiatry
PUB2 515 (3) Tax Policy
PUB2 551 (3) Immigration and Refugee Law

Elective Courses (34 credits)
Students must take 34 other elective courses, offered within the Faculty or approved as credit equivalencies in order to complete the 93-credit degree

Minimum Writing Requirement
All students are required to submit at least one research paper. This requirement may be satisfied by: a) writing an essay in a course in which the essay constitutes no less than 75% of the final grade; b) writing a term essay under independent supervision, for credit, within the Faculty of Law; c) writing an article, note, or comment or equivalent substance that is published or accepted for publication in the McGill Law Journal and approved by the Faculty Adviser to that publication. Papers written jointly do not satisfy this requirement.

13.10 M.B.A./Japan Admission Requirements and Application Procedures

About the M.B.A./Japan
The McGill MBA Japan program is a weekend MBA program based on the world-leading Integrative MBA program offered by McGill University's Desautels Faculty of Management in Montreal. Students will follow a lockstep program. MBA Japan classes take place at the Learning Edge Nishi-shinjuku Campus on the 4th floor of Nomura Fudosan Nishi-shinjuku building.

Master of Business Administration (M.B.A.); M.B.A./Japan (Non-Thesis) (57 credits)

- Master of Business Administration (M.B.A.)
- M.B.A./Japan (Non-Thesis) (51 credits)

section 13.10.4: Master of Business Administration (M.B.A.) M.B.A./Japan (Non-Thesis) (51 credits)

section 13.10.5: Master of Business Administration (M.B.A.) Japan Management (Non-Thesis): Finance (57 credits)

section 13.10.6: Master of Business Administration (M.B.A.) Japan Management (Non-Thesis): General Management (48 credits)

section 13.10.7: Master of Business Administration (M.B.A.) Management (Non-Thesis): Global Strategy and Leadership (57 credits)

section 13.10.8: Master of Business Administration (M.B.A.) Japan Management (Non-Thesis): Marketing (57 credits)

section 13.10.9: Master of Business Administration (M.B.A.) Japan Management (Non-Thesis): Technology and Innovation Management (57 credits)

13.10.1 Admission Requirements

For more information on admission requirements, visit our website at mcgillmbajapan.com.

13.10.2 Application Procedures

For more information on application procedures, visit our website at mcgillmbajapan.com.

13.10.3 Application Dates and Deadlines

For application dates and deadlines, visit our website at mcgillmbajapan.com.

13.10.4 Master of Business Administration (M.B.A.) M.B.A./Japan (Non-Thesis) (51 credits)

** This program is currently not offered. **

13.10.5 Master of Business Administration (M.B.A.) Japan Management (Non-Thesis): Finance (57 credits)

The McGill MBA Japan program of the Desautels Faculty of Management of McGill University is the leading MBA program in Japan, and one of the leading weekend programs in Asia. Designed for working people with several years of experience, the McGill MBA Japan program allows you to complete a Master of Business Administration program on weekends, without leaving employment.

Based on McGill’s world-leading Integrative MBA Curriculum, the MBA Japan program allows you to complete a full MBA by studying two weekends per month in as little as 20 months. Taught by world-leading professors from McGill’s home campus, the MBA Japan attracts highly qualified students from Japan and around the globe.

The Finance Concentration focuses on how firms raise capital and on the optimal allocation of capital for investments. This concentration prepares students for careers in corporate treasury functions, asset management, and investment banking.

Required Core Courses (21 credits)

All M.B.A. students must complete the following core courses:

- MGCR 629 (1) Global Leadership
- MGCR 650 (2) Business Tools
- MGCR 651 (4) Managing Resources
- MGCR 652 (4) Value Creation
- MGCR 653 (4) Markets and Globalization
Required Concentration Courses (6 credits)
Students choosing the Finance concentration must complete these required courses:

- FINE 622 (3) Modern Corporate Finance
- FINE 646 (3) Investments and Portfolio Management

Complementary Courses (30 credits)
9 credits selected from the following courses toward the concentration:

- ACCT 618 (3) Financial Reporting: Structure & Analysis
- FINE 541 (3) Applied Investments
- FINE 620 (3) Corporate Mergers
- FINE 630 (3) Fixed Income Markets
- FINE 635 (3) Financial Risk Management
- FINE 639 (3) Derivatives and Risk Management
- FINE 645 (3) Money and Capital Markets
- FINE 648 (3) Applied Corporate Finance
- FINE 660 (3) Global Investment Management
- FINE 665 (3) Investment Strategies and Behavioural Finance
- FINE 690 (3) Advanced Topics in Finance 1
- FINE 693 (3) Global Capital Markets
- FINE 694 (3) International Corporate Finance

The remaining 15 credits of courses are chosen from 500- and 600-level courses offered by the Faculty.

6 credits from the following:

- BUSA 650 (6) Internship
- BUSA 651 (6) Practicum

13.10.6 Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): General Management (48 credits)

The M.B.A. (Japan); Non-Thesis - General Management focuses on both hard and soft key management disciplines and skills with its integrative approach. The academic content of the M.B.A. (Japan) program is the same as the Montreal M.B.A.; however, the delivery of the content is modified to allow students to complete a Master of Business Administration degree on weekends in Japan.

Required Core Courses (24 credits)

- BUSA 695 (1.5) Real-Time Decisions
- MGCR 613 (1.5) Managerial Economics
- MGCR 614 (1.5) Management Statistics
- MGCR 617 (1.5) Operations Management
- MGCR 618 (1.5) Leadership and Professional Skills
- MGCR 620 (1.5) Information Systems
- MGCR 621 (1.5) International Environment
- MGCR 622 (1.5) Organizational Strategy
Elective Courses (24 credits)

24 credits of courses are chosen from 600-level courses offered by the Faculty. Course choice must be approved by a program adviser in the Faculty.

13.10.7 Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): Global Strategy and Leadership (57 credits)

The McGill MBA Japan program of the Desautels Faculty of Management of McGill University is the leading MBA program in Japan, and one of the leading weekend programs in Asia. Designed for working people with several years of experience, the McGill MBA Japan program allows you to complete a Master of Business Administration program on weekends, without leaving employment.

Based on McGill’s world-leading Integrative MBA Curriculum, the MBA Japan program allows you to complete a full MBA by studying two weekends per month in as little as 20 months. Taught by world-leading professors from McGill’s home campus, the MBA Japan attracts highly qualified students from Japan and around the globe.

The Global Strategy and Leadership Concentration prepares students for the challenges posed by a globalizing marketplace. The approach is cross-disciplinary and includes courses in strategy, organizational behaviour, and international business. Students will consider questions such as: What issues will the leaders of tomorrow face and how can they best tackle them? How to take a firm international? How to manage a multi-cultural workforce? How to launch a new venture? How to promote sustainable development? Students will develop skills valued by employers in consulting, business development, project management, and related fields.

Required Core Courses (21 credits)

All M.B.A. students must complete the following core courses:

- MGCR 629 (1) Global Leadership
- MGCR 650 (2) Business Tools
- MGCR 651 (4) Managing Resources
- MGCR 652 (4) Value Creation
- MGCR 653 (4) Markets and Globalization
- MGCR 661 (6) International Study Experience

Required Concentration Courses (6 credits)

Students choosing the Global Strategy and Leadership concentration must complete these required courses:

- MGPO 683 (3) International Business Policy
- ORGB 685 (3) Cross Cultural Management

Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

- BUSA 640 (3) Launching New Ventures
- BUSA 660 (3) CEO Insights
- BUSA 690 (3) Advanced Topics in Management 1
- INDR 633 (3) Creating Wealth and Prosperity
- MGPO 615 (3) Consulting for Change
- MGPO 630 (3) Managing Strategy and Innovation
- MGPO 638 (3) Managing Organizational Politics
- MGPO 640 (3) Strategies for Sustainable Development
- MGPO 645 (3) Strategy in Context
- MGPO 651 (3) Strategic Management: Developing Countries
- MGPO 669 (3) Managing Globalization
- ORGB 633 (3) Managerial Negotiations
- ORGB 640 (3) The Art of Leadership
The remaining 15 credits of courses are chosen from 500- and 600-level courses offered by the Faculty.

6 credits from the following:

<table>
<thead>
<tr>
<th>Course</th>
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<th>Title</th>
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<tbody>
<tr>
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<td>Internship</td>
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<tr>
<td>BUSA 651</td>
<td>6</td>
<td>Practicum</td>
</tr>
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</table>

13.10.8 Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): Marketing (57 credits)

The McGill MBA Japan program of the Desautels Faculty of Management of McGill University is the leading MBA program in Japan, and one of the leading weekend programs in Asia. Designed for working people with several years of experience, the McGill MBA Japan program allows you to complete a Master of Business Administration program on weekends, without leaving employment.

Based on McGill’s world-leading Integrative MBA Curriculum, the MBA Japan program allows you to complete a full MBA by studying two weekends per month in as little as 20 months. Taught by world-leading professors from McGill’s home campus, the MBA Japan attracts highly qualified students from Japan and around the globe.

The Marketing Concentration focuses on the development of skills in understanding customers and markets, creating value through products and services, evaluating the effectiveness of marketing programs, and managing customer relationships.

Required Core Courses (21 credits)

All M.B.A. students must complete the following core courses:

<table>
<thead>
<tr>
<th>Course</th>
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<th>Title</th>
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<tr>
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<td>MGCR 652</td>
<td>4</td>
<td>Value Creation</td>
</tr>
<tr>
<td>MGCR 653</td>
<td>4</td>
<td>Markets and Globalization</td>
</tr>
<tr>
<td>MGCR 661</td>
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<td>International Study Experience</td>
</tr>
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</table>

Required Concentration Courses (6 credits)

Students choosing the Marketing concentration must complete these required courses:

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>MRKT 657</td>
<td>3</td>
<td>Customer Insights</td>
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<tr>
<td>MRKT 658</td>
<td>3</td>
<td>Marketing Intelligence</td>
</tr>
</tbody>
</table>

Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>INSY 645</td>
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<td>Managing Electronic Commerce</td>
</tr>
<tr>
<td>MRKT 645</td>
<td>3</td>
<td>Winning at Brands</td>
</tr>
<tr>
<td>MRKT 652</td>
<td>3</td>
<td>Competitive Marketing Strategy</td>
</tr>
<tr>
<td>MRKT 654</td>
<td>3</td>
<td>Marketing Communications</td>
</tr>
<tr>
<td>MRKT 655</td>
<td>3</td>
<td>Marketing Planning</td>
</tr>
<tr>
<td>MRKT 659</td>
<td>3</td>
<td>Advanced Business Marketing</td>
</tr>
<tr>
<td>MRKT 690</td>
<td>3</td>
<td>Advanced Topics in Marketing</td>
</tr>
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<td>MRKT 698</td>
<td>3</td>
<td>International Marketing Management</td>
</tr>
</tbody>
</table>

The remaining 15 credits of courses are chosen from 500- and 600-level courses offered by the Faculty.

6 credits from the following:

...
13.10.9 Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis):Technology and Innovation Management (57 credits)

The McGill MBA Japan program of the Desautels Faculty of Management of McGill University is the leading MBA program in Japan, and one of the leading weekend programs in Asia. Designed for working people with several years of experience, the McGill MBA Japan program allows you to complete a Master of Business Administration program on weekends, without leaving employment.

Based on McGill’s world-leading Integrative MBA Curriculum, the MBA Japan program allows you to complete a full MBA by studying two weekends per month in as little as 20 months. Taught by world-leading professors from McGill’s home campus, the MBA Japan attracts highly qualified students from Japan and around the globe.

As technology reshapes the globe and innovations transform markets and organizations, the 21st century manager will be deeply immersed in technology and innovation management. As information technology is now present in more products and processes, managers need to understand the processes surrounding its strategic use and development. As manufacturing and service operations now stretch the globe, issues of logistics and supply chain integration become more important. As innovative products increasingly create and transform markets, managers must master the technology development process. This concentration provides tools, frameworks, and integration of all aspects of organizational operations, supply chain, IT processes and innovation management.

Students following this concentration will be uniquely qualified to take jobs in new product development, IT strategy, operations and supply chain management, and technology consulting. A unique aspect of the concentration is the capstone project course where students work on solving a real-life technology innovation problem.

Required Core Courses (21 credits)
All M.B.A. students must complete the following core courses:

- MGCR 629 (1) Global Leadership
- MGCR 650 (2) Business Tools
- MGCR 651 (4) Managing Resources
- MGCR 652 (4) Value Creation
- MGCR 653 (4) Markets and Globalization
- MGCR 661 (6) International Study Experience

Required Concentration Courses (6 credits)
Students choosing the Technology and Innovation Management concentration must complete these required courses:

- INSY 606 (3) Technology Management
- MGSC 616 (3) Technology in Action

Complementary Courses (30 credits)
9 credits selected from the following courses toward the concentration:

- INSY 607 (3) Technology Consulting
- INSY 608 (3) Winning with IT
- INSY 609 (3) Technology Project Management
- INSY 633 (3) Knowledge Management and Technology for Innovation
- INSY 645 (3) Managing Electronic Commerce
- MGPO 650 (3) Managing Innovation
- MGSC 602 (3) Strategic Management of Operations
- MGSC 603 (3) Logistics Management
- MGSC 605 (3) Total Quality Management
- MGSC 615 (3) Procurement and Distribution
- MGSC 631 (3) Analysis: Production Operations
ORGB 625 (3) Managing Organizational Change

The remaining 15 credits of courses are chosen from 500- and 600-level courses offered by the Faculty.

6 credits from the following:
- BUSA 650 (6) Internship
- BUSA 651 (6) Practicum

13.11 Joint Executive M.B.A. Admission Requirements and Application Procedures

About the Joint Executive M.B.A.

The E.M.B.A. program is designed both to teach new managerial tools as well as to allow managers to take a step back from the tools and understand their strengths and limitations. It also aims at presenting different models of management and is designed to meet the training needs of managers who currently hold, or who will hold in the future, senior management positions.

It is offered jointly with *Hautes Études Commerciales* (HEC) – Montreal.

13.11.1 Admission Requirements

For the admission criteria, please consult the following website: [www.embamcgillhec.ca/en/application/admission-criteria](http://www.embamcgillhec.ca/en/application/admission-criteria).

13.11.2 Application Procedures

For the application procedures, please consult the following website: [www.embamcgillhec.ca/en/application](http://www.embamcgillhec.ca/en/application).

13.11.3 Application Dates and Deadlines

For the application dates and deadlines, please consult the following website: [www.embamcgillhec.ca/en/application](http://www.embamcgillhec.ca/en/application).

13.11.4 Executive Master of Business Administration (E.M.B.A.) Joint Executive M.B.A. (Non-Thesis) (45 credits)

**Required Courses (45 credits)**

McGill University courses (33 credits)
- BUSA 642 (4) Reflective Dimension Manager Role
- BUSA 643 (4) Collaborative Dimension Manager
- BUSA 644 (4) Analytic Dimension of Manager Role
- BUSA 645 (4) Worldly Dimension of Manager Role
- BUSA 685 (5) Managing Change
- BUSA 689 (12) Integrative Project

HEC Montréal courses (12 credits)
- MHEC 600 (4) Création de valeur
- MHEC 601 (4) Excellence opérationnelle
- MHEC 602 (4) Outils et pratiques de gestion
14 Master of Management Programs Admission Requirements and Application Procedures

About Master of Management Programs

section 14.3: Master of Management (M.M.) Analytics (Non-Thesis) (45 credits)

The M.M. Analytics is designed to teach the fundamentals of data and decision analytics, team management, and leadership. Students are exposed to a variety of management analytics application topics including marketing, retailing, supply chain, healthcare, security, pricing, talent, and network analytics. An experiential component consists of a capstone management analytics project and a study trip, both designed to provide students with the experience of hands-on application of the concepts taught in real-world settings and the opportunity to interact with practitioners in leading analytics organizations. For more information, visit mcgill.ca/desautels/programs/mma.

section 14.4: Master of Management (M.M.) Finance (Non-Thesis) (45 credits)

The M.M. Finance degree is a twelve-month specialized program in finance. The M.M.F. program prepares students for a career in finance through a comprehensive curriculum that integrates advanced financial concepts and quantitative methods with real-world business practices. For more information, visit mcgill.ca/desautels/programs/mmf.

section 14.5: Master of Management (M.M.) Manufacturing Management (Non-Thesis) (56 credits)

The Master of Manufacturing Management (M.M.M.) program is currently not offered at McGill University. Alternatively, a Master in Global Manufacturing and Supply Chain Management (MGMSCM) program is offered at Zhejiang University (Hangzhou, China). It follows the same curriculum as the M.M.M. program and is offered on a part-time basis at Zhejiang University (with options for a semester of courses in Montreal and a summer trip). As part of Master in Global Manufacturing and Supply Chain Management initiative, students having completed the MGMSCM program could then transfer the acquired credits to apply toward Zhejiang's M.B.A. degree. Students having successfully completed all requirements for Zhejiang's MGMSCM program would have two degrees: an M.M.M. from McGill and an M.B.A from Zhejiang.

The program is instructed in English. It is targeted at high-potential managers in manufacturing, services, and logistics industries as well as entrepreneurs. For more information visit our website at mcgill.ca/desautels/programs/gmscm.

Find out more about Zhejiang University's MGMSCM program in China.

section 14.6: Master of Management (M.M.) IMHL (Non-Thesis) (45 credits)

The M.M. in International Master's for Health Leadership; Non-Thesis program is designed for clinicians and managers in the context of health care to help develop management skills for emerging health care leaders. This is a 15-month program made up five 12-day modules, followed by a Master's paper.

For more information, visit our website at mcgill.ca/desautels/programs/imhl.

section 14.7: Master of Management (M.M.) IMPM (Non-Thesis) (45 credits)

Engaging managers beyond administration and functioning within an authentically international context, this collaborative venture of business schools located in five different countries allows mid-career managers to study and focus on their own organizational and leadership issues with other international managers at universities in Brazil, England, India, China, and Canada.

For more information, visit our website at www.impm.org.

section 14.8: Master of Management (M.M.) Retailing (Non-Thesis) (45 credits)

The Master of Management in Retailing; Non-Thesis, is focused on the customer journey and explores how retail disruptors can lead to retail innovations that can significantly improve operational efficiencies, competitiveness and impact customer satisfaction to provide a foundation for a better society. International in scope, the program will focus on how retailers must adapt to the rapidly changing and increasingly complex global business environment to thrive. It aims to integrate diverse disciplines and experiential learning opportunities, including an optional internship, research opportunities with the state-of-the-art Retail Lab in addition to an international trip and Global Retail Challenge.

For more information, visit our website at mcgill.ca/desautels/programs/imhl.

14.1 Admission Requirements and Application Procedures

- Analytics: For more information, please refer to mcgill.ca/desautels/programs/mma/admissions.
14.2 Application Dates and Deadlines

- Analytics: For more information, please refer to mcgill.ca/desautels/programs/mma/admissions.
- Finance: For more information, please refer to mcgill.ca/desautels/programs/mmf/admissions.
- MGMSCM China: For more information, please refer to mcgill.ca/desautels/programs/gmscm/admissions.
- IMPM: For more information, please refer to www.impm.org/admissions.
- IMHL: For more information, please refer to mcgill.ca/desautels/programs/imhl/applying.

14.3 Master of Management (M.M.) Analytics (Non-Thesis) (45 credits)

The core module is designed to teach the fundamentals of data and decision analytics, team management, and leadership. The complementary course module is designed to expose students to a variety of management analytics application topics including marketing, retailing, supply chain, healthcare, security, pricing, talent and network analytics. Finally, the experiential module, which consists of a capstone management analytics project plus a community project or internship, is designed to provide students with the experience of hands-on application of the concepts taught in real-world settings and the opportunity to interact with practitioners in leading analytics organizations.

Required Courses (27 credits)

Note: Students take either BUSA 693 D1 and BUSA 693 D2 or BUSA 693 N1 and BUSA 693 N2.

- BUSA 693D1 (3) Analytics and Solution Consulting Practicum
- BUSA 693D2 (3) Analytics and Solution Consulting Practicum
- BUSA 693N1 (3) Analytics and Solution Consulting Practicum
- BUSA 693N2 (3) Analytics and Solution Consulting Practicum
- INSY 660 (3) Coding Foundations for Analytics
- INSY 661 (3) Database and Distributed Systems for Analytics
- INSY 662 (3) Data Mining and Visualization
- MGSC 660 (3) Mathematical and Statistical Foundations for Analytics
- MGSC 661 (3) Multivariate Statistical Analysis
- MGSC 662 (3) Decision Analytics
- ORGB 660 (1.5) Managing Data Analytics Teams
- ORGB 661 (1.5) Ethical Leadership and Leading Change

Complementary Courses (18 credits)

3 credits from the following:

- BUSA 600 (3) Analytics Internship
- BUSA 649 (3) Community Analytics Project

15 credits from the following:

- ACCT 626 (1.5) Data Analytics in Accounting
- ACCT 696 (1.5) Advanced Topics in Accounting Analytics
- BUSA 611 (1.5) Independent Studies in Analytics 1
14.4 **Master of Management (M.M.) Finance (Non-Thesis) (45 credits)**

The Master of Management in Finance; Non-Thesis (MMF) program is a flexible-length specialized masters degree in finance. The choices are program completion within 12, 16 and 20 months. The program is part of the Faculty’s expanding portfolio of specialized MM programs. The distinguishing features of the program are 1) a quantitative level well-above the average current MBA elective and 2) a close interaction with the private sector. The crucial 9-credit major paper requirement is fulfilled either by 1) completing a three-month internship on a financial project with a corporation and writing a detailed report; or by 2) independently working on a research project. The program will contain an investment and corporate finance focus and it will have an advisory board of executives from financial and non-financial corporations.

**Required Courses (21 credits)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Course Title</th>
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<tr>
<td>ACCT 604</td>
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<td>Financial Statements I</td>
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<td>FINE 673</td>
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<td>Finance Fundamentals</td>
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<td>FINE 678</td>
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<td>Financial Economics</td>
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<td>FINE 679</td>
<td>3</td>
<td>Corporate Finance Theory</td>
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<tr>
<td>FINE 680</td>
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<td>Investments</td>
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<td>FINE 681</td>
<td>3</td>
<td>International Capital Markets</td>
</tr>
<tr>
<td>FINE 682</td>
<td>3</td>
<td>Derivatives</td>
</tr>
</tbody>
</table>

**Complementary Courses (24 credits)**

12 credits from:
Financial Statements 2
Advanced Corporate Finance
Fixed Income Analysis
Market Risk Management
Global Corporate Finance
Global Investments
Mergers and Acquisitions

or any other relevant 600-level courses offered by Desautels Faculty of Management with permission of the Program Adviser.

12 credits from:

Fundamentals of Financial Research 3
Applied Finance Project 9
Applied Finance Project 4.5
Applied Finance Project 4.5
Applied Finance Project 4.5
Applied Finance Project 4.5

*Note: Choose either FINE 671 or FINE 671D1/D2 or FINE 671N1/N2.

Or

Integrative Finance Project 12
Integrative Finance Project 6
Integrative Finance Project 6

14.5 Master of Management (M.M.) Manufacturing Management (Non-Thesis) (56 credits)

M.M. in Manufacturing Management, Non-Thesis program provides a professional, hands-on approach that addresses all major issues germane to the optimization of operations. The program moved beyond a manufacturing focus to all facets of supply chains, logistics and manufacturing management. A key feature of the program is industry participation and interaction. To ensure a profound comprehension of the issues and challenges facing business today, courses have corporate sponsors and partners that provide case studies, plant tours, seminars, industrial projects and internships. The major emphasis of these activities is on improving productivity and operational effectiveness. The program aims at training the students with diversified backgrounds who wish to pursue a career in the top management of global operations and supply chain.

A version of M.M. in Manufacturing Management, Non-Thesis program is collaboratively offered with Zhejiang University Hangzhou in China.

Required Courses (30 credits)

Strategic Management of Operations 3
Logistics Management 3
Total Quality Management 3
Data Decisions and Models 3
Operations Industrial Seminar 1
Operations Case Studies 2
Operations Industrial Stage 9
Computer Integrated Manufacturing 3
Analysis: Production Operations 3
Complementary Courses (26 credits)

8 credits from General Business and Management Training

- MGCR 611 (2) Financial Accounting
- MGCR 612 (2) Organizational Behaviour
- MGCR 616 (2) Marketing
- MGCR 641 (2) Elements of Modern Finance I

18 credits from both General Business and Management and Manufacturing and Supply Chain.

General Business and Management

- ACCT 624 (3) Management Accounting: Planning & Control
- INDR 603 (3) Industrial Relations
- MGSC 604 (2) Managerial Communication in Supply Chain Management
- MGSC 607 (1) Corporate Social Responsibility in Supply Chain Management
- ORGB 625 (3) Managing Organizational Change
- ORGB 632 (3) Managing Teams in Organizations
- ORGB 633 (3) Managerial Negotiations
- ORGB 640 (3) The Art of Leadership
- ORGB 685 (3) Cross Cultural Management

Manufacturing and Supply Chain

- MGSC 615 (3) Procurement and Distribution
- MGSC 617 (3) Product Design
- MGSC 618 (3) Data Analytics Foundations in Supply Chain Management
- MGSC 690 (3) Advanced Topics in Management Science I

Master of Management (M.M.) IMHL (Non-Thesis) (45 credits)

The M.M. in International Master's for Health Leadership; Non-Thesis program is designed for clinicians and managers in the context of health care to help develop management skills for emerging health care leaders. This is a 15-month program made up five 12-day modules, followed by a Master's paper.

Required Courses (45 credits)

- BUSA 663 (6) Reflective Mindset
- BUSA 667 (6) Analytic Mindset
- BUSA 671 (3) Managerial Experience
- BUSA 676 (6) Worldly Mindset
- BUSA 677 (6) Collaborative Mindset
- BUSA 678 (6) Catalytic Mindset
- BUSA 694 (12) Final Master's Paper
## Master of Management (M.M.) IMPM (Non-Thesis) (45 credits)

### Research Project (12 credits)

<table>
<thead>
<tr>
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Integrative Project

### Required Courses (33 credits)

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<td>BUSA 680</td>
<td>5</td>
</tr>
<tr>
<td>BUSA 685</td>
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</tbody>
</table>

The Practice of Management  
The Venture  
Managing Organizations  
Managerial Exchange  
Managing Context  
Managing People  
Managing Change

## Master of Management (M.M.) Retailing (Non-Thesis) (45 credits)

The Master of Management in Retailing; Non-Thesis, is focused on the customer journey and explores how retail disruptors can lead to retail innovations that can significantly improve operational efficiencies, competitiveness and impact customer satisfaction to provide a foundation for a better society.

International in scope, the program will focus on how retailers must adapt to the rapidly changing and increasingly complex global business environment to thrive. It aims to integrate diverse disciplines and experiential learning opportunities, including an optional internship, research opportunities with the state-of-the-art Retail Lab in addition to an international trip and Global Retail Challenge.

### Required Courses (21 credits)

<table>
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<td>RETL 617</td>
<td>3</td>
</tr>
<tr>
<td>RETL 625</td>
<td>3</td>
</tr>
</tbody>
</table>

Foundations of Retailing  
Retail Science and Data Analytics  
360-Degree Customer Insight  
Digital Retailing Models  
Managing Retail Operations  
Managing for Sustainability  
Experiential Retail

### Complementary Courses (24 credits)

12-21 credits from:

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<td>6</td>
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<tr>
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</table>

Retail Internship  
Digital Media Marketing  
Data-Driven Retail Decisions  
Creativity and Experiential Economy  
Innovative Retail Technology  
Fashion Retail Management  
Fintech and Financial Services  
Food Retail  
Retail Practicum  
Independent Study in Retail
Joint Ph.D. in Management Admission Requirements and Application Procedures

**About the Joint Ph.D. in Management**

Ph.D. Program Office  
Desautels Faculty of Management  
McGill University  
1001 Sherbrooke Street West  
Montreal QC H3A 1G5  
Canada  
Telephone: 514-398-4060  
Fax: 514-398-3876  
Email: phd.mgmt@mcgill.ca  
Website: mcgill.ca/desautels/programs/phd

**section 15.4: Doctor of Philosophy (Ph.D.) Management**

The Ph.D. Program participates in the Joint Ph.D. Program that brings together the four Montreal universities: Concordia University, the École des Hautes Études Commerciales (affiliated with the Université de Montréal), McGill University, and the Université de Québec à Montréal. The Ph.D. program in Management is intended to educate competent researchers and to stimulate research on management issues.

The program represents a number of innovations in doctoral work in the field of management. First, by cooperating, the four universities are able to make available to the program's students a diverse pool of approximately 520 professors qualified to direct doctoral-level study and research. Second, the program has been carefully developed to encourage independent, creative work on the part of its students, with close, personal contact with the professors. This program will appeal especially to the mature, experienced candidate with relatively well-defined interests. Across the four member universities, some courses are offered in English and some in French (all papers may, however, be written in English or French).

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

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

**Preparation – Phase I**

Before entering the program, the student will have selected the area of specialization from the following areas/options:

- Accounting
- Finance
Specialization – Phase II

In Phase II, students probe deeply into their chosen area of specialization. With their Phase II Advisory Committee, students work out an individual program of study, which takes about 18 - 24 months. The phase focuses on a specialization area and a support field. The specialization area could be one of the basic ones listed in Phase I (for example, marketing or operations management), a sub-area within one of these (such as organizational development within organizational behaviour), or an interdisciplinary area that combines two or more of these (such as behaviour aspects of accounting or international marketing). The support field is selected to help the student develop a foundation of knowledge in a fundamental discipline that underlies the theory in management. For example, a student in marketing might select psychology, sociology, or statistics. One in management policy might select political science or general systems theory, or perhaps even philosophy. Other choices are possible.

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

- Doctoral seminars in the specialization area; minimum four courses
- Any other existing graduate-level courses in the specialization area and support field deemed appropriate by the Phase II Advisory Committee; minimum two courses in support field
- Seminar on Research Methodology (MGMT 707, 3 credits) or equivalent approved graduate-level course
- Seminar in Pedagogy (MGMT 706, 3 credits) or Teaching and Learning in Higher Education (EDPH 689, 3 credits)
- Comprehensive Examination (MGMT 701, 0 credits)
- A publishable research paper (MGMT 720, 3 credits)

The Phase II Advisory Committee will normally consist of at least three members; a supervisor and others decided upon jointly by the supervisor and the student. One of these members will typically come from the support field. Every student's Phase II Advisory Committee must have representation from at least two universities in the joint program.

Dissertation – Phase III

In the third phase of the program, students research, write, and defend a dissertation that probes deeply into a well-defined research topic. The topic is developed with the Phase III Advisory Committee (at least three members), which may be the same as the Phase II Advisory Committee or may be reconstituted, again with representation from at least one of the other participating universities. The topic is approved formally by the Phase III Advisory Committee and, once the research is completed and the dissertation written, the student publicly defends the completed thesis. The Phase III Form (Phase III Advisory Committee) must be approved by the McGill and the Joint Doctoral Committees.

15.1 Admission Requirements

Candidates normally hold a master's-level degree, with a strong academic record from a recognized university. GMAT (or GRE–General Test) results are required for all applications to the doctoral program; this includes McGill master's students applying to the Ph.D. The minimum GMAT (or GRE–General Test) score required is 70% equivalency. Tests must have been written within the past five years.

Applicants to graduate studies whose mother tongue is not English, and who have not completed an undergraduate or graduate degree from a recognized foreign institution where English is the language of instruction or from a recognized Canadian institution (anglophone or francophone), must submit documented proof of competency in oral and written English. Before acceptance, appropriate exam results must be submitted directly from the TOEFL (Test of English as a Foreign Language) or IELTS (International English Language Testing Systems) Office. Applications will not be considered if a TOEFL or IELTS test result is not available. A minimum score of 100 for the Internet-based test, with each component score not less than 20, is required for admission. A minimum score of 7 for IELTS is required. Tests must have been written within the past two years.

Files will not be considered unless GMAT (or GRE-General Test) and TOEFL scores are received by the Application Deadline.

15.2 Application Procedures

McGill’s online application form for graduate program candidates is available at mcgill.ca/gradapplicants/apply. See University Regulations & Resources > Graduate > Graduate Admissions and Application Procedures > Application Procedures for detailed application procedures.
15.2.1 Additional Requirements

The items and clarifications below are additional requirements set by this department:

- GMAT (or GRE-General Test) written within the past 5 years
- Responses to Personal Statement questions
- Curriculum Vitae

For more information, consult the Desautels Faculty of Management's website.

15.3 Application Dates and Deadlines

For application dates and deadlines, please consult the following website: mcgill.ca/desautels/programs/phd/admissions/deadline.

15.4 Doctor of Philosophy (Ph.D.) Management

Thesis
A thesis for the doctoral degree must constitute original scholarship and must be a distinct contribution to knowledge. It must show familiarity with previous work in the field and must demonstrate ability to plan and carry out research, organize results, and defend the approach and conclusions in a scholarly manner. The research presented must meet current standards of the discipline; as well, the thesis must clearly demonstrate how the research advances knowledge in the field. Finally, the thesis must be written in compliance with norms for academic and scholarly expression and for publication in the public domain.

Required Courses (9 credits)
Note: Students can take MGMT 706 or EDPH 689.

EDPH 689 (3) Teaching and Learning in Higher Education
MGMT 701 (0) Comprehensive Examination
MGMT 706 (3) Seminar in Pedagogy
MGMT 707 (3) Research Methodology
MGMT 720 (3) Research Paper

Complementary Courses (18 credits)
12 credits of specialization courses
6 credits in the support field

15.5 Doctor of Philosophy (Ph.D.) Management: Environment

The new Environment Option provides students with an appreciation of the role of science in informing decision-making in the environment sector, and the influence that political, socioeconomic and ethical judgments have. The option also provides a forum whereby graduate students bring their disciplinary perspectives together and enrich each other's learning through structured courses, formal seminars, and informal discussions and networking. Students who have been admitted through their home department or faculty may apply for admission to the option. Option requirements are consistent across academic units. The option is coordinated by the MSE, in partnership with participating academic units.

Thesis
A thesis for the doctoral degree must constitute original scholarship and must be a distinct contribution to knowledge. It must show familiarity with previous work in the field and must demonstrate ability to plan and carry out research, organize results, and defend the approach and conclusions in a scholarly manner. The research presented must meet current standards of the discipline; as well, the thesis must clearly demonstrate how the research advances knowledge in the field. Finally, the thesis must be written in compliance with norms for academic and scholarly expression and for publication in the public domain.

Required Courses (15 credits)
Note: Students can take MGMT 706 or EDPH 689.

EDPH 689 (3) Teaching and Learning in Higher Education
Foundations of Environmental Policy (ENVR 610, 3 credits)
Environmental Seminar 1 (ENVR 650, 1 credit)
Environmental Seminar 2 (ENVR 651, 1 credit)
Environmental Seminar 3 (ENVR 652, 1 credit)
Comprehensive Examination (MGMT 701, 0 credits)
Seminars in Pedagogy (MGMT 706, 3 credits)
Research Methodology (MGMT 707, 3 credits)
Research Paper (MGMT 720, 3 credits)

Complementary Courses (15 credits)
12 credits of courses/seminars at the 500-level or higher in the student's management specialization area in consultation with student's advisory committee.
3 credits chosen from the following list:
- Global Environmental Politics (ENVR 519, 3 credits)
- Environmental Measurement and Modelling (ENVR 544, 3 credits)
- Environment and Health of Species (ENVR 620, 3 credits)
- Sustainable Landscapes (ENVR 622, 3 credits)
- Civilization and Environment (ENVR 630, 3 credits)
- Topics in Environment 4 (ENVR 680, 3 credits)

Or another course at the 500-level or higher recommended by the advisory committee and approved by the Environment Option Committee.

16 Post-M.B.A. Graduate Certificates Admission Requirements and Application Procedures

About the Post-M.B.A. Graduate Certificate
The graduate certificate meets the needs of two groups of professional managers:

1. managers who graduated from an M.B.A. program several years ago and would like to take a series of courses to update their skills; and
2. managers who graduated from an M.B.A. program recently and who would like to broaden the base of their education with a selection of courses that complement their major field of studies.

The graduate certificate may be taken on a full-time or part-time basis.

The entrance requirement is an M.B.A. degree from a recognized university with a CGPA that meets the minimum requirements of Graduate and Postdoctoral Studies. Two official transcripts of grades and degree confirmations from all universities attended are required. These include universities attended on exchange or as visiting students. For international applicants, the academic records and verifying degree conferrals must be submitted in the original language with official translations, listing courses and grades for each year of study. These documents must bear the actual signature of the registrar and the official seal or stamp of the institution.

About the Post-M.B.A. Japan Graduate Certificate
For more information, please refer to mcgillmbajapan.com/admissions/post-mba-certificate-apply.

section 16.4: Graduate Certificate (Gr. Cert.) Post MBA (15 credits)
This program is no longer accepting new students.

section 16.5: Graduate Certificate (Gr. Cert.) Post MBA Japan (15 credits)

For more information, please click on the above link.
16.1 Admission Requirements

- Graduate Certificate Post-M.B.A.: Graduate Management Admission Test (GMAT).
  A TOEFL test is also required to determine the English proficiency of applicants whose mother tongue is not English. Applicants are additionally expected to have completed two years of full-time work experience before submitting their application to the Post-M.B.A. program.
  For more information visit our website at mcgill.ca/desautels/programs or call the Master Programs Office at 514-398-4066.

- Graduate Certificate Post-M.B.A. Japan: For more information, please refer to mcgillmbajapan.com/admissions/post-mba-certificate-apply.

16.2 Application Procedures

- Graduate Certificate Post-M.B.A.: This program is no longer accepting new students.

- Graduate Certificate Post-M.B.A. Japan: For more information, please refer to mcgillmbajapan.com/admissions/post-mba-certificate-apply.

16.3 Application Dates and Deadlines

- Graduate Certificate Post-M.B.A.: This program is no longer accepting new students.

- Graduate Certificate Post-M.B.A. Japan: For more information, please refer to mcgillmbajapan.com/admissions/post-mba-certificate-apply.

16.4 Graduate Certificate (Gr. Cert.) Post MBA (15 credits)

This program is no longer accepting new students.

Required Courses
15 credits of M.B.A. courses.

16.5 Graduate Certificate (Gr. Cert.) Post MBA Japan (15 credits)

Required Courses
15 credits of M.B.A./Japan courses.

17 Graduate Certificate in Professional Accounting (GCPA) Admission Requirements and Application Procedures

About the Graduate Certificate in Professional Accounting (GCPA)

section 17.5: Graduate Certificate (Gr. Cert.) Professional Accounting (24 credits)

The McGill GCPA program at Desautels is an accredited Professional Education Program (PEP) of CPA Quebec. The program is designed to provide students with professional training on the latest CPA concepts and practice-related issues while preparing them to write the national Common Final Examination (CFE). Completion of a PEP and passing the CFE are two of the required components for obtaining the highly respected CPA designation. Combining McGill's international reputation and top professors, McGill's GCPA program ensures that graduates can make professional judgment using financial information in a global business environment.

The GCPA program is intended to allow students to develop professional skills that will be recognized nationally and internationally. The program focuses on the acquisition and integration of in-depth specialized knowledge in fields in which engagements are likely to be entrusted to CPAs. More specifically, the objective of the Graduate Certificate is to develop the technical and enabling skills outlined by CPA Canada and needed for the exercise of professional judgment necessary to solve practical problems related to the practice of professional accounting. Our lecturers are hard-working, dedicated, and motivated to ensure our students succeed in the program.
The GCPA program, coupled with a 24-month recognized training period, provides students with the academic and professional business training, communication and interpersonal skills needed to succeed in a CPA career.

17.1 Admission Requirements

Entry to the GCPA program requires a minimum cumulative grade point average (CGPA) of 3.0 on a 4.0 scale. Admission to the program is highly competitive and meeting the minimum requirements does not secure entry into the GCPA program.

Option 1:

Applicants who complete a Canadian Bachelor of Commerce program must complete the following courses, or their equivalents, with minimum grades of B-:

- ACCT 351 Intermediate Financial Accounting 1
- ACCT 352 Intermediate Financial Accounting 2
- ACCT 361 Management Accounting
- ACCT 362 Cost Accounting
- ACCT 385 Principles of Taxation
- ACCT 453 Advanced Financial Accounting
- ACCT 463 Management Control
- ACCT 475 Principles of Auditing
- ACCT 486 Business Taxation 2
- BUSA 364 Business Law 1
- FINE 342 Corporate Finance

Applicants must also meet the requirements outlined by L'Ordre des comptables professionnels agréés du Québec (OCPAQ) for the university where they obtained their undergraduate degree. Applicants who obtained their undergraduate degree in a different province must also verify the requirements outlined by the CPA Order of that province.

Option 2:

Graduates of programs other than a Canadian Bachelor of Commerce, or graduates with foreign degrees must complete the Diploma (Dip.) Accounting (30 credits) at the School of Continuing Studies and complete additional courses as necessary to satisfy the following 14 prerequisite courses, with minimum grades of B-.

- CCFC 511 Financial Accounting 1
- CCFC 512 Financial Accounting 2
- CCFC 513 Financial Accounting 3
- CCMA 511 Managerial Accounting 1
- CCMA 522 Managerial Accounting 2
- CCMA 523 Managerial Accounting 3
- CCAU 511 Auditing 1
- CCTX 511 Taxation 1
- CCTX 532 Taxation 2
- CFIN 512 Corporate Finance
- CCLW 511 Law 1
- CFIN 522 Applied Topics: Corporate Finance
- CMIS 541 Information Systems for Managers
- CPL2 552 Strategic Management

For more information, you may contact the School of Continuing Studies directly:

688 Sherbrooke Street West, 11th floor
Telephone: 514-398-6200
Email: info.conted@mcgill.ca
Website: mcgill.ca/continuingstudies

17.2 Application Procedures

Online applications for the GCPA program can be submitted through McGill's uApply. For details please visit Ready to apply?
17.2.1 Additional Requirements

The items and clarifications below are additional requirements set by this department:

- Applicants who have been accepted to the GCPA program are required to make a CAD$300 deposit via uApply when confirming the offer of admission. This fee is non-refundable and will be applied towards the student’s tuition.

17.3 Application Dates and Deadlines

Application opening dates are set by Enrolment Services in consultation with Graduate and Postdoctoral Studies (GPS), while application deadlines are set by the Desautels Faculty of Management and may be revised at any time. Applicants must verify all deadlines and documentation requirements well in advance on the appropriate McGill departmental website; please consult the list at mcgill.ca/gps/contact/graduate-program.

<table>
<thead>
<tr>
<th></th>
<th>Application Opening Dates</th>
<th>Application Deadlines</th>
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<tbody>
<tr>
<td></td>
<td>All Applicants</td>
<td>Non-Canadian citizens (incl. Special, Visiting &amp; Exchange)</td>
</tr>
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<td>Fall Term:</td>
<td>N/A</td>
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</tr>
<tr>
<td>Winter Term:</td>
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<td>Summer Term:</td>
<td>Oct. 1</td>
<td>Dec. 15</td>
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</tbody>
</table>

17.4 Obtaining a CPA designation

To obtain the CPA designation in Quebec, a student must have:

1. Completed a Professional Education Program (PEP)
2. Passed the Common Final Examination (CFE)
3. Served a two-year practical training period with an accredited training office (it is the student's responsibility to obtain such employment)
4. Passed the French language examination

Once all these criteria have been met, the student will obtain the designation of Chartered Professional Accountant from the OCPAQ.

Further information can be obtained from:

Ordre des comptables professionnels agréés du Québec
5, Place Ville Marie, bureau 800
Montréal QC H3B 2G2
Canada

Telephone: 514-288-3256 or 1-800-363-4688 (toll free)
Email: info@cpaquebec.ca
Web: cpaquebec.ca

17.5 Graduate Certificate (Gr. Cert.) Professional Accounting (24 credits)

The Graduate Certificate in Professional Accounting is a recognized professional education program (PEP) des Ordre des Comptables Professionnels Agréés du Québec (OCPAQ). The program prepares students for a career as a professional accountant and to write the national CPA Common Final Exams. It allows
students to develop professional skills that will be recognized nationally and internationally. Students are exposed to the latest concepts and practice related issues and have the choice of studying in the areas of public accounting (assurance), performance measurement, taxation, or financial business analysis.

**Prerequisite Courses for Canadian B.Com. Students (33 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 453 (3) Advanced Financial Accounting
- ACCT 463 (3) Management Control
- ACCT 475 (3) Principles of Auditing
- ACCT 486 (3) Business Taxation 2
- BUSA 364 (3) Business Law 1
- FINE 342 (3) Corporate Finance

**Prerequisite Courses for Diploma in Accounting Students (42 credits)**

- CCAU 511 (3) Auditing 1
- CCFC 511 (3) Financial Accounting 1
- CCFC 512 (3) Financial Accounting 2
- CCFC 513 (3) Financial Accounting 3
- CCLW 511 (3) Law 1
- CCMA 511 (3) Managerial Accounting 1
- CCMA 522 (3) Managerial Accounting 2
- CCMA 523 (3) Managerial Accounting 3
- CCTX 511 (3) Taxation 1
- CCTX 532 (3) Taxation 2
- CFIN 512 (3) Corporate Finance
- CFIN 522 (3) Applied Topics: Corporate Finance
- CMIS 541 (3) Information Systems for Managers
- CPL2 552 (3) Strategic Management

**Required Courses (16 credits)**

- ACCT 653 (3) Issues in Professional Accounting 1
- ACCT 654 (3) Issues in Professional Accounting 2
- ACCT 663 (3) Strategic Aspects of Accounting 1
- ACCT 664 (3) Strategic Aspects of Accounting 2
- ACCT 695 (4) Integrative Analysis

**Complementary Courses (8 credits)**

8 credits from the following:

- ACCT 683 (4) Practice of Taxation
- ACCT 685 (4) Accounting and Performance Management
Desautels Faculty of Management Academic Staff

Dean

Morty Yalovsky - (Interim Dean)

Executive Committee

Robert David – Vice-Dean, Faculty
Liette Lapointe – Vice-Dean, Programs
Emmanuelle Vaast – Associate Dean, Research
Lisa Cohen – Director of Equity, Diversity & Inclusion (EDI)
Saibal Ray – Academic Director, Bensadoun School of Retail Management
Benjamin Croitoru – Associate Dean, Undergraduate Programs
Samer Faraj – Director, PhD Program
Mark Michaud – Director of Administration
Greg Houlahan – Managing Director of Advancement
Rita McAdam – Director of Marketing and Communications

Emeritus Professors

W. Crowston; B.S., B.A.Sc.(Tor.), S.M.(MIT), M.Sc., Ph.D.(Carn. Mell) – Management Science
D.H. Drury; B.Com., M.B.A.(McM.), Ph.D.(N’western), R.I.A.(S.I.A.) – Accounting
R. Hebdon; B.A., M.A., Ph.D.(Tor.) – General Management - Industrial Relations
R.N. Kanungo; B.A., M.A.(Patna), Ph.D.(McG.) – Organizational Behaviour
M.D. Lee; B.A.(Ecker), M.Ed.(Temple), M.A.(USF), Ph.D.(Yale) – Organizational Behaviour
R.J. Loulou; M.Sc., Ph.D.(Calif., Berk.) – Operations Management
G.A. Whitmore; B.Sc.(Manit.), M.Sc., Ph.D.(Minn.) – Operations Management

Professors

N.J. Adler; B.A., M.B.A., Ph.D.(Calif.-LA) – Organizational Behaviour
R. Brenner; B.Sc., M.A., Ph.D.(Hebrew) – Managerial Economics (Repap Chair in Economics)
R. David; B.Eng., M.B.A.(McG.), Ph.D.(Cornell) – Strategy and Organization
L. Dubé; B.Sc.(Laval), M.B.A.(HEC Montréal), M.P.S., Ph.D.(Cornell) – Marketing (James McGill Professor)
V.R. Errunza; B.S., B.S.(Tech.)(Bom.), M.Sc., Ph.D.(Calif., Berk.) – Finance (Bank of Montreal Finance Chair)
S. Faraj; B.S.(Wisc. Milwaukee), M.S.(MIT), DBA – Strategy and Organization
S. Li; M.S.(Georgia Tech.), Ph.D.(Texas-Austin) – Management Science
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 Montréal), Ph.D.(Calif. Irvine) – Information Systems (James McGill Professor and IMASCO Chair in I.S.)
S. Ray; B.E.(Jad.), M.E.(AIT), Ph.D.(Wat.) – Operations Management
## Professors

V. Verter; B.A., M.S.(Bogaziçi), Ph.D.(Bilkent) – *Operations Management (Director CREATE Program and James McGill Professor)*

## Associate Professors

A. Animesh; B.Com.(Delhi), M.I.S.(Carn. Mell), Ph.D.(Md.) – *Decision and Information Systems*

L. Barra; B.Com., M.Sc, Ph.D.(Geneva) – *Finance*

G. Bassellier; B.Com., M.Sc.(HEC Montréal), Ph.D.(Br. Col.) – *Information Systems*

S. Bettermier; 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(Bari), M.A., Ph.D.(USC) – *Finance*

J. Cohen; B.A.(Kalamazoo), M.B.A.(Duke), Ph.D.(Calif., Berk.) – *Organizational Behaviour*

B. Croitoru; DIAF(Institut de Statistique, Paris VI), Ph.D.(Wharton) – *Finance*

A. de Motta; B.A.(Valência), Ph.D.(MIT) – *Finance*

J. Ericsson; M.Sc., Ph.D.(SSE) – *Finance*

H. Etemad; B.Sc., M.Eng.(Tehran), M.S., M.B.A., Ph.D.(Calif., Berk.) – *International Business*

D. Etzion; B.Sc.(Ben-Gurion), M.Sc.(Tel Aviv), Ph.D.(IESE, U. de Navarra) – *Strategy and Organization*

R. Goyenko; B.S.(Donetsk, Ukraine), M.A.(CEU), M.S.(Siena), M.B.A., Ph.D.(Ind.) – *Finance*

M. Gumus; B.S.(Naval Academy, Istanbul), M.S., M.A., Ph.D.(Calif., Berk.) – *Industrial Engineering and Operations Management*

K. Han; B.S., M.S.(KAIST), Ph.D.(Minn.) – *Information Systems*

P. Hewlin; B.A.(SUNY, Binghamton), M.B.A., Ph.D.(NYU) – *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.-Urbana-Champaign), Ph.D.(Colo.) – *Marketing*

J. Jörgensen; B.A., M.A.(UNC-Chapel Hill), Ph.D.(McG.) – *Strategy and Organization*

L. Lapointe; B.A., M.Sc.(Montr.), Ph.D.(HEC Montréal) – *Information Systems*

Y. Ma; B.A.(Nankai), M.S.B.A., Ph.D.(Wash.) – *Marketing*

S. Mantere; M.Sc.(TKK), M.A.(Helsinki), Ph.D.(TKK) – *Strategy and Organization/MDIIM*

A. Mukherjee; B.Eng.(Jad.), M.B.A.(Indian Inst. Manag.), Ph.D.(Texas-Austin) – *Marketing*

P. Perez-Aleman; B.Sc.(Calif., Berk.), Ph.D.(MIT) – *Strategy and Organization*

C. Phelps; B.A., M.B.A.(SDSU), M.Phil., Ph.D.(NYU) – *Strategy and Organization*

J. Ramaprasad; B.S.(USC Marshall), Ph.D.(Calif., Irvine) – *Information Systems*

B. Rubineau; B.S.(MIT), M.S.(Harv.), Ph.D.(MIT) – *Organizational Behaviour*

E. Sarigökü; 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*

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.(ENS Paris-Saclay), Ph.D.(École Poly., France) – *Information Systems*

D. Vakratsas; B.Sc.(Thessaloniki), M.Sc., Ph.D.(Texas) – *Marketing*

M. Yalovsky; B.Sc., M.Sc., Ph.D.(Cornell) – *Operations Management*

## Assistant Professors

K. An; B.A.(Yonsei), M.A.(Seoul), Ph.D.(Tor.) – *Strategy and Organization*

D. Andrei; B.Sc., M.Sc., Ph.D.(HEC Lausanne) – *Finance*

P. Augustin; B.Ec., M.Ec.(Strasbourg), M.Sc.(Luxembourg), Ph.D.(SSE) – *Finance*

M. Banerjee; B.A.(Exe.), M.Phil.(Camb.), Ph.D.(Cornell) – *Organizational Behaviour*
**Assistant Professors**

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<tr>
<th>Name</th>
<th>Degree Details</th>
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<td>D. Demetry</td>
<td>B.A. (Emory), M.A., Ph.D. (N’western)</td>
<td>Strategy and Organization</td>
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<tr>
<td>J.-P. Ferguson</td>
<td>B.A. (Oklahoma), M.A. (Johns Hopkins), Ph.D. (MIT)</td>
<td>Organizational Behaviour</td>
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<tr>
<td>A. Ghosh</td>
<td>B.Sc. (Presidency Univ, Kolkata), M.Res., Ph.D. (LSE)</td>
<td>Finance</td>
</tr>
<tr>
<td>D.H. Han</td>
<td>B.B.A., M.S. (Seoul), Ph.D. (Ind.)</td>
<td>Marketing</td>
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<td>M. Hollister</td>
<td>B.A. (Haverford), M.C.P. (MIT), Ph.D. (Harvard)</td>
<td>Organizational Behaviour</td>
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<td>J. Kondo</td>
<td>B.A. (Princeton), Ph.D. (MIT)</td>
<td>Finance</td>
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<td>D. Lee</td>
<td>B.A. (Hanyang), M.Acc. (UH Manoa), Ph.D. (Utah)</td>
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<td>E. Obukhova</td>
<td>B.A. (Flor.), M.S. (NW), Ph.D. (Chicago)</td>
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<td>S. Oh</td>
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<td>J. Pruijssers</td>
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<td>W. Qi</td>
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<td>J-N. Reyt</td>
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<td>D. Schumacher</td>
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<td>J. Zhang</td>
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**CAS Full-time Faculty Lecturers, Assistant Professors (Research) (Professional), & Associate Members**

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<th>Name</th>
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<td>L. Goldsman</td>
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<td>L. Holmgren</td>
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<td>W. Khern-am-nuai</td>
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<td>K. Lester</td>
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<td>T. Sidhidet</td>
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<td>G. Vit</td>
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<td>Strategy and Organization (Part-time)</td>
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CAS Full-time Faculty Lecturers, Assistant Professors (Research) (Professional), & Associate Members

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<td>C. Westgate</td>
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<td>Organizational Behaviour and Industrial Relations</td>
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<td>G. Zabowski</td>
<td>B.Com., M.B.A.(McG.)</td>
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