You are embarking on a great educational journey at a world-class institution. McGill is Canada’s leading teaching and research-intensive university, and we offer more than 300 areas of study in 21 faculties and professional schools on two beautiful campuses.

This is a period of unprecedented growth and renewal at McGill. The university has recently been the grateful recipient of several of the largest educational donations in Canadian history, and we are in the midst of our most ambitious building program in over a century.

However, our greatest strengths rest not upon investments and new buildings, but upon the quality of the people who make up the McGill community. In addition to attracting extraordinarily bright and promising students, the university recently set itself the goal of recruiting at least 100 new faculty members per year for ten years. We recognize that the scope and depth of our research and academic programs, as well as our international reputation for excellence, are driven by McGill’s outstanding students, academics and staff. Likewise, McGill’s alumni – numbering over 170,000 – and our other friends around the world, have loyally and generously supported McGill’s educational mission and helped our students fulfill their own ambitions.

McGill University has been synonymous with first-class education since it was founded in 1821. We remain committed to the ideals that have guided us for the last 185 years and to the quest for the success of our institution, faculty, and students, which still guides us today.

Thank you for accompanying us.

Heather Munroe-Blum
Principal and Vice-Chancellor
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1 Desautels Faculty of Management

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

Telephone: (514) 398-4066
Web site: www.mcgill.ca/management

1.2 Faculty Administrative Officers

Director, Management
Lorrie Quigg: B.A, M.A. (Concordia)

Dean
Peter A. Todd; B.Com.,(McG.), Ph.D.(Br.Col.)

Associate Dean, (Academic)
Jan Jorgensen; B.A., M.A.(Chapel Hill), Ph.D.(McG.)
Vihang Errunza: B.Sc.(Tech.) (Bombay), M.Sc., Ph.D.(Calif.)
Francesca Carrieri: Laurea-Law(Universita’di Bari), M.A., Ph.D.(S. Calif.);
Emine Sarigöllü: B.A., M.B.A.(Bogazici), M.A., Ph.D.(Penn.);
E-Marketing)

Director, BCom Program
Kris Jacobs; B.A., M.A.(Cath. U. of Louvain), Ph.D.(Pitts.)

Program Chair, International Masters Program in Practicing Management (IMPM)
F. Croitoru, DIAF(Institut de Statistique de l'Universite Pierre et Marie Curie-Paris); Ph.D.(Wharton); Finance

Program Director, Master of Management (Manufacturing)
Philippe Levy; B.Com.(C'dia), M.B.A.(McG.), Dip.P.A., C.A.(Que.)

Director, Master's Programs
Nancy E. Wells; B.A,(W.Ont.), M.B.A.(C'dia)

Special Libraries Coordinator
Christine Boynton: B.Sc. (McG.)

Director of Administration
Lorrie Quigg: B.A M.A. (Concordia)

1.3 Members of Faculty

Emeritus Professors
D. Armstrong; B.A., B.Com.(Alta.), Ph.D.(McG.)
R.N. Kanungo; B.A., M.A.(Patna), Ph.D.(McG.)
R.J. Loulou; M.Sc., Ph.D.(Calif.); Management Science
J.L. Goffin; B.Eng., M.S.(Brussels), M.Sc., Ph.D.(Calif.);
Management Science

Professors
N.J. Adler; B.A., M.B.A., Ph.D.(Calif.-L.A.); Organizational Behaviour
R. Brenner; B.Sc., M.A., Ph.D.(Hebrew) (Rekap Professor of Economics)
D.H. Drury; B.Com., M.B.A.(McM.), Ph.D.(N'western),
R.I.A.(S.I.A.); Accounting
L. Dubé; B.Sc.(Laval), M.B.A.(HEC), M.P.S., Ph.D.(C'nell);
Marketing (James McGill Professor)
V.R. Errunza; B.Sc.(Tech.)(Bombay), M.Sc., Ph.D.(Calif.); Finance
M.D. Lee; B.A.(Eckerd), M.Ed.(Temple), M.A.(S.Florida),
Ph.D.(Yale); 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)

Assistant Professors
A. Pinsonneault; B.C.(C'dia); M.Sc.(H.E.C.); Ph.D.(Calif.);
Information Systems
F. Westley; B.A.(Vt.), M.A., Ph.D.(McG.); Strategy and Organization (James McGill Professor)
G.A. Whitmore; B.Sc.(Man.), M.Sc., Ph.D.(Minn.); Management Science (Samuel Bronfman Professor of Management Science)

Associate Professors
T. Boyaci; B.S.(Middle-East Tech., Turkey), M.S., Ph.D.(Col.); Management Science
F. Carrieri; Laurea-Law(Universita'di Bari), M.A., Ph.D.(S. Calif.);
Finance
P. Christofferson; B.A.(Copenhagen), M.A., Ph.D.(Penn.);
Finance

J. Ericsson; M.Sc., Ph.D.(Stockholm Sch. of Econ.); Finance
H. Etemad; B.S.C.; M.Eng.(Tehran), M.S., M.B.A., Ph.D.(Calif.).
International Business
K. Jacobs; B.A., M.A.(Cath. U. of Louvain), Ph.D.(Pitts.);
M.A. Jaeger; B.Sc.(N'western), M.B.A., Ph.D.(Stan.);
Organizational Behaviour
J. Jörgensen; B.A., M.A.(N.C.), Ph.D.(McG.); International Business, Strategy and Organization
M. Graham; M.A., M.B.A., Ph.D.(Harv.); Strategy and Organization
H. Etemad; B.S.C.; M.Eng.(Tehran), M.S., M.B.A., Ph.D.(Calif.).
International Business
K. Jacobs; B.A., M.A.(Cath. U. of Louvain), Ph.D.(Pitts.);
M.A. Jaeger; B.Sc.(N'western), M.B.A., Ph.D.(Stan.);
Organizational Behaviour
J. Jorgensen; B.A., M.A.(N.C.), Ph.D.(McG.); International Business, Strategy and Organization
M. Graham; M.A., M.B.A., Ph.D.(Harv.); Strategy and Organization
R. Hebdon; B.A., M.A., Ph.D.(Tor.); General Management-Industrial Relations
L. Lapointe; B.A., M.Sc.(Montr.), Ph.D.(HEC); Information Systems
S. Li; M.S.(Georgia), Ph.D.(Tex.); Management Science
S. Maguire; B.Sc.(Qu.), M.B.A.(Br.Col.); Strategy and Organization
M. Mendonça; B.A., B.Com., M.A.(Bombay), M.B.A.(McG.);
Organizational Behaviour (Part-time)
K. Moore; B.Sc.(Ambassador U.); M.B.A. (U.S.C.); Ph.D. (York);
Marketing/Strategy & Organization (Part-time)
A. Mukherjee; B.Eng.(Jadavpur), M.B.A.(Indian Inst. of Mgmt),
Ph.D.(Texas-Austin); Marketing
E. Sarigöllü; B.A., M.B.A.(Bogazici), M.A., Ph.D.(Penn.);
Marketing
S. Sarkissian; M.S.(Berkeley), Ph.D.(Wash.); Finance
O. Toulan; B.Sc.(G'town), Ph.D.(MIT); Strategy and Organization
V. Verter; B.A., M.S. (Bogazici), Ph.D.(Bilkent); Management Science/Operations Management
G. Vit; B.Com.(McG.), M.B.A.(C'dia), Ph.D.(Bradford-UK);
Strategy and Organization (Part-time)
D. Vakratsas; B.Sc.(Aristotle U.) M.Sc., Ph.D.(Texas, Dallas);
Marketing
M. Yalovsky; B.Sc., M.Sc., Ph.D.(McG.); Management Science

Assistant Professors
S. Barlas; B.S.(Hacettepe U., Turkey); M.S.(Illinois-Champaign);
Ph.D.(Chic.); Marketing
S. Christofferson; B.A.(Qu.), M.A.(Br.Col.), Ph.D.(Penn.); Finance
R. David; B.Eng., M.B.A.(Mcg.); Strategy and Organization
A. de Motta; B.A.(Universidad De Valencia, Spain); Finance
A. Durnev; M.A. (New Econ. School-Moscow); M.A. (Penn.State);
Ph.D. (Michigan); Finance

S. Fortin; Acct. Sci.(Que); Accounting
K. Harlos; B.A., M.A., Ph.D.(Br.Col.); Organizational Behaviour
M-S. Jo; B.Com.(Hankuky U., Korea), M.B.A.(Mich.), M.S.(Ill.),
Ph.D.(Col.); Marketing

2006-2007 Graduate Studies in Management, McGill University
In 1962, after several years of design and preparation, McGill's Graduate School of Business was established. During the following year, new faculty members were hired and considerable time was devoted to the final formulation of a new M.B.A. curriculum, which was the first of its kind in North America to integrate a theory and case study method. The first class was admitted and teaching was devoted to the final formulation of a new M.B.A. curriculum, resulting in the merger of the two schools as the Faculty of Management and Economics, its novelty and how well it can be defended and made available to others. These criteria are measured usually by publication in respected academic and professional journals. Members of the Desautels Faculty of Management are engaged in research concerning almost all areas of administration and business. On-going research work is presented by faculty members in weekly workshops at which M.B.A. and Ph.D. students are welcome. An annual list of Faculty publications and working papers (research in progress) is published each June by the Faculty Research Committee, and is available upon request.

Creative research work increases knowledge and understanding of many management issues, and develops skills to systematically solve managerial issues which are an integral part of the environment in which managers may spend their working life. Engagement in research is challenging and stimulating. It may provide an opportunity to interact with people of different backgrounds in various Social Science disciplines. M.B.A. students may find seminar classes a useful vehicle to increase their research ability.

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

1) Master of Business Administration (M.B.A.)
may be taken on either a full-time basis (section 6 "M.B.A. Program Requirements") or a part-time basis (section 7 "M.B.A. Part-time Studies")

2) M.B.A./Law Program offered in cooperation with the Faculty of Law (section 8.5 "M.B.A./Law Program")

3) M.D./M.B.A. offered in cooperation with the Faculty of Medicine (section 8.3 "M.D./M.B.A. Program")

4) Post-M.B.A. Certificate intended for professional managers who wish to update their skills and/or broaden the base of their education. The certificate may be taken on a full-time or part-time basis. (section 11 "Post-M.B.A. Certificate")
5) Ph.D. in Management – offered jointly by the four Montreal universities: Concordia University, École des Hautes Études Commerciales (affiliated with the Université de Montréal), McGill University, and Université du Québec à Montréal (section 13 “Joint Ph.D. in Management”).

6) Master of Management – Manufacturing Management a 12-month academic program followed by a four-month industrial internship, offered in collaboration with the Faculty of Engineering (section 12.1 “Master of Management Programs (M.M.)”).

7) Master of Management – International Masters Program in Practising Management (section 12.1 “Master of Management Programs (M.M.)”).

8) Graduate Diploma in Public Accountancy (section 12.2 “Diploma in Public Accountancy (Chartered Accountancy)”).

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**2 Admission Requirements**

### 2.1 M.B.A. Program – Admission Requirements

#### 2.1.1 M.B.A. Program – Admission Requirements

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

- **a)** An undergraduate degree, from an approved college or university, with a Grade Point Average of at least 3.0 out of a possible 4.0, or a B average.
- **b)** A score of at least 570 on the Graduate Management Admission Test (GMAT), written within the past five years.
- **c)** Applicants who earned a Bachelor degree outside Canada, the United States, Australia, New Zealand or the United Kingdom, are required to take the Test of English as a Foreign Language. The TOEFL is not waived for graduates of four-year university programs whose language of instruction is English if the university is located in a non-English speaking country. Canadian citizens or applicants with at least three years Permanent Resident status may request a TOEFL waiver. Applicants who are not Canadian citizens and whose mother tongue is not English may be asked to demonstrate an English language competency beyond the submission of the TOEFL score. A minimum score of 600 for paper-based test or 250 for computer-based test, or 100 for the Internet-based test 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.
- **d)** A minimum of two years of full-time work experience, following completion of an undergraduate degree.
- **e)** Two letters of reference.

#### 2.2 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 as an M.B.A. part-time student may be made twice a year, in September and in January. Admission requirements are the same as in section 2.1 “M.B.A. Program – Admission Requirements”.

**Note:** Students studying on a part-time basis may transfer to full-time at various stages during their studies. Students wishing to do this must meet with the Director to review their schedule; see section 7.1 “Combined Full-time and Part-time Studies”.

### 2.3 M.B.A. Admission – Transfer of Credits

**OPTION 1**

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

**OPTION 2**

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

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

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

### 2.4 M.B.A. Admission – Advanced Standing

**OPTION 1**

Candidates who hold a Bachelor of Commerce degree from a recognized North American institution with a minimum cumulative grade point average of 3.2 on a four (4) point scale and possess three or more consecutive years of full-time work experience, following completion of their undergraduate degree, in a position that has allowed for interaction across a number of areas in the enterprise may be considered for advanced standing. Candidates will be required to take 15 second-year M.B.A. courses (45 credits). Applicants applying for advanced standing must complete and return the advanced standing application, accompanied by a document detailing management responsibilities and the M.B.A. application form.

**OPTION 2**

Students who have a B.Com. and subsequently complete the requirements for the McGill Graduate Diploma in Public Accountancy may choose not to receive the Diploma but instead to use those 30 credits towards the M.B.A. (with an option in Accounting). They would enter the second year of the program and complete 30 credits of M.B.A. II courses. To be accepted into the M.B.A. program such students must meet the advanced standing admission requirements as outlined above.

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

### 2.5 Visiting Student Admission

Visiting students are graduate students registered at another university taking a course in the Desautels Faculty of Management for credit at their home university. Quebec students may apply online by going to www.crepuq.qc.ca. Visiting students from outside the province of Quebec must forward an application form and $100 fee, as well as a letter of permission from their school indicating the course(s) they are permitted to follow and an official transcript. The letter must also confirm that they are in good standing at their home university.

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

3.1 M.B.A. Application Procedure

The McGill M.B.A. program begins in September of each year. The deadline for receipt of application, $100 fee and all supporting documents is February 15.

Applications are reviewed on a rolling basis so that the earlier a file is complete, the sooner the applicant may expect to receive an answer. The undergraduate record, GMAT and TOEFL scores (where applicable), work experience, essay and letters of reference are the criteria used in making admission decisions. With the exception of a few select cases, a personal interview is not mandatory.

An online application form is available at www.mcgill.ca/applying/graduate for use by those who wish to apply for entry to graduate studies at McGill. Applicants may also download the Application from the Desautels Faculty of Management Website. Further information on using the paper application to apply is available on the Web at www.mcgill.ca/management, however applicants to graduate programs in Management are strongly encouraged to apply online.

All other documents are to be submitted directly to:

Admissions Office
McGill M.B.A. Program
Desautels Faculty of Management
McGill University
1001 Sherbrooke Street West
Montreal, Quebec H3A 1G5
E-mail: mba.mgmt@mcgill.ca
Website: www.mcgill.ca/mba

Applicants must submit the online application, or the completed paper Application Form, and arrange for the submission of:

1) a completed Personal Background Sheet;
2) duplicate official transcripts of undergraduate marks (and graduate, if any) forwarded directly by the applicant’s university. For international applicants, the academic records must include: transcripts in the original language with official translations (into English), listing courses and grades for each year of study, verifying conferral of degree. These documents must bear the actual signature of the registrar and the official seal or stamp of the institution.
3) the $100 application fee (see section 3.3 “Application Fee Information”);
4) two letters of reference forwarded directly from individuals who have been responsible for evaluating the applicant's managerial performance and potential.
5) the GMAT score (written within the past five years) and the TOEFL score (where applicable) forwarded directly from the Educational Testing Service (see section 3.4 “GMAT and TOEFL Information”).

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

Note: Students who are not admitted to the program may request a Reconsideration of Application for a fee of $40. If the decision following the Reconsideration is not favourable, the student may then request an Admissions Appeal for a fee of $100. The $100 fee will be credited to the student fee account if the initial admission decision is overturned. Payment must be made as per section 3.3 “Application Fee Information”.

3.2 M.B.A. Part-time Application Procedures

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

- February 15 for September
- October 1 for January

The application procedure is the same as that for full-time studies; see section 3.1 “M.B.A. Application Procedure”.

3.3 Application Fee Information

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

- Credit card (online applications must be paid for by credit card).
- Certified Personal cheque in Canadian dollars drawn on a Canadian Bank.
- Certified Personal cheque in U.S. dollars drawn on a U.S. Bank.
- Canadian Money Order in Canadian dollars.
- Money Order in U.S. dollars.
- Bank draft in Canadian dollars drawn on a Canadian Bank.
- Bank draft in U.S. dollars drawn on a U.S. Bank.

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

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

3.4 GMAT and TOEFL Information

Graduate Management Admission Test (GMAT)
The GMAT is administered by Pearson Vue. It is required of all M.B.A. applicants. GMAT Program code for the McGill MBA 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. All inquiries concerning testing arrangements should be addressed to: Graduate Management Admission Council, www.gmac.com.

Test of English as a Foreign Language (TOEFL)
The purpose of this test is to determine the English proficiency of non-Canadian individuals whose native language is not English. For a copy of the Bulletin of Information, write directly to the Educational Testing Service, Box 6152, Princeton, New Jersey, USA 08541-6151 or visit their website at www.toefl.org. Copies can also be obtained from the Admissions, Recruitment and Registrar’s Office in the James Administration Building.

3.5 Application Procedures for Other Programs

Application procedures can be found in each program’s section, as follows:

- Master of Management Programs (M.M.), see section 12.1.
- M.B.A./Law Program, see section 8.5.
- M.D./M.B.A. Program, see section 8.3.
- Master in Manufacturing Management, see section 12.1 “Master of Management Programs (M.M.).".
- Post-M.B.A. Certificate, see section 11.
- Joint Ph.D. in Management, see section 13.
- International Masters Programs in Practicing Management (IMPM), see section 12.1 "Master of Management Programs (M.M.).".
- Diploma in Public Accountancy (Chartered Accountancy), see section 12.2.
4 Procedure for accepting an Offer of Admission to the M.B.A. Program

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

a) This fee is payable by a specified date stated in the letter of acceptance and a place is reserved.
b) If this fee is not paid by the date specified in the letter of acceptance, no reservation will be made.
c) The fee is applied against tuition fees provided that the candidate informs the Faculty of Management by the specified date that he/she will be joining the program and if he/she registers by the given date of registration.
d) The $500 fee is refundable provided the candidate informs the Faculty by the specified date that he/she does not intend to join the program for the coming academic year.
e) The $500 fee is forfeited if the candidate fails to inform the Faculty by the specified date that he/she will not be attending the program.
f) Students who are unable to begin attending classes in the first week of the first trimester will be required to defer their admission until the next admission period.

Note: International Students should carefully follow all instructions sent to them re applying for their Certificate of Acceptance which is required of all students who wish to study in the Province of Quebec (see section 5.1 “Certificat d’acceptation (C.A.Q.)/ (Certificate of Acceptance”).

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

4.1 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.

For more information on registration, please refer to section 15.2 “Registration” for more information.

4.2 Orientation

Orientation for all new M.B.A. I students is held during the week before classes begin. This activity is a mandatory part of M.B.A. I. During this orientation, students get acquainted with other students and may form initial study groups. There is also an opportunity to meet with professors and to have various facets of the program outlined and clarified. An orientation fee of approximately $200 is assessed to each student.

5 International Applicants

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

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

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

5.1 Certificat d’acceptation (C.A.Q.)/ (Certificate of Acceptance)

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

All students who are not citizens or Permanent Residents of Canada are required to obtain the necessary Visa and/or Student Authorization documents prior to entering the country. Do not leave home without proper documentation. You cannot change your status from Visitor to Student in Canada.

Certificate of Acceptance from Quebec (CAQ) – The process to come to Canada begins with an application for a Certificate of Acceptance from Quebec (CAQ). There is a $100 processing fee for this document. Details on how and where to apply for the CAQ are provided with the McGill Admissions package.

Student Authorization – Issued by Canada Immigration through a Canadian Embassy or Consulate. (There is a processing fee of $125 on all applications for Student Authorizations.)

A citizen of the United States, Greenland and/or St.Pierre-Miquelon is permitted to obtain the Student Authorization at a Port of Entry, if in possession of the CAQ.

Applying to McGill from within Canada (outside Quebec) – Students transferring from another Canadian institution outside Quebec to McGill should send their documents and CAQ application to the Montreal address of Immigration Quebec.

Students must normalize their status with Quebec and Canada Immigration prior to attending any classes at McGill.

For further information, or if there is an emergency, contact International Student Services by telephone at (514) 398-4349 during regular office hours, 09:00 to 17:00, or by e-mail at international.students@mcgill.ca.

For more information on Legal Documents, please see section 15.16 “Legal Documents”.

6 M.B.A. Program Requirements

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

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

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

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

Three highly integrative 9-Week Modules have been developed to provide the skills essential to the entire organization. Emphasis is on team work and team building. MGCR 628 is a year-long project course which integrates material across the three modules.

The first year will run on a Trimester basis.

<table>
<thead>
<tr>
<th>Module</th>
<th>Trimester</th>
<th>Start Date</th>
<th>End Date</th>
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<tbody>
<tr>
<td>Module 1</td>
<td>September</td>
<td>November</td>
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<td>Module 2</td>
<td>November</td>
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<td>Module 3</td>
<td>February</td>
<td>April</td>
<td>May</td>
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Credit Weight

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Title</th>
<th>Credit Weight</th>
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<tbody>
<tr>
<td>MGCR 611</td>
<td>Financial Accounting</td>
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<tr>
<td>MGCR 613</td>
<td>Managerial Economics</td>
<td>2</td>
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<tr>
<td>MGCR 614</td>
<td>Management Statistics</td>
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<tr>
<td>MGCR 618</td>
<td>Managing People Thru Teamwork</td>
<td>1</td>
</tr>
<tr>
<td>MGCR 628</td>
<td>Integrative Course</td>
<td>2</td>
</tr>
</tbody>
</table>
MGCR 629 Global Leadership: Redefining Success 1

Module II (November to February)
MGCR 612 Organizational Behaviour 2
MGCR 616 Marketing 2
MGCR 617 Operations Management 2
MGCR 628 Integrative Course (continues) 2
MGCR 641 Elements of Modern Finance 1 2

Module III (February to April)
MGCR 620 Information Systems 2
MGCR 621 International Environment 2
MGCR 622 Organizational Strategy 2
MGCR 628 Integrative Course (concludes) 2
MGCR 640 Management Accounting or 2
MGCR 642 Elements of Modern Finance 2 2

The Integrative Course, MGCR 628, runs from September to April. Students completing the M.B.A. part-time will register for the Integrative Course while in the process of completing the last M.B.A. I courses.

Courses with a credit weight of 2 run for 9 weeks with 1 week for exams. Courses with a credit weight of 1 have 13.5 class hours.

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

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

1) Five courses (15 credits) from the concentration in which the student wishes to specialize, and five elective courses (15 credits). It is not necessary to select the area of concentration until completion of the first year. A Research Paper is an optional part of the M.B.A. which may be included as part of a concentration or replace free electives. The research paper is worth 6 credits. The Research Paper is designed to familiarize students with the process and problems of independent research. The student is given considerable freedom in choosing research topics. Students have the opportunity to work on a one-to-one basis with a faculty member.

or

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

6.3 M.B.A. II Year Concentrations

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

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

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

A Concentration consists of five courses within an area. Support courses from accounting, human resource management, management science, and managerial economics are also offered to supplement the five courses within each concentration.

Double Concentrations

Students wishing to do a Double Concentration must take five courses in each area.

7 M.B.A. Part-time Studies

The course requirements for students completing their degree on a part-time basis are identical to those studying full-time; see section 6.1 “First Year (M.B.A. I)” and section 6.2 “Second Year (M.B.A. II)”.

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

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

7.1 Combined Full-time and Part-time Studies

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

Option 1

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

Option 2

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

Students wishing to change their status to full-time must make a written request at least 6 weeks prior to the beginning of the relevant term. These requests should be sent to the Student Adviser.

8 Additional M.B.A. Programs

The following special programs are also available: M.B.A. International Exchange, M.B.A. Stage, M.D./M.B.A., M.B.A./Japan, M.B.A./Law.

8.1 M.B.A. International Exchange Program

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

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

The following schools may exchange students with McGill in 2006-2007:

- PIM members:
  - Asian Institute of Management, Manila, Philippines
  - CEIBS (China Europe International Business School)
  - Copenhagen Business School, Denmark
  - Erasmus University, Rotterdam, The Netherlands
  - ESADE (Escuela Superior de Administracion y Direccion de Empresas), Barcelona, Spain
  - Fundacao Getulio Vargas, Sao Paulo, Brazil
  - HEC (Hautes Etudes Commerciales), Jouy-en-Josas, France
  - Institut Supérieur des Affaires (I.S.A.), France

McGill University, Graduate Studies in Management 2006-2007
Policies and Regulations of the M.B.A. (Full-time)

8.4 M.B.A./Japan

This two-year M.B.A. program – delivered by McGill faculty at the campus of the prestigious Sophia University in downtown Tokyo, Japan – provides local students with a world-class North American style graduate business education in International Business, General Management or Finance while maintaining full-time employment. For more information visit our Website at www.mcgillmbajapan.com.

8.5 M.B.A./Law Program

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

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

Students who are interested in applying for the joint program must apply to both the Faculty of Law and the Desautels Faculty of Management. They must meet the admission requirements for both Faculties. A minimum of one year of full-time work experience is required for admission to the M.B.A. For Law, students must demonstrate a substantial fluency in both the French and English languages.

If accepted, students will begin their first year in the M.B.A. program with a guarantee of admission to Law the following year, providing they successfully complete the first year M.B.A. program requirements.

The application deadline for Law is January 15th. Students wishing information on the Law program should contact: Faculty of Law, Admissions Office, 3544 Peel Street, Montreal, Quebec H3A 1W9 Telephone: (514) 398-6602 E-mail: undergradadmissions.law@mcgill.ca

9 Policies and Regulations of the M.B.A. (Full-time)

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

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

9.1 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 section 15.6 “Regulations Concerning Withdrawal” for further information.

9.2 Exemptions

M.B.A. I students may be exempted up to a maximum of 15 credits excluding the Integrative Course, Global Leadership, or Managing People Thru Teamwork, based on academic proof and contingent on professors’ and M.B.A. Program approval. Each credit must be replaced by a second-year credit.
9.3 Grading and Promotion Standards

The pass mark 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.

Promotion into M.B.A. II

Students must have obtained an overall average of at least B (70%) to be permitted to continue into second year and in order to graduate.

9.4 Outside Elective Courses

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

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

All Quebec Universities have agreed to permit transfer of academic credit and fees among themselves up to a maximum of two courses (6 credits) in any one year. However, this agreement (for Canadians and Permanent Residents) includes only those courses not offered at the home university and which fit into the student's program. Authorization for an M.B.A. student to transfer courses must be obtained from the Director.

There are, however, 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:

a) Students completing a 60-credit program may take 15 credits maximum outside the Desautels Faculty of Management. This does not include courses offered by other faculties at McGill.

b) Students may not take courses outside the Faculty if they are offered within the Faculty unless there are exceptional circumstances.

c) Students may not take language courses as credit toward the M.B.A.

10 M.B.A. Courses

Students preparing to register should consult the Web at www.mcgill.ca/minerva (click on Class Schedule) for the most up-to-date list of courses available; courses may have been added, rescheduled or cancelled after this Calendar went to press. Class Schedule lists courses by term and includes days, times, locations, and names of instructors.

Single term and Multi-term Courses (D1/D2, N1/N2, J1/J2/J3)

The same course may be available as a single term offering and also as a multi-term offering. The course content and credit weight is equivalent in all modes; the only difference being the scheduling.

The course credit weight is given in parentheses after the title. For more information on Multi-term Courses, Course Terminology, Class Schedule and Course Catalog, see the General Information, Regulations and Research Guidelines, Graduate and Post-doctoral Studies Calendar for 2006-07.

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

MGCR 611 FINANCIAL ACCOUNTING. (2) The understanding and use of published financial statements as a primary source of accounting information. The concepts, conventions and techniques involved in the preparation of financial statements leading to the analysis and interpretation of this information.

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

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

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

MGCR 615 FINANCE. (2)

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

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

MGCR 618 MANAGING PEOPLE THRU TEAMWORK. (1) Wed: Sept. 13, 20 & 27; & Fri: Sept. 29 9:00 to 5:00. Developing competencies critical to working in teams, whether in the role of team leader or team member.

MGCR 619 RESEARCH, DEVELOPMENT AND ENGINEERING. (1)

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

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

MGCR 622 ORGANIZATIONAL STRATEGY. (2) Organizational strategy concerns the process through which managers position their business or unit favorably against competitors, with customers, and in accordance with societal needs. This course emphasizes the skills that managers need to assess strategic threats and opportunities, match them with internal competencies to develop a strategy, devise action plans to realize the strategy, and continuously develop capabilities to keep the organization viable.
MGCR 628 INTEGRATIVE COURSE. (6) This course provides an integrative perspective to the topics in the first year core, building on progressive stages of integrative understanding from basic management skills looking inward to basic and specialized management skills looking both inward and outward. The emphasis is on pedagogic tools which focus on a holistic view of the organization, forcing an understanding of the management of the enterprise from multiple perspectives and the resolution of conflicting viewpoints.

MGCR 628D1 (3), MGCR 628D2 (3) INTEGRATIVE COURSE. (Students must register for both MGCR 628D1 and MGCR 628D2) (No credit will be given for this course unless both MGCR 628D1 and MGCR 628D2 are successfully completed in consecutive terms) (MGCR 628D1 and MGCR 628D2 together are equivalent to MGCR 628) This course provides an integrative perspective to the topics in the first year core, building on progressive stages of integrative understanding from basic management skills looking inward to basic and specialized management skills looking both inward and outward. The emphasis is on pedagogic tools which focus on a holistic view of the organization, forcing an understanding of the management of the enterprise from multiple perspectives and the resolution of conflicting viewpoints.

MGCR 628J1 INTEGRATIVE COURSE. (2) (Students must also register for MGCR 628J2 and MGCR 628J3) (No credit will be given for this course unless MGCR 628J1, MGCR 628J2 and MGCR 628J3 are all successfully completed in consecutive terms) (MGCR 628J1, MGCR 628J2 and MGCR 628J3 together are equivalent to MGCR 628) This course provides an integrative perspective to the topics in the first year core, building on progressive stages of integrative understanding from basic management skills looking inward to basic and specialized management skills looking both inward and outward. The emphasis is on pedagogic tools which focus on a holistic view of the organization, forcing an understanding of the management of the enterprise from multiple perspectives and the resolution of conflicting viewpoints.

MGCR 628J2 INTEGRATIVE COURSE. (2) (Prerequisite: MGCR 628J1) (Students must also register for MGCR 628J3) (No credit will be given for this course unless MGCR 628J1, MGCR 628J2 and MGCR 628J3 are all successfully completed in consecutive terms) (MGCR 628J1, MGCR 628J2 and MGCR 628J3 together are equivalent to MGCR 628) See MGCR 628J1 for course description.

MGCR 628J3 INTEGRATIVE COURSE. (2) (Prerequisite: MGCR 628J2) (No credit will be given for this course unless MGCR 628J1, MGCR 628J2 and MGCR 628J3 are all successfully completed in consecutive terms) (MGCR 628J1, MGCR 628J2 and MGCR 628J3 together are equivalent to MGCR 628) See MGCR 628J1 for course description.

MGCR 629 GLOBAL LEADERSHIP: REDEFINING SUCCESS. (1) Aug. 29, 30 & 31st 9:00 to 5:00 p.m. Place: TBD. An introduction to the leadership challenges of the 21st century in a rapidly changing global environment at the intersection of business and society.

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

MGCR 641 ELEMENTS OF MODERN FINANCE 1. (2) Topics: appropriate evaluation criteria for projects, risk and return; how to construct efficient portfolios; rigorous techniques for valuing financial assets. Corporate financing strategies, efficient market theories and investment banking; principles of debt financing and Modigliani-Miller propositions.

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

10.2 M.B.A. II Course Descriptions

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

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

ACCT 622 INTERMEDIATE FINANCIAL REPORTING 1. (3) (Prerequisite: MGCR 611.) Theoretical foundation for financial reporting concepts such as asset measurement, revenue recognition and disclosure of financial information.

ACCT 623 INTERMEDIATE FINANCIAL REPORTING 2. (3) (Prerequisite: ACCT 622.) Theoretical foundation for financial reporting concepts such as liability and equity measurement, intercorporate investments.

ACCT 624 MANAGEMENT ACCOUNTING: PLANNING & CONTROL. (3) (Prerequisite: MGCR 611.) Preparation and analysis of management accounting information, effective design and implementation of management accounting systems.

ACCT 625 CANADIAN TAXATION. (3) (Prerequisite: MGCR 611.) An overview of the income tax system; emphasis on its impact on selected business decisions. Topics include: individual and corporate taxation, tax shelters, tax planning and international operations.

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

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

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

BUSA 627 NORTH AMERICA: GLOBAL MARKETS. (3) As trade barriers diminish and worldwide communications expand, North America can no longer consider itself an isolated haven of prosperity. But it is still one of the current “triad” of economic powers, centered on the dominating strength of the United States. This course focuses on how the other two North American nations, Canada
and Mexico, are adjusting to the realities of global competitiveness and to the often overwhelming regional role of the United States. The evolution of NAFTA and the possible next steps in trade accords are examined, as are continuing efforts to preserve elements of meaningful national autonomy in a rapidly changing global marketplace.

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

BUSA 640 LAUNCHING NEW VENTURES. (3) Application of the knowledge acquired in graduate business education to the launching of a new product or service through venture capital funding.

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

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

BUSA 690 TOPICS IN MANAGEMENT 1. (3) Topic: Pharmaceutical Enterpr.

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

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

BUSA 699 HEALTH CARE MANAGEMENT. (3) Course is divided into hospital goals and priorities; the basic elements and functioning of administrative and medical organization structure; the complexity of hospital management; assessment of overall as well as departmental performance. Course material, approach and assignments are strongly practice-oriented.

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

FINE 541D1 (1.5), FINE 541D2 (1.5) APPLIED INVESTMENTS. (Pre-requisite (Undergraduate): FINE 441. U3 students only) (Prerequisite (Graduate): Permission of the instructor.) Students must register for both FINE 541D1 and FINE 541D2.) (No credit will be given for this course unless both FINE 541D1 and FINE 541D2 are successfully completed in consecutive terms) (FINE 541D1 and FINE 541D2 together are equivalent to FINE 541) Students are exposed to practical aspects of managing investment portfolios. A principal activity of students is participation in the management of a substantial investment fund.

FINE 547 ADVANCED FINANCE SEMINAR. (3) (Prerequisite (Undergraduate): FINE 441 and FINE 443, or FINE 646.) (Prerequisite (Graduate): must have completed at least 4 finance courses and/or be taking last courses in concentration concurrently.) (Restriction: Not open to students who have taken FINE 647.) (Note: Lectures for this course span both the fall and winter semesters.) Selected topics will be discussed by Faculty members, invited guest speakers, and the students. Each student is required to select a topic for study and prepare a written report for presentation.

FINE 620 CORPORATE MERGERS. (3) (Restriction: MBA students only.) (Note: This course requires advance preparation based on each new case study presented each week.) This course deals with the rationale, structuring, shareholder value creation, financial implications and management of corporate joint ventures, alliances, mergers and acquisitions, including discussion of the external and internal reasons for these alliances and combinations and the steps taken to create structure and value and then to manage their implementation.

FINE 621 RESTRUCTURING TO CREATE SHAREHOLDER VALUE. (3) (Prerequisite: FINE 639.) (Restriction: MBA students only.) (Note: Students require a good grounding in the use of financial information, ratios and finance concepts such as the cost of capital and discounted cash flow.) Methods of creating and measuring value for the shareholders of a business, emphasizing the practical use of valuation in the context of making business decisions.

FINE 630 FIXED INCOME MARKETS. (3) (Prerequisite: FINE 639.) Fixed income securities and their uses for financial engineering as well as risk management at both the trading desk and the aggregate firm level. This will involve a treatment of basic fixed income mathematics, risk management concepts, term structure modeling, derivatives valuation theory and credit risk analysis.

FINE 635 FINANCIAL RISK MANAGEMENT. (3) (Prerequisite: FINE 639) Latest techniques of market risk management including volatility and correlational modeling, extreme value theory, Monte Carlo simulation, historical simulation and filtered historical simulation. Option pricing with time varying volatility and option risk management. Backtesting and Stress testing.

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

FINE 645 MONEY AND CAPITAL MARKETS. (3) (Prerequisite (Undergraduate): MGCR 341) Demand for and supply of money and other financial instruments by and to banks and near banks. Simple analytical models integrating the Canadian Institutional aspects. The role of the banking sector in the money creation process. International aspects of monetary policy.

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

FINE 648 APPLIED CORPORATE FINANCE. (3) Concepts and techniques developed in earlier courses are extended and/or applied to problems faced by managers in Corporate Finance. Such problems include: working capital management, capital budgeting, capital structure, dividend policy, cost of capital and mergers and acquisitions. Stresses the application of theory and techniques and extensive use is made of case studies.

FINE 652 MANAGEMENT FINANCE. (3) (Restriction: for non-Finance Concentration) Designed as a second course in Finance for students not specializing in Finance. Topics include: short and long term asset and liability management, risk and diversification, and the nature of capital markets. The course format will be a mixture of cases, lectures, projects and discussions.
FINE 660 GLOBAL INVESTMENT MANAGEMENT. (3) Primary focus will be on global investments. The course will deal with the theoretical foundations of modern international portfolio theory and empirical evidence in a real world setting. It will span the developed markets of Europe and Japan, NICs of the Pacific rim and emerging markets. The primary objective is to prepare a new generation of managers who can operate effectively in the new global investment environment.

FINE 665 INVESTMENT STRATEGIES AND BEHAVIOURAL FINANCE. (3) (Prerequisite: MGCR 642.) (Restriction: MBA students only.) (Note: This course requires usage of various financial databases.) To gain understanding of the interrelation between fundamental and behavioural approaches in exploring financial market dynamics, investment strategies and performance.

FINE 673 FINANCE FUNDAMENTALS. (3) Quantitative finance, including mathematics, statistics and financial economics.

FINE 678 FINANCIAL ECONOMICS. (3) (Prerequisite: FINE 673.) Theoretical foundations of modern financial economics, including the principles underlying the theoretical results on individual portfolio decisions under uncertainty and the implications for the valuation of securities.

FINE 679 CORPORATE FINANCE THEORY. (3) (Prerequisite: FINE 673.) Fund raising for companies: The choice between long-term debt and equity. The basic concepts of valuing a company.

FINE 680 INVESTMENTS. (3) (Prerequisite: FINE 673.) Financial markets, portfolio theory, and portfolio management.

FINE 681 INTERNATIONAL CAPITAL MARKETS. (3) (Prerequisite: FINE 673.) International finance, including comprehensive analysis of the institutions and the theoretical models that characterize open economies.

FINE 682 DERIVATIVES. (3) (Prerequisite: FINE 673.) Introduction to the valuation and hedging of derivatives contracts such as options, futures and forwards.

FINE 683 ADVANCED CORPORATE FINANCE. (3) (Prerequisite: FINE 679.) Financial tools required for good business decisions, focusing on the relation between finance and corporate strategy.

FINE 684 FIXED INCOME ANALYSIS. (3) (Prerequisite: FINE 682.) Fixed income financial instruments and their uses for financial engineering and risk management.

FINE 685 MARKET RISK MANAGEMENT. (3) (Prerequisite: FINE 682.) Measuring and managing risks facing corporations, focusing on aspects of market risks.

FINE 686 GLOBAL CORPORATE FINANCE. (3) (Prerequisite: FINE 681.) Multinational financial management, including quantitative approach to tackle issues currently faced by multinational corporations and all enterprises interested in accessing global markets.

FINE 687 GLOBAL INVESTMENTS. (3) (Prerequisite: FINE 681.) Top-down portfolio management skills, including basic understanding of the global investment approach.

FINE 688 MERGERS AND ACQUISITIONS. (3) (Prerequisite: FINE 679.) Mergers and acquisition (M&A) activities and the processes used to successfully accomplish and create shareholder value from these activities. Joint ventures and alliances, governance and regulatory, cross border M&A, divestitures.

FINE 689 INTEGRATIVE FINANCE PROJECT. (12) (Prerequisite: 33 credits completed in the regular coursework of the Master of Management in Finance Program. The proposal must be submitted by the student at the beginning of the project and accepted by a finance faculty member and by the master’s program.) Supervised research project.

FINE 690 TOPICS IN FINANCE 1. (3)

FINE 691 TOPICS IN FINANCE 2. (3) Topic: Finance w/finance practitioners. Current topics in finance.

FINE 692 TOPICS IN FINANCE 3. (3) Topics in finance.

FINE 693 INTERNATIONAL FINANCE 1. (3) The international financial environment as it affects the multinational manager. In-depth study of the various balance of payments concepts, adjustment of the external balance, and the international monetary system will be followed by a review of theory and institutional aspects of the foreign exchange and the international (Eurodollar) markets.

FINE 694 INTERNATIONAL FINANCE 2. (3) (Prerequisite: MGMT 693) Focus on the operational problems of financial management in the multinational enterprise: financing of international trade, determining the firm’s exposure to foreign exchange rate changes, protection against exchange losses, international capital budgeting, multinational cost of capital, working capital management and international portfolio diversification.

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

INDR 604 COLLECTIVE BARGAINING IN THEORY AND PRACTICE. (3) Theory, structure and activity of collective bargaining and arbitration as practiced in Canada and the Western industrial societies in general: how collective bargaining works; why it does or sometimes doesn’t work. Emphasis on the realities of actual practice. Contract structure, grievance and arbitration procedures and bargaining practices, including costing of contracts.

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

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

INDR 690 TOPICS IN INDUSTRIAL RELATIONS. (3) Current topics in Industrial Relations.

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

INSY 633 IT KNOWLEDGE MANAGEMENT. (3) Types of organizational knowledge and their value for organizations, analysing knowledge processes, and assessing tools and technologies for managing knowledge.

MGCR 610 Research Paper. (3) This course covers the issues relating to managing information systems resources. A combination of lecture and class discussions covers topics such as the role of the Information Systems department within the corporation, staff organization and leadership, strategic systems, planning, end user computing, and other areas of importance to information systems managers.


INSY 638 Data & Database Management. (3) Focus on the management of organizational data and database management systems. Practice in database design. Examination of different models of representing data with emphasis on the relational model.

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


INSY 691 Topics in Management Information Systems 2. (3) Topic: IT Consulting. Current topics in management information systems.

INSY 692 Topics in Management Information Systems 3. (3) Current topics in management information systems.

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

MGPO 615 Consulting for Change. (3) (Prerequisite: MBA One.) Consultation in the area of assisting firms to introduce strategic change including approaches that are used to assess, understand and advise firms whose status quo is no longer considered satisfactory.

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

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

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

MGPO 640 Strategies for Sustainable Development. (3) This course aims to produce new knowledge about the multidimensional nature of sustainable development; develop skills required to formulate and implement policies that integrate economic progress with quality of life and the preservation of the biosphere.

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

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

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

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

MGPO 690 Topics: Strategic Management 1. (3) Topic: CESO Project.

MGPO 691 Topics: Strategic Management 2. (3)

MGPO 692 Topics: Strategic Management 3. (3) Current topics in strategic management.

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

MGSC 602 Manufacturing Strategy. (3) A review of the basic framework of competitive strategies, and the role of manufacturing in the elaboration of the firm’s overall strategy. Specific manufacturing determinants of competitiveness include: technology, processes, integration, manufacturing-marketing-design interface, location, product mix, cost, quality and timeliness.
MGSC 605 TOTAL QUALITY MANAGEMENT. (3) (Prerequisite (Undergraduate): MGCR 272 or MGCR 274) The topics include: Top Management Commitment, Leadership Style, Benchmarking, Employee involvement, Human Resource Utilization, Employee Motivation, Quality Function Deployment, Statistical Techniques for Quality Improvement including the seven tools of quality and statistical process control. New topics of ISO9000, Just-in-Time, “Kaizen” and Return-of-Quality are also discussed. Students are encouraged to do industry projects on TQM.

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

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

MGSC 631 ANALYSIS: PRODUCTION OPERATIONS. (3) (Prerequisite (Undergraduate): MGCR 472) This course presents a framework for design and control of modern production and inventory systems, and bridges the gap between theory and practice of production and inventory management. The course develops analytical concepts in the area and highlights their applications in manufacturing industry. The course is divided into three segments. The first segment looks at the production planning process and discusses in detail the resource allocation issues. The second segment deals with analysis and operation of inventory systems. The third segment integrates production planning and inventory control and looks at various integrated models for determining replenishment quantities and production lots.

MGSC 679 APPLIED DETERMINISTIC OPTIMIZATION. (3) (Prerequisite (Undergraduate): MGCR 373) Methodological topics include linear, nonlinear and integer programming. Emphasis on modeling discrete or continuous decision problems that arise in business or industry, using the modern software tools of algebraic modeling (GAMS) that let the user concentrate on the model and on its implementation rather than on solution techniques. Management cases involving energy systems, production and inventory scheduling, logistics and portfolio selection, will be used extensively.

MGSC 690 TOPICS IN MANAGEMENT SCIENCE. (3)
MRKT 652 MARKETING MANAGEMENT 2. (3) Its orientation is one of decision making and problem solving. Focuses on the decision areas of marketing management. Emphasizes the application of marketing theory, concepts and methods to the solution of real life marketing problems.

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

MRKT 655 MARKETING PLANNING. (3) The design and implementation of marketing plans. Emphasis on management decision-making; approaches and techniques for formulating marketing objectives; identifying alternate strategies; preparing the marketing plan; implementing and controlling the plan. MRKT 657 BUYER BEHAVIOUR. (3) Research approaches focusing on the behaviour of the consumer in the market place. Intended to sensitize the students to human behaviour in general so they may carry their understanding of basic processes over to the more specific area of the consumer.

MRKT 657D1 (1.5), MRKT 657D2 (1.5) BUYER BEHAVIOUR. (Students must register for both MRKT 657D1 and MRKT 657D2) (No credit will be given for this course unless both MRKT 657D1 and MRKT 657D2 are successfully completed in consecutive terms) (MRKT 657D1 and MRKT 657D2 together are equivalent to MRKT 657) Research approaches focusing on the behaviour of the consumer in the market place. Intended to sensitize the students to human behaviour in general so they may carry their understanding of basic processes over to the more specific area of the consumer.

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

MRKT 659 ADVANCED BUSINESS MARKETING. (3) Advanced decision-making and management of the marketing effort in a business-to-business (b-to-b) context, including the b-to-b marketing system; segmentation; customer relationship management; products, services, price, distribution, selling and advertising decisions; strategies for business markets and both electronic and traditional approaches to each.

MRKT 690 TOPICS IN MARKETING 2. (3) Topic: Winning @ Brand Management. Current topics in marketing.

MRKT 691 TOPICS IN MARKETING 3. (3) Topic: New Products Current topics in marketing.

MRKT 692 TOPICS IN MARKETING 4. (3) Current topics in marketing.

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

ORGB 525 COMPENSATION MANAGEMENT. (3) (Prerequisite (Undergraduate): MGCR 320) (Prerequisite (Continuing Education): MGCR 222) Compensation policies and practices, consistent with motivational theories, are examined. Topics include: design and evaluation of job evaluation systems, salary structures, and performance-based pay; compensation of special employee groups; and current pay equity laws. Projects and simulations provide “hands-on” experience in the use of compensation techniques.

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

ORGB 632 MANAGING TEAMS IN ORGANIZATIONS. (3) The dynamics of group and interpersonal behaviour. As well as learning conceptual frameworks, participants will examine their own interpersonal style and behaviour in group processes.
ORGB 633 MANAGERIAL NEGOTIATIONS. (3) Sun/Mon: Sept. 10-11, 17-18, & 24-25, 2006. Jan. 12-13, 19-20 & 26-27, 2007. Negotiating is a critical managerial skill. The purpose of this course is to allow students to learn to be more effective negotiators. The class environment used to accomplish this goal includes many exercises, personality inventories, and cases. The focus of the course will be on the processes of bargaining and the emphasis is “hands on” learning, although theories of negotiation and research examining negotiation will also be covered. Each student will have a great deal of control over how much he or she will develop into a better negotiator as a result of participating in this course.

ORGB 640 THE ART OF LEADERSHIP. (3) Sun/Mon: Jan. 14-15, 21-22 & 28-29, 2007. Students should hold an undergraduate degree in engineering or science. Two or more years of industrial experience is preferred, but not mandatory. Students with other academic backgrounds and appropriate industrial experience will be considered, but may have to take one or two qualifying courses. The program is intended for full-time as well as part-time students. Enrolment is limited.

The three-month intensive program is a cooperative venture of business schools located in five different countries allows mid-career executives to study topical international business problems on site at universities in France, England, India, Japan and Canada.

General Business and Management – Required Courses (11 credits)
MGCR 611 (2) Financial Accounting
MGCR 612 (2) Organizational Behaviour
MGCR 616 (2) Marketing
MGCR 641 (2) Elements of Modern Finance 1
MGSC 608 (3) Data Decisions and Models

General Business and Management – Complementary Courses (6 credits)
Two of the following courses:
INDR 603 (3) Industrial Relations
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 – Required Courses (15 credits)
MECH 524 (3) Computer Integrated Manufacturing
MGSC 602 (3) Manufacturing Strategy
MGSC 603 (3) Logistics Management
MGSC 605 (3) Total Quality Management
MGSC 631 (3) Analysis of Manufacturing Systems

Manufacturing and Supply Chain – Complementary Courses (12 credits)
Two of the following four courses (6 credits):
MECH 526 (3) Manufacturing and the Environment
MGSC 601 (3) Management of Technology in Manufacturing
MGSC 615 (3) The Internet and Manufacturing
MGSC 576 (3) Applied Time Series Analysis Managerial Forecasting

and one of the following two options (6 credits):
Discrete Manufacturing Option
MECH 528 (3) Product Design
MECH 529 (3) Discrete Manufacturing Systems
Process Manufacturing Option
CHEE 571 (4) Chemical Reaction Engineering
CHEE 641 (3) Small Computer Applications: Chemical Engineering

Industry – Required Courses (12 credits)
MECH 627 (9) Manufacturing Industrial Stage
MECH 628 (2) Manufacturing Case Studies
MECH 629 (1) Manufacturing Industrial Seminar

For more information, contact:
Program Coordinator, Mechanical Engineering
Telephone: (514) 398-7201
E-mail: mmm.mecheng@mcgill.ca
Website: www.mcgill.ca/mmm

12 Other Master and Graduate Diploma Programs

12.1 Master of Management Programs (M.M.)

12.1.1 Master in Manufacturing Management

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

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

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

General Business and Management – Required Courses (11 credits)
MGCR 611 (2) Financial Accounting
MGCR 612 (2) Organizational Behaviour
MGCR 616 (2) Marketing
MGCR 641 (2) Elements of Modern Finance 1
MGSC 608 (3) Data Decisions and Models

General Business and Management – Complementary Courses (6 credits)
Two of the following courses:
INDR 603 (3) Industrial Relations
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 – Required Courses (15 credits)
MECH 524 (3) Computer Integrated Manufacturing
MGSC 602 (3) Manufacturing Strategy
MGSC 603 (3) Logistics Management
MGSC 605 (3) Total Quality Management
MGSC 631 (3) Analysis of Manufacturing Systems

Manufacturing and Supply Chain – Complementary Courses (12 credits)
Two of the following four courses (6 credits):
MECH 526 (3) Manufacturing and the Environment
MGSC 601 (3) Management of Technology in Manufacturing
MGSC 615 (3) The Internet and Manufacturing
MGSC 576 (3) Applied Time Series Analysis Managerial Forecasting

and one of the following two options (6 credits):
Discrete Manufacturing Option
MECH 528 (3) Product Design
MECH 529 (3) Discrete Manufacturing Systems
Process Manufacturing Option
CHEE 571 (4) Chemical Reaction Engineering
CHEE 641 (3) Small Computer Applications: Chemical Engineering

Industry – Required Courses (12 credits)
MECH 627 (9) Manufacturing Industrial Stage
MECH 628 (2) Manufacturing Case Studies
MECH 629 (1) Manufacturing Industrial Seminar

For more information, contact:
Program Coordinator, Mechanical Engineering
Telephone: (514) 398-7201
E-mail: mmm.mecheng@mcgill.ca
Website: www.mcgill.ca/mmm

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

12.1.2 International Masters Programs in Practising Management (IMPM)
Functioning within an authentically international context, this cooperative venture of business schools located in five different countries allows mid-career executives to study topical international business problems on site at universities in France, England, India, Japan and Canada.
DIPLOMA IN PUBLIC ACCOUNTANCY

For more information visit our Website at www.impm.org.

Health
Applying an experience based approach to leadership development, the program will recruit practising managers and professionals throughout the health field, and from all parts of the world to learn from each other and gain a better understanding of their own leadership styles, the systems they work in, their organizational contexts, and the work relationships they must build in order to achieve change. For more information visit our Web site at www.imhl.ca.

International Masters Programs in Practising Management Courses

BUSA 666 THE PRACTICE OF MANAGEMENT. (5)
Examination of the philosophy, the history, and the practice of management, with introduction to personal competences necessary to carry out the complex role of general manager effectively. Latest developments in management theory and practice will be examined, in the context of the history, role of managers, and personal competence.

BUSA 668 THE VENTURE. (5)
An introduction to the tools of the analytic disciplines such as managerial economics, accounting, statistics and finance. Students will apply tools to specific problems or activities within their organization, and complete an analysis that integrates these concepts and competences with a work situation.

BUSA 670 MANAGING ORGANIZATIONS. (5)
Provides a basic understanding of the key processes and configurations of organizing, alternate systems and structures. Examines practical and theoretical aspects of measurement, data classification, reporting, practical analysis, cost accounting, performance measurement and forecasting.

BUSA 672 MANAGERIAL EXCHANGE. (3)
A field experience that exposes the student to critical managerial challenges faced by an organization other than his/her own. Requires application of concepts, and competences.

BUSA 675 MANAGING CONTEXT. (5)
Examination of the role of “outsiders,” and review of the competences needed by general managers to effectively manage contextual relationships such as with government bodies, capital markets, customers and suppliers. Also, examination of cultures, emerging issues in global management, and perspectives on ethics and human rights.

BUSA 680 MANAGING PEOPLE. (5)
Examination of different models of individual behaviour and of similarities and differences among them. Review of interpersonal competences, including ability to communicate, lead individuals and groups, create commitment, develop trust for strategic alliances, and coaching employees rather than directing them.

BUSA 685 MANAGING CHANGE. (5)
Examination of major kinds of organizational transformations that managers must deal with including starting a new business, turning around a moribund company, restructuring, downsizing, and regrouping businesses around the world. Review of new product/service development, and development of competences that help create flexible organizations.

BUSA 689 INTEGRATIVE PROJECT. (12)
An examination of a major managerial issue facing their organization. Working with supervisors in weekly exchange, they will prepare a report that integrates the relevant concepts from the program to explain and/or evaluate the issue and recommend a course of action.

12.2 Diploma in Public Accountancy (Chartered Accountancy)

The Diploma in Public Accountancy Program is under the academic supervision of the Graduate and Postdoctoral Studies Office, and is offered by the Desautels Faculty of Management. The faculty is made up of professionally active C.A.s with specific areas of expertise. Students benefit from a program of academic counselling, tutoring and monitoring as they progress through a program in which they are exposed to the latest concepts and practice-related issues.

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

ADMISSION REQUIREMENTS

Option 1:
Students completing a Bachelor’s degree from a recognized institution are required to obtain a minimum CGPA of 3.0 out of 4.0,* and successfully complete the nine qualifying courses listed below, or their equivalent:

- ACCT 351 Intermediate Financial Accounting 1
- ACCT 352 Intermediate Financial Accounting 2
- ACCT 361 Intermediate Management Accounting 1
- ACCT 362 Intermediate Management Accounting 2
- ACCT 385 Principles of Taxation
- ACCT 453 Advanced Financial Accounting
- ACCT 455 Development of Accounting Thought
- ACCT 475 Principles of Auditing
- ACCT 486 Business Taxation 2

* Admission to the program is very competitive and meeting the minimum requirement does not secure admission.

Option 2:
Graduates of programs other than Bachelor of Commerce or graduates with foreign degrees must complete the following courses through the Centre for Continuing Education’s Diploma in Accounting prior to admission to the Graduate Diploma program. Please note that obtaining the minimum requirements does not secure admission to program.

- CCMA 511 Management Accounting 1
- CCMA 522 Management Accounting 2
- CEC2 532 Business Economics
- CFIN 512 Introduction to Corporate Finance
- CMS2 521 Applied Management Statistics
- INSY 332 Accounting Information Systems

For more information, contact the Centre for Continuing Education at (514) 398-6161, or e-mail at info.conted@mcgill.ca.

ADMISSION PROCEDURES

Application forms are available online from our Web site. The deadline dates for admissions are as follows:

- March 1 for May (Summer term)
- March 1 for September (Fall term)
- October 1 for January (Winter term)

1) Applicants must have an undergraduate university degree from a recognized institution.

2) All students wishing to take courses in the Diploma in Public Accountancy must complete the Application for Admission form available on the Web at www.mcgill.ca/applying/graduate.
Diploma in Public Accountancy

Level I

ACCT 651  (3)  Financial Accounting 4
ACCT 655  (3)  Auditing 2
ACCT 657  (3)  Systems Audit
ACCT 659  (3)  Business Communications

Level II

ACCT 679  (3)  Business Advisory Services - Core
ACCT 681  (4)  Financial Accounting 5
ACCT 683  (3)  Tax Planning and Decision Making
ACCT 685  (4)  Auditing 3
ACCT 689  (4)  Business Advisory Services - Cases

Complementary Course (0 credits)

ACCT 699  (0)  Uniform Final Exam Prep Seminar

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

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

Courses

Students preparing to register should consult the Web at www.mcgill.ca/minerva (click on Class Schedule) for the most up-to-date list of courses available; courses may have been added, rescheduled or cancelled after this Calendar went to press. Class Schedule lists courses by term and includes days, times, locations, and names of instructors.

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

ACCT 651 Financial Accounting 4. (3) (Restriction: Entry to Program. Open only to students enrolled in the Graduate Diploma in Public Accountancy.) Advanced topics in financial and reporting, including the relevant CICA Handbook pronouncements, exposure drafts, accounting guidelines and research studies. International pronouncements are discussed where no Canadian recommendations exist. The use of professional judgement in the application of accounting recommendations will be discussed.

ACCT 655 Auditing 2. (3) (Restriction: Entry to Program. Open only to students enrolled in the Graduate Diploma in Public Accountancy.) The role of the attest auditor. The topics covered include professional practice environment, engagement management, internal control, audit evidence, testing, reporting and general coverage of the professional services. Detailed study of the CICA Auditing recommendations, exposure drafts and guidelines. Research studies and current literature will be reviewed.

ACCT 657 Systems Audit. (3) (Restriction: Entry to Program. Open only to students enrolled in the Graduate Diploma in Public Accountancy.) Examining the control over computerized accounting systems and the implementation of management control systems, the student is expected to develop the ability to perform the attest audit in a computerized environment and to assist clients in business decisions. Theory and practice aspects of Comprehensive Audit will be analyzed.

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

ACCT 679 Business Advisory Services - Core. (3) (Prerequisites: ACCT 651, ACCT 655, ACCT 657, ACCT 659.) The objective of this course is to explore topics in management accounting, finance and litigation support in the context of business advisory
services provided by a Chartered Accountant. A multi-discipline approach integrating other accounting related areas; financial accounting, auditing and taxation. The course will examine the role of the Chartered Accountant and skills required to support management decision making from both a financial and operational perspective.

ACCT 681 FINANCIAL ACCOUNTING. 5. (Prerequisites: ACCT 651 and ACCT 659) (To be taken in last year of program.) (Restriction: Not open to students who have taken ACCT 671 and ACCT 681 [prior to 2005/09].) Theoretical basis of exposure drafts; research studies; principles and conventions; emerging issues; professional conduct, liability and litigation, and business decisions, including current issues in accounting practice.

ACCT 683 TAX PLANNING & DECISION MAKING. 3. (Prerequisites: ACCT 385 and ACCT 462.) (Note: Has to taken in last year of the program.) The theory, techniques and considerations in taxation will be analyzed in a situational context. Tax planning is addressed integrating personal and corporate taxation issues. Topics such as sale of a business, rollovers and personal tax planning will be addressed.

ACCT 685 AUDITING. 3. (Prerequisites: ACCT 655, ACCT 681 and ACCT 659) The theoretical basis of current Canadian auditing practice. Current Canadian and International recommendations, exposure drafts, guidelines, research studies, principles and conventions, and current literature will be used to develop an understanding of the theory and to develop the ability to apply this theory in practical situations. Current issues in auditing practice will be discussed.

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

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

ACCT 699 UNIFORM FINAL EXAM PREP SEMINAR. 0. (Prerequisites: ACCT 651, ACCT 655, ACCT 657, ACCT 659, ACCT 679, ACCT 681, ACCT 683, ACCT 685.) (Corequisite: ACCT 689.) This course consists of lectures and case writing relating to performance management, assurance, organizational effectiveness, information technology and finance. The cases emphasizes the application of theory to practical situations.

13 Joint Ph.D. in Management

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

The program represents a number of innovations in doctoral work in the field of administration. First, by cooperating, the four universities are able to make available to the students a diverse pool of approximately 250 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.) This is viewed as a definite advantage of the program for those students who expect to work in Canada or francophone countries after graduation.

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

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

Phase I – Preparation

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

- Behavioural Science
- Economics
- Management Science
- Marketing
- Finance
- Strategy and Organization
- Accounting

Some students – notably those with strong Master's degrees in administration or related disciplines – have a minimum of work in Phase I; others require up to one academic year of work.

Phase II – Specialization

In Phase II, students probe deeply into their chosen area of specialization. With their advisory committee, students work out an individual program of study which takes about 18 months. The 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 management science), a sub-area within one of these (such as organizational development within organizational behaviour), or an interdisciplinary area that combines two or more of these (such as behaviour aspects of accounting or international marketing).

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

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

- 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 advisory committee; minimum two courses in support field.
- Seminar on Research Methodology (MGMT 707, 3 credits) or equivalent course as defined by Program Committee.
- 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)*, equivalent to about 3 months of full-time work.
  * Subject to approval.

The advisory committee will normally consist of at least three or four persons; a chair and others decided upon jointly by the chair and the student. One of these members will typically come from
the support field. Every student's advisory committee must have representation from at least two universities in the joint program.

**Phase III – Dissertation**

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

**13.1 Admission – Joint Ph.D.**

Candidates normally hold a Master's level degree, with a strong academic record from a recognized university. In rare cases, North American candidates without a related Master's degree but with exceptional backgrounds may be considered for the program.

GMAT (or GRE-General Test) results are required for applications to the Doctoral Program; this includes McGill Master's students applying to the Ph.D. The minimum score required is 600 for paper-based test, 250 for computer-based test or 100 for the Internet-based test with each component not less than 20, earned within the past five years.

Non-Canadian applicants whose mother tongue is not English and who have not completed an undergraduate degree at a recognized institution where English was the language of instruction, must submit TOEFL scores. A minimum score of 600 for the paper-based test, 250 on the computer-based test, or 100 for the Internet-based test with each component score not less than 20, is required for admission. 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.

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

1. Online application form or completed paper application form;
2. Two copies of official transcripts of all undergraduate and graduate degrees forwarded directly by originating universities;
3. At least two letters of reference from individuals who can assess research potential (free format and submitted on original letterhead);
4. Test results: TOEFL (where applicable) written within the last two years, and, GMAT (or GRE-General Test) written within the last five years) - Test scores must be forwarded directly from the Educational Testing Service (Ph.D. in Management code: 58H-MN-62);
5. Personal background form (specific questions pertaining to our program); and
6. c.v.

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

Applications and all supporting documents must be submitted by February 1st for September admission. January admissions are rarely allowed.

All documents are to be submitted directly to:
Ph.D. Program Office
Desautels Faculty of Management
McGill University
1001 Sherbrooke Street West
Montreal, QC H3A 1G5

**13.2 Doctoral Courses**

Students preparing to register should consult the Web at www.mcgill.ca/minerva (click on Class Schedule) for the most up-to-date list of courses available; courses may have been added, rescheduled or cancelled after this Calendar went to press. Class Schedule lists courses by term and includes days, times, locations, and names of instructors.

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

**BEHAVIOURAL SCIENCE SPECIALIZATION**

**ORGB 705 SEMINAR IN BEHAVIOURAL SCIENCE.** (3)

**ORGB 706 GROUP BEHAVIOUR AND PROCESSES.** (3) Introductory into behavioural science that studies groups, including organizational teams (work teams operating in organizations) and small group phenomena.

**FINANCE SPECIALIZATION**

**FINE 702 CONTINUOUS-TIME FINANCE.** (3).

**FINE 703 EMPIRICAL RESEARCH IN FINANCE.** (3)

**FINE 704 OPTIONS AND RISK MANAGEMENT.** (3) The course covers topics in derivative pricing and financial risk management. Examples include volatility and correlation models, extreme value distributions, Monte Carlo simulation, option pricing under GARCH and stochastic volatility, option risk management using delta, gamma and full valuation, and risk model backtesting.

**FINE 705 SEMINAR IN FINANCE.** (3)

**FINE 706 INTRODUCTORY FINANCIAL ECONOMICS.** (3)

**FINE 707 CORPORATE FINANCE.** (3) Course will review mainly the theoretical foundations, in addition to some empirical contributions to corporate finance and financial intermediation.

**FINE 708 MACRO INTERNATIONAL FINANCE.** (3)

**FINE 709 INTERNATIONAL FINANCE SEMINAR.** (3) Recent advances in international finance.

**FINE 710 FIXED INCOME SECURITIES THEORY.** (3) Theoretical framework to deal with the analysis of fixed income securities and derivatives.

**INFORMATION SYSTEMS SPECIALIZATION**

**INSY 704 ORGANIZATIONAL IMPACTS OF INFORMATION TECHNOLOGY.** (3)

**INSY 706 INFORMATION TECHNOLOGY ACCEPTANCE AND USAGE.** (3) Individual and organizational acceptance of information technologies (IT), including how users react to the implementation of new IT.

**MARKETING SPECIALIZATION**

**MRKT 701 MODELS IN CONSUMER RESEARCH.** (3)

**MRKT 702 ADVANCES IN CONSUMER BEHAVIOUR.** (3)
MRKT 703 ADVANCES IN SERVICES MARKETING. (3)
MRKT 705 SEMINAR IN MARKETING. (3)
MRKT 706 AUTOMATICITY IN CONSUMER BEHAVIOUR. (3) Automatic psychological processes underlying consumer judgements and decisions.
MRKT 707 MULTILEVEL MODELLING. (3) Basic conception ideas of hierarchicallinear and nonlinear models, including various extensions of hierarchical models that are useful in applied work.

MANAGEMENT SCIENCE SPECIALIZATION
MGSC 701 DECOMP.-LRG SCALE OPTIMIZATION. (3)
MGSC 702 OPERATIONS MANAGEMENT SEMINAR. (3) Advanced research training in operations management.
MGSC 703 STOCHASTIC PROCESSES AND APPLICATIONS. (3)
MGSC 704 MANAGEMENT RESEARCH STATISTICS. (3) (Prerequisite: Permission of instructor.) Fundamental concepts, theory and methods of statistics essential to undertaking and evaluating research in the field of management.
MGSC 705 ADVANCED RESEARCH STATISTICS. (3) (Prerequisite: MGSC 706 or permission of the instructor.) Theory and methods of linear statistical models, emphasizing statistical understanding and application in management research. Topics covered include regression, analysis of variance and experimental design.
MGSC 706 MANUFACTURING SYSTEMS. (3) Manufacturing and attributes operations and the models used to design, evaluate and optimize these operations.
MGSC 710 APPLIED OPTIMIZATION. (3) Algorithmic developments in optimization and advanced software applications for modeling.

STRATEGY / POLICY SPECIALIZATION
MGPO 701 SEMINAR IN QUALITATIVE METHODS. (3)
MGPO 702 NEW PARADIGMS: STRATEGIC MANAGEMENT. (3)
MGPO 703 ORGANIZATIONAL THEORY SEMINAR. (3)
MGPO 704 PERSPECTIVES ON INNOVATION. (3)

14 Calendar of Dates – 2006-2007

Given in this section are Graduate and Postdoctoral Studies Office key dates. The complete Calendar of Dates is available on the Web at www.mcgill.ca/student-records. The excerpt published herein was accurate as of April 2006. The information is subject to change and users are advised to verify important dates by checking the Web.

<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTIVITY CODE</th>
<th>ACTIVITY</th>
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<tbody>
<tr>
<td>Mar. 1, Wed.</td>
<td>APP</td>
<td>Deadline for application for September admission to most departments in the GPSO. (Many departments have earlier deadlines. Please verify with the individual department or on the Web at <a href="http://www.mcgill.ca/applying/graduate">www.mcgill.ca/applying/graduate</a>).</td>
</tr>
<tr>
<td>Mar. 1, Wed.</td>
<td>EXCH</td>
<td>Deadline for incoming exchange applications at the graduate level Fall term (September) start and Winter term (January) start. (Many departments have earlier deadlines. Please verify with individual department or at <a href="http://www.mcgill.ca/applying/graduate">www.mcgill.ca/applying/graduate</a>).</td>
</tr>
<tr>
<td>Mar. 8, Wed.</td>
<td>INFO</td>
<td>Deadline for all Undergraduate students and Graduate students in all non-thesis programs (certificates, diplomas, master's non-thesis) who expect to complete their program requirements at the end of the Winter 2006 term (June 2006 convocation) to apply to graduate on Minerva.</td>
</tr>
<tr>
<td>Mar. 9, Thurs.</td>
<td>REG</td>
<td>Summer Session registration opens for Undergraduate students entering U3/U4 year; Continuing Education returning students; and Graduate students. Undergraduate students should refer to the summer course calendar for all Management course priority registration dates. Graduate students should confirm dates with individual departments.</td>
</tr>
<tr>
<td>Mar. 22, Wed.</td>
<td>INFO</td>
<td>Deadline for all Undergraduate students and Graduate students in all non-thesis programs (certificates, diplomas, master's non-thesis) who expect to complete their program requirements at the end of the Summer 2006 term (November 2006 convocation) to apply to graduate on Minerva.</td>
</tr>
<tr>
<td>Mar. 23, Thurs.</td>
<td>REG</td>
<td>Registration using Minerva begins for all students entering the graduating (U3/U4) year of their program (excluding Law and courses offered by the Desautels Faculty of Management, except as noted below), and all students in Graduate degree programs, except for Continuing Education.</td>
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<tr>
<td>April 2006</td>
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<tr>
<td>Apr. 10, Mon. INFO</td>
<td>Last day for students to request fee exemptions from and to submit legal documents for proof of Canadian citizenship and proof of Quebec residency to the Admissions, Recruitment and Registrar's Office for the Winter 2006 term. Students in Medicine or Continuing Education should submit their documents directly to their Faculty Student Affairs office or the Centre for Continuing Education. Documents received after this date will be updated for the following term only.</td>
<td></td>
</tr>
<tr>
<td>Apr. 10, Mon. LEC</td>
<td>Last day of lectures for Winter term 2006.</td>
<td></td>
</tr>
<tr>
<td>Apr. 11, Tues. to Apr. 28, Fri.</td>
<td>EXAM</td>
<td>Examination period for courses ending during the Winter term.</td>
</tr>
<tr>
<td>Apr. 14, Fri. and Apr. 17, Mon.</td>
<td>HOLIDAY EASTER</td>
<td>No classes or exams. Administrative offices closed. Library hours to be announced.</td>
</tr>
<tr>
<td>May 2006</td>
<td></td>
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<tr>
<td>May 15, Mon. W</td>
<td>NOTE</td>
<td>Students in multi-term courses with course numbers ending in N1 and N2 only (started in the winter, skip the summer, are completed in the subsequent Fall term) may withdraw on Minerva until May 15 and following May 15 until the end of the Fall term course change period on September 12 (with full refund for the Fall term) by contacting their faculty Student Affairs Office.</td>
</tr>
<tr>
<td>May 15, Mon. W--</td>
<td>Deadline for newly admitted students beginning their graduate thesis program in a Summer Term of Residence to withdraw from the University, with fee refund (less deposit or $100 minimum charge).</td>
<td></td>
</tr>
<tr>
<td>May 22, Mon. HOLIDAY</td>
<td>VICTORIA DAY</td>
<td>(Classes cancelled). Administrative offices closed.</td>
</tr>
<tr>
<td>May 29, Mon. CONV</td>
<td>10:00 Education 14:00 Management 19:00 Continuing Education</td>
<td></td>
</tr>
<tr>
<td>May 30, Tues. CONV</td>
<td>10:00 Engineering 15:00 Health Science</td>
<td></td>
</tr>
<tr>
<td>May 31, Wed. CONV</td>
<td>10:00 Science “A” 14:00 Science “B” 18:00 Law</td>
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<tr>
<td>June 2006</td>
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<tr>
<td>June 1, Thurs. CONV</td>
<td>10:00 Arts “A” 14:00 Arts “B”</td>
<td></td>
</tr>
<tr>
<td>June 5, Mon. CONV</td>
<td>10:00 Music (Pollack Hall)</td>
<td></td>
</tr>
<tr>
<td>June 5, Mon. THES</td>
<td>Deadline to submit Doctoral theses with Nomination of Examiners forms to GPSO (Thesis Office) for students expecting to convocate in Fall 2006. Meeting this deadline does not guarantee a Fall graduation.</td>
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<tr>
<td>June 6, Tues.</td>
<td>CONV</td>
<td>14:30 Agricultural &amp; Environmental Sciences (Macdonald Campus)</td>
</tr>
<tr>
<td>June 19, Mon.</td>
<td>THES</td>
<td>Deadline to submit Master's theses with Nomination of Examiners forms to GPSO (Thesis Office) for students expecting to convocate in Fall 2006. Meeting this deadline does not guarantee a Fall graduation.</td>
</tr>
<tr>
<td>June 22, Thurs.</td>
<td>NOTE</td>
<td>On Thursday, June 22 and Thursday, June 29 and all Fridays starting June 23 until August 18 (inclusive) most administrative offices will be closed. Students are urged to inquire in advance to ensure the office they wish to contact is open.</td>
</tr>
<tr>
<td>June 23, Fri.</td>
<td>HOLIDAY</td>
<td>Classes cancelled. Administrative offices closed (for La Fête Nationale du Québec).</td>
</tr>
<tr>
<td>June 24, Sat.</td>
<td>HOLIDAY</td>
<td>LA FÊTE NATIONALE DU QUÉBEC. Libraries closed.</td>
</tr>
<tr>
<td>June 29, Thurs.</td>
<td>NOTE</td>
<td>Administrative offices closed.</td>
</tr>
<tr>
<td>June 30, Fri.</td>
<td>HOLIDAY</td>
<td>Classes cancelled. Administrative offices closed (for Canada Day).</td>
</tr>
<tr>
<td>July 2006</td>
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</tr>
<tr>
<td>July 1, Sat.</td>
<td>HOLIDAY</td>
<td>CANADA DAY. Libraries closed.</td>
</tr>
<tr>
<td>August 2006</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aug. 1, Tues.</td>
<td>REG</td>
<td>Last day for returning students in all faculties to register (except Continuing Education) without a late registration fee.</td>
</tr>
<tr>
<td>Aug. 2, Wed. to Sept. 5, Tues.</td>
<td>REG</td>
<td>Late registration and course change on Minerva for returning students in all faculties (except Continuing Education) without a $50 late registration fee ($20 for Special students and Graduate part-time students).</td>
</tr>
<tr>
<td>Aug. 2, Wed. IDCARD to Aug. 17, Thurs.</td>
<td>CANADIAN DAY</td>
<td>Canadian students can avoid line-ups and get their ID cards early on August 2, 3, 7, 8, 9, 10, 14, 15, 16 and 17 at the ARR Service Centre from 9 a.m. to 5 p.m. If you miss these dates, you can still get your card with everyone else – but you may have to wait longer in line.</td>
</tr>
<tr>
<td>Aug. 3, Thurs. to Sept. 5, Tues.</td>
<td>REG</td>
<td>Registration using Minerva for all newly admitted students in Graduate Studies.</td>
</tr>
<tr>
<td>Aug. 7, Mon. IDCARD to Aug. 25, Fri.</td>
<td>New students can avoid line-ups and get their ID cards early from August 7-11, 14-18, 24-25, at Laird Hall, Room 106, from 9 a.m. to 3 p.m. If you miss these dates, one will be worked in for you during Orientation activities.</td>
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<tr>
<td>Aug. 15,</td>
<td>INFO</td>
<td>Last day for students to request fee exemptions and to submit legal documents for proof of Canadian citizenship and proof of Quebec residency to the Admissions, Recruitment and Registrar’s Office for the Summer 2006 term. Students in Medicine or Continuing Education should submit their documents directly to their Faculty Student Affairs office or the Centre for Continuing Education. Documents received after this date will be updated for the following term only.</td>
</tr>
<tr>
<td>Aug. 15,</td>
<td>REG</td>
<td>Registration using Minerva begins for Fall term Continuing Education courses.</td>
</tr>
<tr>
<td>Aug. 21,</td>
<td>IDCARD</td>
<td>IDs at the Trottier Building Cafeteria from 9 a.m. to 5 p.m. Including Saturday, August 26 and Sunday, August 27.</td>
</tr>
<tr>
<td>Aug. 28,</td>
<td>ORIENT</td>
<td>Orientation Week</td>
</tr>
<tr>
<td>Aug. 28,</td>
<td>ORIENT</td>
<td>“Discover Mac” in our Centenary year – Faculty Orientation for all new students (undergraduate and graduate) in the Faculty of Agricultural and Environmental Sciences. Refer to Orientation schedule and Website <a href="http://www.mcgill.ca/macdonald/orientation">www.mcgill.ca/macdonald/orientation</a> for details.</td>
</tr>
<tr>
<td>Aug. 28,</td>
<td>ORIENT</td>
<td>Orientation Centre opens daily at 9:00 a.m., Brown Student Services Building, 2nd floor, 3600 McTavish Street (closed weekends and Labour Day).</td>
</tr>
<tr>
<td>Aug. 28,</td>
<td>ORIENT</td>
<td>First-Year Resource Room opens daily (9:00 a.m. to 5:00 p.m.) Brown Student Services Building, Room 2007, 3600 McTavish Street (closed weekends and Labour Day).</td>
</tr>
<tr>
<td>Aug. 31,</td>
<td>REG</td>
<td>Deadline for cancellation of registration for the Fall term except Continuing Education. (Deposit is non-refundable for new students.)</td>
</tr>
<tr>
<td>Aug. 31,</td>
<td>THES</td>
<td>Registered students in 2005-2006 who have completed the residency in a thesis program and who submit their theses to GPSO (Thesis Office) on or before this date are not required to register for the 2006-2007 academic year. Students who have already registered for the year must ask the Graduate and Postdoctoral Studies Office, in writing, to delete their registration at the time of their thesis submission, by completing the “Request to Cancel Graduating Program Registration” form on the Web at <a href="http://www.mcgill.ca/gps/programs/dates">www.mcgill.ca/gps/programs/dates</a>.</td>
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<tbody>
<tr>
<td>Sept. 4,</td>
<td>HOLIDAY</td>
<td>University Orientation for new graduate students in Thomson House, 3650 McTavish Street, either 11:00 a.m. - 12:00 noon, OR 3:00 p.m. - 4:00 p.m., OR 5:00 p.m. – 6:00 p.m.</td>
</tr>
<tr>
<td>Sept. 5,</td>
<td>REG</td>
<td>Deadline for students to register for Continuing Education courses without a late registration fee.</td>
</tr>
<tr>
<td>Sept. 5,</td>
<td>REG</td>
<td>Deadline for new students to register without a late registration fee for all faculties and for returning students to register with a $50 late fee ($20 for Special students and Graduate part-time students).</td>
</tr>
<tr>
<td>Sept. 5,</td>
<td>LEC</td>
<td>Lectures begin.</td>
</tr>
<tr>
<td>Sept. 5,</td>
<td>AWRD</td>
<td>Start of external and internal graduate fellowship competitions for 2007-2008 funding. Graduate and final year undergraduate students should inquire in their department and on the fellowships Website at <a href="http://www.mcgill.ca/gps/fellowships">www.mcgill.ca/gps/fellowships</a> regarding information session schedules and application procedures and deadlines.</td>
</tr>
<tr>
<td>Sept. 6,</td>
<td>REG</td>
<td>Late registration period with $100 late registration fee for all faculties; $40 for Special students and Graduate part-time students.</td>
</tr>
<tr>
<td>Sept. 7,</td>
<td>ORIENT</td>
<td>University Orientation for new postdoctoral scholars in Thomson House, 3650 McTavish Street, 5:00 p.m. - 6:00 p.m.</td>
</tr>
<tr>
<td>Sept. 19,</td>
<td>W</td>
<td>Deadline for Web withdrawing (grade of “W”) from multi-term courses (D1/D2, N1/N2) that started in Summer 2006 (with fee refund for Fall term).</td>
</tr>
<tr>
<td>Sept. 19,</td>
<td>REG</td>
<td>Course Change (drop/add) deadline for Fall term and first part of multi-term courses starting in September 2006.</td>
</tr>
</tbody>
</table>

NOTE: Students should not expect to graduate in Fall 2006, but must graduate by Fall 2007 (at the latest), otherwise, they must be reinstated and will be charged retroactive registration fees for all unregistered sessions up to and including the term in which they graduate.
### Calendar of Dates

<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTIVITY CODE</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept. 22, Fri.</td>
<td>AWRD</td>
<td>Returning Master's and Doctoral level students should enquire of their departments or the GPSO (Graduate Fellowships and Awards) regarding precise deadlines for internal and external fellowship competitions; important deadlines normally fall during the months of October and November.</td>
</tr>
<tr>
<td>Sept. 24, Sun.</td>
<td>W/W--</td>
<td>Deadline to Web withdraw (grade of &quot;W&quot;) with full refund (less $100 minimum charge for returning students; less deposit or $100 minimum charge for new students, in case of complete withdrawal from the University).</td>
</tr>
</tbody>
</table>

#### October 2006

<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTIVITY CODE</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct. 2, Mon.</td>
<td>THES</td>
<td>Deadline for submission of doctoral theses with Nomination of Examiners forms to GPSO (Thesis Office) for students expecting to graduate in February 2007. Meeting this deadline does not guarantee a Winter graduation.</td>
</tr>
<tr>
<td>Oct. 9, Mon.</td>
<td>HOLIDAY</td>
<td>THANKSGIVING DAY. (Classes cancelled). Administrative offices closed. Continuing Education evening classes will be re-scheduled. All lectures, labs, conferences, etc. that were not held on Monday, October 9, 2006 because of Thanksgiving Day have been rescheduled to Tuesday, October 10, 2006.</td>
</tr>
<tr>
<td>Oct.10, Tues.</td>
<td>NOTE</td>
<td>October 10th does not follow the normal schedule. All lectures, labs, conferences, etc. that were not held on Monday, October 9, 2006 because of Thanksgiving Day have been rescheduled to Tuesday, October 10, 2006.</td>
</tr>
<tr>
<td>Oct. 16, Mon.</td>
<td>THES</td>
<td>Deadline for submission of Master's theses with Nomination of Examiners forms to GPSO (Thesis Office) for students expecting to graduate in February 2007. Meeting this deadline does not guarantee a Winter graduation.</td>
</tr>
<tr>
<td>Oct. 21, Sat.</td>
<td>EVENT</td>
<td>Macdonald Centenary Homecoming.</td>
</tr>
<tr>
<td>Oct. 22, Sun.</td>
<td>W</td>
<td>Deadline for Web withdrawing (grade of &quot;W&quot;) from Fall term courses and Continuing Education Fall term courses (with no refund).</td>
</tr>
</tbody>
</table>

#### November 2006

<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTIVITY CODE</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov. 10, Fri.</td>
<td>CONV</td>
<td>10:00 Fall Convocation 14:30 Fall Convocation</td>
</tr>
<tr>
<td>Nov. 16, Thurs. to Dec. 6, Wed.</td>
<td>INFO</td>
<td>MOLE Evaluation period for Fall term: McGill Online Evaluations available for completion on Minerva.</td>
</tr>
</tbody>
</table>

#### December 2006

<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTIVITY CODE</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec. 4, Mon.</td>
<td>INFO</td>
<td>Deadline for all Undergraduate students and Graduate students in all non-thesis programs (certificates, diplomas [excluding Continuing Education] or master's non-thesis) who expect to complete their program requirements at the end of the Fall 2006 term (February 2007 graduation) to apply to graduate on Minerva.</td>
</tr>
<tr>
<td>Dec. 5, Tues.</td>
<td>INFO</td>
<td>Last day for students to request fee exemptions from and to submit legal documents for proof of Canadian citizenship and proof of Quebec residency to the Admissions, Recruitment and Registrar’s Office for the Fall 2006 term. Students in Medicine or Continuing Education should submit their documents directly to their Faculty Student Affairs office or the Centre for Continuing Education. Documents received after this date will be updated for the following term only.</td>
</tr>
<tr>
<td>Dec. 5, Tues.</td>
<td>LEC</td>
<td>Last day of lectures.</td>
</tr>
<tr>
<td>Dec. 5, Tues.</td>
<td>REG</td>
<td>Winter term registration period for new students. Individual faculties and departments set their own dates within this period.</td>
</tr>
<tr>
<td>Dec. 6, Wed.</td>
<td>INFO</td>
<td>Study Day.</td>
</tr>
<tr>
<td>Dec. 7, Thurs. to Dec. 22, Fri.</td>
<td>EXAM</td>
<td>Examination period for Fall term courses and multi-term courses.</td>
</tr>
<tr>
<td>Dec. 15, Fri.</td>
<td>REG</td>
<td>Registration begins for Winter term Continuing Education courses via Minerva.</td>
</tr>
<tr>
<td>Dec. 25, Mon. to Jan. 2, Tues.</td>
<td>HOLIDAY</td>
<td>CHRISTMAS AND NEW YEAR’S. Administrative offices will be closed between December 23 and January 2 inclusive. Library hours available at Reference Desks.</td>
</tr>
<tr>
<td>Dec. 31, Sun.</td>
<td>REG</td>
<td>Deadline for cancellation of registration for the Winter term except Continuing Education. (Deposit is non-refundable for new students.)</td>
</tr>
</tbody>
</table>

#### January 2007

<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTIVITY CODE</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan. 1, Mon.</td>
<td>HOLIDAY</td>
<td>NEW YEAR’S. Administrative offices will be closed. Library hours available at Reference Desks.</td>
</tr>
<tr>
<td>Jan. 3, Wed.</td>
<td>REG</td>
<td>Deadline for new students to register for Winter term without a late registration fee for all faculties.</td>
</tr>
<tr>
<td>Jan. 3, Wed.</td>
<td>LEC</td>
<td>Winter term lectures begin.</td>
</tr>
<tr>
<td>Jan. 3, Wed.</td>
<td>ORIENT</td>
<td>First-Year Resource Room opens daily (9:00 a.m. to 5:00 p.m.) Brown Student Services Building, Room 2007, 3600 McTavish Street.</td>
</tr>
<tr>
<td>Jan. 4, Thurs.</td>
<td>ORIENT</td>
<td>Faculty Orientation and Macdonald Centenary Overview for new undergraduate and graduate students in the Faculty of Agricultural and Environmental Sciences (5:30 p.m. - 6:30 p.m.), Ceilidh Centennial Center.</td>
</tr>
<tr>
<td>Jan. 4, Thurs. to Jan. 16, Tues.</td>
<td>REG</td>
<td>Late registration for new students with $100 late registration fee for all faculties; $40 for Special students and Graduate part-time students.</td>
</tr>
</tbody>
</table>

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McGill University, Graduate Studies in Management 2006-2007 25
## Calendar of Dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity Code</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan. 9, Tues.</td>
<td>ORIENT</td>
<td>University Orientation for new graduate students (5:00 p.m. - 6:00 p.m., Ballroom in Thomson House).</td>
</tr>
<tr>
<td>Jan. 11, Thurs.</td>
<td>ORIENT</td>
<td>University Orientation for new postdoctoral scholars (5:00 p.m. - 6:00 p.m., Ballroom in Thomson House).</td>
</tr>
<tr>
<td>Jan. 16, Tues.</td>
<td>REG</td>
<td>Final Course Add/Drop deadline for Winter term courses and N1/N2 courses in Graduate Studies. After this date students receive a mark of &quot;W&quot; (withdrawn).</td>
</tr>
<tr>
<td>Jan. 22, Mon. to Jan. 27, Sat.</td>
<td>EVENT</td>
<td>Carnival Week at Macdonald Campus. Classes as usual.</td>
</tr>
<tr>
<td>Jan. 21, Sun.</td>
<td>W/W--</td>
<td>Deadline to Web withdraw (grade of &quot;W&quot;) from Winter term courses with fee refund. Returning students - less $100 minimum charge in the case of complete withdrawal for students not registered in the fall. New students - less deposit or $100 minimum charge in case of complete withdrawal.</td>
</tr>
<tr>
<td>Feb. 1, Thurs.</td>
<td>EXCH</td>
<td>Deadline for graduate students to apply for approval from the Graduate and Postgraduate Studies Office to participate in an exchange program during the 2007-2008 academic year.</td>
</tr>
<tr>
<td>Feb. 5, Mon.</td>
<td>EXCH</td>
<td>Application deadline at the Office of Student Exchanges and Study Abroad for McGill students wishing to participate in a student exchange in Fall 2007 and/or Winter 2008 term. Applications must include all supporting Faculty approval documentation at the time of submission.</td>
</tr>
<tr>
<td>Feb. 5, Mon.</td>
<td>THES</td>
<td>Deadline to submit doctoral theses with Nomination of Examiners forms to GPSO (Thesis Office) for students expecting to convocate in Spring 2007. Meeting this deadline does not guarantee a Spring graduation.</td>
</tr>
<tr>
<td>Feb. 8, Thurs.</td>
<td>EVENT</td>
<td>Macdonald College Founder's Day and Centenary celebration and activities. (Sir William C. Macdonald born Feb. 10, 1831; died June 9, 1917). Classes cancelled 10:00 a.m. to 1:00 p.m.</td>
</tr>
<tr>
<td>Feb. 18, Sun.</td>
<td>W</td>
<td>Deadline for Web withdrawing (with no refund) (grade of &quot;W&quot;) from Winter term courses.</td>
</tr>
<tr>
<td>Feb. 18, Sun. to Feb. 24, Sat.</td>
<td>BREAK</td>
<td>STUDY BREAK (Classes cancelled).</td>
</tr>
<tr>
<td>Feb. 19, Mon.</td>
<td>THES</td>
<td>Deadline to submit Master's theses with Nomination of Examiners forms to GPSO (Thesis Office) for students expecting to convocate in Spring 2007. Meeting this deadline does not guarantee a Spring graduation.</td>
</tr>
<tr>
<td>March 2007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mar. 1, Thurs.</td>
<td>APP</td>
<td>Deadline for applications for September admission to most departments for Graduate Studies. (Many departments have earlier deadlines. Please verify this date with the individual department or on the Web at <a href="http://www.mcgill.ca/applying/graduate">www.mcgill.ca/applying/graduate</a>.)</td>
</tr>
<tr>
<td>April 2007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apr. 6, Fri. and Apr. 9, Mon.</td>
<td>HOLIDAY</td>
<td>EASTER. No classes or exams. Administrative offices closed. Library hours to be announced.</td>
</tr>
<tr>
<td>Apr. 11, Wed.</td>
<td>INFO</td>
<td>Last day for students to request fee exemptions from and to submit legal documents for proof of Canadian citizenship and proof of Quebec residency to the Admissions, Recruitment and Registrar’s Office for the Winter 2007 term. Students in Medicine or Continuing Education should submit their documents directly to their Faculty Student Affairs office or the Centre for Continuing Education. Documents received after this date will be updated for the following term only.</td>
</tr>
<tr>
<td>Apr. 13, Fri. to Apr. 30, Mon.</td>
<td>EXAM</td>
<td>Examination period for Winter term and multi-term courses.</td>
</tr>
<tr>
<td>May 2007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 15, Tues.</td>
<td>W</td>
<td>Deadline for Web withdrawing (grade of &quot;W&quot;) from multi-term courses (D1/D2, N1/N2) that started in Winter 2007.</td>
</tr>
<tr>
<td>May 15, Tues.</td>
<td>W--</td>
<td>Deadline for newly admitted students beginning their graduate thesis program in a Summer Term of Residence to withdraw from the University, with fee refund (less deposit or $100 minimum charge).</td>
</tr>
<tr>
<td>May 21, Mon.</td>
<td>HOLIDAY</td>
<td>VICTORIA DAY. (Classes cancelled). Administrative offices closed.</td>
</tr>
<tr>
<td>June 2007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TBA</td>
<td>CONV</td>
<td>2007 Convocations</td>
</tr>
</tbody>
</table>
15 Regulations

15.1 Categories of Students

15.1.1 Full-time Students

Full-time students are students with a registration status of full-time and paying full-time fees. Full-time Master’s, Diploma and Certificate candidates must show a minimum of 12 credits per term on their record.

15.1.2 Half-time Students (Thesis programs)

In some departments, students are permitted to proceed towards a degree on a half-time basis, i.e., students are permitted to register half-time instead of full-time during sessions of residence.

It is expected that half-time students will spend 50% of their time in the department participating in course work, seminars, discussions, etc., with the staff and the full-time students.

Half-time students are reminded that they must complete the degree within the time limitation imposed by the Graduate and Postdoctoral Studies Office, and that if they choose to be half-time they must: a) be so for an even number of half-time terms (i.e., two half-time terms equal one full-time term) and b) fulfill the minimum residence requirement in their program.

15.1.3 Part-time Students

Certain degree programs can be followed on part-time basis (e.g., M.Ed., M.Eng. non-thesis option, M.B.A., M.S.W. non-thesis option, and S.T.M.). Students in non-thesis programs (including the C.A. program) as well as Special, Visiting and Qualifying, Certificate and Diploma students, not taking at least 12 credits per term, are considered to be part-time. Students may, in some departments, proceed towards the degree on a part-time basis.

Part-time students are reminded that they must complete the degree within the time limitation imposed by the Graduate and Postdoctoral Studies Office.

Part-time students who do not take any courses or drop all courses, during any semester, automatically become non-resident students and are charged fees accordingly.

In cases of part-time and transfer students, all coursework might not be completed during the residency. It must therefore be completed during one or more additional terms (non-thesis extensions).

15.1.4 Additional Session (Thesis Programs) and Non-Thesis Extension (Non-Thesis Programs) Students

Students in additional session or non-thesis extension are students with a registration status of additional session (thesis programs) or non-thesis extension (non-thesis programs) and paying fees accordingly. The following are such students:

1. Graduate students who have completed the residency requirements in a Master’s program.

2. Graduate students who have completed 8 full-time semesters in a doctoral program (when admitted to Ph.D. 1).

3. Graduate students who have completed 6 full-time semesters in a doctoral program (when admitted to Ph.D. 2).

In the doctoral program, students must be registered on a full-time basis for one more year after completion of the residency (i.e., Ph.D. 4 year) before continuing as additional session students until completion of the program. It is expected that, at this stage, all the course work and Comprehensive Examinations will have been completed and the student will be engaged in thesis preparation.

Graduate students in non-thesis programs, graduate diplomas and certificates who have registered for all required courses but have not completed the work and/or have completed the residency requirements must register as non-thesis extension students and pay fees accordingly. Students in a non-thesis extension session who are not registered for at least 12 credits per term, are not considered engaged in full-time studies.

15.1.5 Qualifying Students

Students admitted to a Qualifying Program are known as Qualifying Students. They must meet the minimum entrance requirements of the Graduate and Postdoctoral Studies Office. The courses taken during a qualifying year will not be credited towards a degree program. Students are registered in graduate studies but have not yet been admitted to a degree program. These students take a full load (12 credits minimum) per semester of undergraduate courses as specified by the department. Only one qualifying year is permitted.

15.1.6 Special Students

Students who wish to take undergraduate courses only must apply as Special Students in the undergraduate faculty concerned, even if they already hold degrees.

15.1.7 Visiting Students

Visiting Students are those students who are registered in a degree program at another university and who have obtained written permission from both universities to take a course(s) for credit towards that degree program. Students studying in the province of Quebec who are in this category are eligible for a transfer of credit if the required permission is obtained on Quebec Inter-University Transfer forms. These forms are available on-line at www.mcgill.ca/student-records/register/itut. McGill students
registering for courses required for their degree program at other Quebec universities are required to pay for the course(s) at the home university. McGill University and Université de Montréal participate in an exchange (graduate) with the University of British Columbia and the University of Toronto.

As a rule, graduate students should not register for courses through Inter-university Transfers (IUT) during the last semester before graduation. There are considerable delays in receiving official transcripts which delay the degree audit process and graduation. If special departmental permission is given for such a course to be taken in the last semester, there will be no extension given for the grade submission deadline.

### 15.1.8 Visiting Research Students

Graduate students registered in a degree program at another university who wish to come to McGill to do research only may do so after acceptance by the GPSO. The department recommending admission must specify “Visiting Research” on the Decision Form. Visiting Research students are charged additional session fee rates and they may not register for courses. They must apply for admission every year.

### 15.1.9 Non-Resident Status

(may be granted to students in residence terms only)

1. Departments, with the approval of the Graduate and Postdoctoral Studies Office, may permit or require candidates to spend one session at another institution; it is understood that this session must be one of full-time work, and that the institution selected must be able to provide expert supervision and facilities for research appropriate to the candidate, in the field selected.

Permission to spend a required year of residence at another university must be obtained before the beginning of the session in which the student will be absent. A program of the work projected and particulars of the institution selected must be sent, accompanied by a letter from the Chair of the department, to the Director of the GPSO for approval. Permission is only granted to students who have already completed one full session at McGill.

The student will be required to register and pay the normal full-time McGill tuition fee less any tuition fee payable to the host institution. Other student-related fees are not levied and the ID card is not validated.

Students participating in a formal exchange program must register and pay full-time tuition including other student-related fees. The ID card is not validated. Students who wish to take a leave (such as for work purposes) from the University for a maximum period of one year before returning to complete their residence requirements must first obtain permission to do so both from their department and the GPSO.

The student must register as a Non-Resident student, and pay the non-resident fee. Student services fees are not levied and the ID card is not validated. Students can only be non-resident for a maximum of one year. The non-resident fee is $100 per term.

### 15.1.10 Leave of Absence Status

A leave of absence may be granted by the Graduate and Postdoctoral Studies Office for maternity or parenting reasons or for health reasons (see section 16.6 “Health and Parental/Familial Leave of Absence Policy”). Such a leave must be requested on a term by term basis and may be granted for a period of up to 52 weeks. Students and Postdocs must make a request for such a leave in writing to their department and submit a medical certificate justifying the leave. The department shall forward the request to the GPSO.

Students and Postdocs 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 on leave. A student on leave of absence during the Fall term must register for an active term of study in the Winter term (at least) in order to apply for graduation. A student on leave of absence during the Winter and/or Summer terms must register for an active term of study in the Fall term (at least) in order to apply for graduation.

The GPSO has prepared 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. The document is available at [www.mcgill.ca/gps/documents/funding](http://www.mcgill.ca/gps/documents/funding) under “Information on the Funding Council Leave Policies for Graduate Students and Postdocs”.

### 15.1.11 Medical Residents

Residents and fellows on staff of teaching hospitals associated with the University are included in the Graduate and Postdoctoral Studies Office statistics. They must apply for admission to be Special Students or for admission to a degree program, a graduate diploma or certificate.

### 15.1.12 McGill Staff as Graduate Students

Members of the teaching staff of the University up to and including the rank of lecturer may enrol as candidates for a degree, diploma or certificate. If their teaching duties are designated as full-time, they may only enrol as half-time students.

Professorial members of the academic staff may not enrol in graduate degree and diploma programs. This rule shall apply also to any persons who have been on the professorial staff within the previous 12 months, unless they resign completely from their positions at McGill.

Should persons registered in graduate studies be promoted to professorial rank, they may no longer remain graduate students, unless they resign or are granted a leave of absence from their professorial appointments.

In certain exceptional cases, professorial members of the academic staff may apply to the Graduate and Postdoctoral Studies Council to enter graduate programs in academic units other than their own. The Council may grant permission if it is satisfied that the applicant's teaching unit and proposed unit for graduate study are sufficiently remote that conflict of interest situations will not arise. Permission must be granted before any courses are taken towards the proposed degree.

### 15.1.13 Quebec Inter-University Transfer Agreement (IUT)

The IUT Agreement permits concurrent registration at McGill and another Quebec institution.

### 15.1.14 McGill Students

Regular undergraduate and graduate degree, diploma or certificate candidates registered at McGill may, with the written permission of the Dean of their faculty or delegate, register at any university in the province of Quebec for three (3), or exceptionally six (6), credits per term in addition to their registration at McGill. These courses, subject to GPSO regulations, will be recognized by McGill for the purpose of the degree for which the student is registered up to the limit imposed by the residency requirements of the program. This privilege will be granted if there are valid academic reasons.

Students wishing to take advantage of this agreement should consult the GPSO for details, and are informed that this agreement is subject to the following conditions:

- The other universities concerned may, at their discretion, refuse the registration of a student for any of their courses.
- The obligation of the student to complete their faculty and program requirement.
- The student is responsible for ensuring that the McGill Class Schedule permits these courses to be taken without conflict.
- The universities concerned are not responsible for special arrangements in cases of examination or class schedule conflicts.
- Marks earned at the host university will not appear on McGill
transcripts or be included in McGill grade point averages.

- Students who are attending McGill as exchange students from outside Quebec are not eligible to take courses at another Quebec institution through the IUT agreement.
- Be aware that late results received from host universities may delay your graduation. Scholarship holders should consult with GPSO and the Scholarships Coordinator concerning eligibility for continuation or renewal of their awards.

15.1.15 On-line IUT Application — McGill and Visiting IUT Students

Students must initiate an on-line Inter-University Transfer (IUT) application to request the required authorizations. McGill students are advised to access the IUT application via the Web at www.mcgill.ca/student-records/register/iut. Students may also find additional information posted at the GPSO Website.

Note: Once the IUT application is approved by both the home and host universities, the student remains responsible for registering in the course for which they have obtained electronic approval. The method of registration of the host university will vary (e.g., Web, in-person, phone, etc.). The student is advised to initiate the electronic application allowing enough time to meet the host university's registration deadlines. Furthermore, the student is responsible for adhering to all registration deadlines of the host institution.

15.2 Registration

15.2.1 Registration for Fall and Winter Terms (Including Additional Session and Non-Thesis Extension Students)

All returning and new graduate students must register on-line at www.mcgill.ca/minerva, after completing a Minerva Course Selection Form and obtaining departmental approval. Courses may be added until the end of the course change period without penalty.

Returning Students:

Returning students register via Minerva between Thursday, March 23 and Tuesday, August 1. Students will be charged a late registration fee during the late registration period. To avoid the late registration fee students must access www.mcgill.ca/minerva and register for REGN RCGR (the Registration Confirmation course) in both the Fall (CRN 2718) and Winter (CRN 2662) terms.

Successful completion of registration is contingent upon acceptable academic standing in the previous session and payment of any previous outstanding fees and fines. Newly-Admitted Students:

New students entering in September 2006 register on Minerva between Thursday, August 3 and Tuesday, September 5. Students will be charged a late registration fee during the late registration period. To avoid the late registration fee students must access www.mcgill.ca/minerva and register for REGN RCGR (the Registration Confirmation course) in both the Fall (CRN 2718) and Winter (CRN 2662) terms.

New students entering in January 2007 register on Minerva between Tuesday, December 5 and Wednesday, January 3. Students will be charged a late registration fee during the late registration period. To avoid the late registration fee students must access www.mcgill.ca/minerva and register for REGN RCGR (the Registration Confirmation course) in both the Fall (CRN 2718) and Winter (CRN 2662) terms.

Newly-admitted students may register for the course(s) at CCE directly on Minerva. Fall term courses can be added on Minerva starting August 15. Winter term courses can be added on Minerva starting December 15.

15.2.2 Fee Policies Related to Registration

Refer to section 18 “Fees and Expenses”; particular attention should be paid to section 18.8 “Fees and Withdrawal from the University” and section 18.9 “Other Policies Related to Fees”.

15.2.3 Summer Registration

Detailed Summer registration information will be available in the middle of March in individual departments and on the Web at www.mcgill.ca/gps/gps/records/registration.

Course Registration

Students taking summer courses register within Graduate and Postdoctoral Studies Office deadlines on Minerva at www.mcgill.ca/minerva after completing a Minerva Course Selection Form and obtaining departmental approval.

Summer Term of Residence

Students in thesis programs who wish to register for a Summer term to count as part of their residence requirements must advise their department in March and complete the appropriate Summer Registration Form in April. Newly admitted students beginning their graduate thesis program in a Summer Term of Residence can get 100% refund (less $100.00 minimum or registration deposit if applicable) up to and including the May 15th withdrawal date. Students in thesis programs, who at the end of the Winter term are continuing in their programs are expected to devote the summer to research and are considered “continuing students”.

15.2.4 Courses taken in the Centre for Continuing Education

In the Fall and Winter terms, students may add credit courses (500 level or higher) offered through the Centre for Continuing Education (CCE) directly on Minerva. Fall term courses can be added on Minerva starting August 15. Winter term courses can be added on Minerva starting December 15.

Non-credit general interest or languages courses cannot be added directly by the student. Students may register for these courses in person at the CCE, where the course(s) will be added to their record as “Extra” to their program and course fees will be charged.

Summer courses offered through the CCE cannot be added directly by the student. To add these courses, students must bring a copy of their approved Minerva Course Selection Form to the Graduate and Postdoctoral Studies Office where, subject to space availability and program controls, the course(s) will be added to their record.

To register for courses offered through the CCE, students must be registered in their graduate studies program. All courses taken at CCE must be completed unless the course has been dropped on Minerva according to CCE course drop/withdrawal deadlines. The GPSO reserves the right to place limitations on the number of Continuing Education courses taken for any one
program. Approval from GPSO must be obtained prior to registration.

15.2.5 Courses Which Cannot Be Taken for Credit in a Graduate Program Unless They Have Formally Been Approved for a Specific Program

Two courses are offered through English and French Language Centre for graduate students whose first language is not English. These courses cannot be counted toward the requirements of a graduate program. The courses are:

ESLN 590 WRITING FOR GRADUATE STUDENTS (3) (3 hours) (Pre-requisite placement test) (Restriction: Open only to graduate students for whom English is a second language.) Audience, purpose, organization and style of graduate-level academic writing. Mechanics. Editing. Textual analysis. Critical thinking. Genres: problem-solution, general-specific, process description, data commentary, article summary/critique. Student work-in-progress, ESL diagnosis-correction. Multiple drafts. Extensive feedback including audio-tapes commentary and individual conferences.

ESLN 650 PRONUNCIATION AND COMMUNICATION (3) (3 hours) Restrictions: Open only to graduate students for whom English is a second language.) (This course cannot be counted towards course requirements of any graduate program.) Focus on developing pronunciation and communication skills, including aspects of pronunciation that most affect intelligibility, and with verbal and non-verbal techniques for effective presentations.

Note: The following writing course is available for senior graduate students but cannot be counted toward the requirements of a graduate program:

EDEC 645 SCIENCE WRITING AND PUBLISHING. (3) (Restriction: Limited to senior graduate students - Ph.D.2 and above.) Techniques for writing reader-sensitive scientific articles and grant applications, including how to express abstract ideas.

15.2.6 Registration for Two Degree Programs Concurrently

No student may register in two degree programs or in two departments or faculties or two institutions concurrently without special permission granted by the Graduate and Postdoctoral Studies Office. Students are advised that permission is never granted to attempt two full-time programs concurrently. Letters of recommendation, including details of the proportions of time that the student intends to allot to each program, must be received from the Chair of each department concerned. Each year, a progress report must be submitted from the two departments concerned to the GPSO before a student in this category will be permitted to register.

15.2.7 Time Limitation

Candidates for Master's degrees must complete the degree within three years of initial registration. If the degree is pursued strictly on a less than full-time basis, it must be completed within five years of initial registration.

In exceptional cases, a student who wishes to submit a thesis, or to complete outstanding degree requirements, after withdrawal may do so only on the recommendation of the department concerned. A graduate application must be submitted by stated deadlines and re-admission fees will apply. The final decision rests with GPSO.

By annual registration, all doctoral candidates may maintain their connection with the University for four years after completing their residence requirements.

The object of these regulations is to encourage candidates to complete their theses and qualify for their degree without undue delay.

Council of the FGSR - February 2, 1996

15.2.8 Withdrawal from a Degree Program

Departments have the right to ask students to withdraw from the program if progress is not satisfactory, or if they have failed two courses required for their program, or for lack of performance in research. Please see section 15.9 "Failure Policy". Any student who withdraws from the University must complete a Withdrawal Form available from the Graduate and Postdoctoral Studies Office. Fees will then be refunded according to the conditions outlined in section 15.5 "Course Change Period" and in section 15.6 "Regulations Concerning Withdrawal".

15.2.9 Late Registration

Students who fail to register during the normal registration period may do so within the period designated by the University for late registration. They will be assessed a late registration fee as listed below:

Returning Students: May register late from Friday, August 4 until and including Tuesday, September 5 with the payment of a late registration fee of $50 ($20 for Special Students).

New and Returning Students (Fall): Students may register late via Minerva from Wednesday, September 6 until Tuesday, September 19 with the payment of a late registration fee of $100 ($40 for Special Students).

15.3 Course Information

15.3.1 Course Numbering

Each McGill course is assigned a unique seven-character course "number".

The first four characters (Subject Code) refer to the unit offering the course.

These codes were implemented in September 2002, replacing the three-number Teaching Unit Codes previously used. A complete list of Teaching Unit Codes and their Subject Code equivalents can be found on the Web at www.mcgill.ca/student-records/transcripts.

The three numbers following the Subject Code refer to the course itself, with the first of these indicating the level of the course.

- Courses numbered at the 100, 200, 300, and 400 levels are intended for undergraduate students. In most programs courses at the 300 level and 400 level are normally taken in the student's last two years.
- Courses at the 500-level are upper-level undergraduate courses that are intended for qualified senior undergraduate students and open to graduate students.
- Courses at the 600 and 700 level are intended for graduate students only.

Two additional characters (D1, D2, N1, N2, J1, J2, J3) at the end of the seven-character course number identifies multi-term courses.

15.3.2 Multi-term Courses

Most courses at McGill are single term (Fall or Winter or Summer) courses with final grades issued and any credits earned recorded at the end of that term. Single term courses are identified by a seven-character course number.

A unit may, however, decide that the material to be presented cannot be divided into single term courses or it is preferable that the work to be done is carried out over two, or three, terms. Under such circumstances, courses are identified by a two-character extension of the course number.

In some cases, the same course may be offered in various ways: as a single term and/or in one or more multi-term versions. The course content and credit weight is equivalent in all modes, the only difference being the scheduling, and students cannot obtain credit for more than one version.

Courses with numbers ending in D1 and D2 are taught in two consecutive terms (most commonly Fall and Winter). Students must register for the same section of both the D1 and D2 components. When registering for a Fall term D1 course on Minerva, the student will automatically be registered for the Winter term D2 portion. No credit will be given unless both components (D1 and D2)
are successfully completed in consecutive terms, e.g., Fall 2005 and Winter 2006.

Courses with numbers ending in N1 and N2 are taught in two non-consecutive terms (Winter and Fall). Students must register for the same section of both the N1 and N2 components. No credit will be given unless both components (N1 and N2) are successfully completed within a twelve (12) month period.

Courses with numbers ending in J1, J2 and J3 are taught over three consecutive terms. Students must register for the same section of all three components (J1, J2, J3). No credit will be given unless all three components are successfully completed.

IMPORTANT CONDITIONS FOR MULTI-TERM COURSES
1. Students must register for each component of the multi-term course. Students must ensure that they are registered in the same section in each term of the multi-term course.
2. Students must successfully complete each component in sequence as set out in the multi-term course. Credit is granted only at the end of the multi-term course; no credit is given for partial completion.

15.3.3 Course Terminology
Prerequisite: Course A is prerequisite to course B if a satisfactory pass in course A is required for admission to course B.

Corequisite: Course A is corequisite to course B if course A must be taken concurrently with (or may have been taken prior to) course B.

Credits: The credit weight of each course is indicated in parentheses beside the course title. For D1 and D2 courses the credit weight is indicated after the course number.

COURSE NOMENCLATURE IN PROGRAM DESCRIPTIONS:
Required Course: Courses absolutely required in a program. All students in that program must take this (these) course(s) unless they are granted exemption(s).

Cours obligatoire: Cours foncièrement obligatoire dans un programme. Tous les étudiants inscrits à ce programme doivent suivre ce (ou ces) cours, à moins de bénéficier d’exemptions.

Complementary Course: Courses selected from a restricted list, a particular subject area, or a discipline. In some programs, students must include a number of these in order to meet program requirements.

Cours complémentaire: Cours sélectionnés à partir d’une liste limitée, ou de la liste des cours offerts dans une matière particulière ou dans une discipline. Dans certains programmes, les étudiants doivent inclure un certain nombre de ces cours afin de satisfaire aux exigences du programme.

Note: Complementary courses are not electives. The difference between Complementary courses and Required courses is that Complementary courses offer an element of choice, however small that choice may be. Students may choose from the two (or more) courses specified within Complementary Course segment(s) of a program description, but ONLY from those.

Elective course: courses chosen freely (with advice and approval of the Graduate Program Director and GPSO).

15.3.4 Class Schedule and Course Catalog
Students should consult Class Schedule when preparing to register (www.mcgill.ca/courses). Here they will find up to date information including days and times when courses are offered, class locations, names of instructors, and course pre-requisites. Class Schedule only displays courses that are being offered in the term selected.

For a complete listing of all McGill courses, even if they are not offered in a given year or term, students may consult the Course Catalog at www.mcgill.ca/courses. Searches are conducted by term and provide information such as full course descriptions, course pre-requisites and registration requirements.

15.4 Summer Studies
Registration regulations may change for Summer 2007. Detailed information about summer registration will also be available in March 2007 on the web at www.mcgill.ca/gps/records/registration.

Graduate courses are available in some subject areas during the summer and the Summer Studies Calendar should be consulted for a complete listing of undergraduate and graduate level courses.

Students doing graduate work in Education are strongly advised to enrol in summer studies and many programs can only be completed by participation in summer studies.

Registration for courses for graduate students takes place via Minerva for the Summer session. It is the responsibility of the student to register for courses within the deadlines, after completing a Minerva Course Selection Form and obtaining departmental approval.

Students in thesis programs, who pay fees on a per term basis and who have already paid full-time tuition fees during the preceding year are not required to pay for required courses taken in the summer. Students in non-thesis programs will be charged fees for courses taken in the summer. Registration for “summer studies” should not be confused with registration for a Summer term which has been discussed previously in section 15.2.3 “Summer Registration”.

Many summer courses have limited enrolment and students are advised to register for such courses as early as possible. Graduate students intending to register for restricted undergraduate courses MUST COME IN PERSON to the Graduate and Postdoctoral Studies Office with an approved Minerva Course Selection form, where the course will be added if there is space available in the course.

Please consult the Summer Studies Calendar for specific information on course dates and times. Information is also available on the Summer Studies Web site at www.mcgill.ca/summer.

15.5 Course Change Period
During the initial Registration Periods, see section 15.2 “Registration”, students may make changes to their course registrations (add or drop courses), subject to the requirements and restrictions of their program and of individual courses.

The Course Change deadline coincides with the deadline for late registration. Please refer to the Calendar of Dates.

Students who are registered in the Fall term may continue to add and drop courses that will begin in the Winter term throughout the Fall term until the deadline for course change/late registration in the Winter term.

After the Course Change deadline, courses may be added only with written permission of the instructor and your department, and the approval of the GPSO. A fee will be charged for each course added.

15.6 Regulations Concerning Withdrawal
15.6.1 Regulations Concerning Course Withdrawal
Following the Course Change deadline there is a period of a few days during which students may withdraw, with a grade of W and full refund of course fees, from courses that start in that term.

After the Withdrawal (with refund) deadline, there is a period during which withdrawal from a course will also result in a grade of W but no course fees will be refunded.

Courses that begin in the Fall Term
Deadline for withdrawal (grade of ‘W’) with refund:
Sunday, September 24, 2006

Deadlines for withdrawal (grade of ‘W’ without refund):
- Single-term courses: Sunday, October 22, 2006
- Multi-term courses: Tuesday, January 16, 2007 (with refund of Winter term fees)
Courses that begin in the Winter Term
Deadline for withdrawal (grade of "W") with refund:
Sunday, January 21, 2007

Deadline for withdrawal (grade of "W") without refund:
- Multi-term courses: Tuesday, May 15, 2007* (with refund of Summer term fees)

*Please note that students in multi-term courses with course numbers ending in N1 and N2 (begin in the winter, skip the summer, are completed in the subsequent Fall term) may withdraw after May 15 and until the end of the Fall term course change period by contacting their faculty Student Affairs Office. After the withdrawal (without refund) deadline, but before the end of term, the student may, under exceptional circumstances, be granted permission to withdraw from a course. (Permission will not be granted merely because a student is doing unsatisfactory work.) A grade of W or WF, as appropriate, will appear on the transcript but will not be calculated in the GPA. For further information students should consult their faculty Student Affairs Office.

Note:
1. Students who wish to withdraw from required or complementary courses must also secure permission from their GPSO Graduate Program Director. A course withdrawal form is available from the faculty Student Affairs Office. (Additional restrictions for Music courses are indicated in the Schulich School of Music section.)

2. The responsibility for initiating withdrawal rests solely with the student. Neither notification of the course instructor nor discontinuance of class attendance will suffice. The date on which a student's withdrawal is entered on Minerva is the official date of withdrawal, even if the student stopped attending lectures earlier.

3. Fee refunds, if any, will be in accordance with section 18.8 "Fees and Withdrawal from the University".

15.6.2 Regulations Concerning University Withdrawal

Students considering University withdrawal are strongly urged to consult with their adviser and Student Affairs Office before making a final decision.

Student's responsibility

The responsibility for initiating University withdrawal rests solely with the student. Neither notification of the course instructor nor discontinuance of class attendance will suffice. The date the request for withdrawal is submitted to the GPSO is the official date of withdrawal, even if the student stopped attending lectures earlier.

15.6.3 Deadlines for University Withdrawal

All students who have accessed Minerva to register must officially withdraw within deadlines if they decide not to attend the term(s) for which they have registered. See Withdrawal (W) deadline dates in the Calendar of Dates.

Students who wish to withdraw from the University by the deadlines indicated below must drop or withdraw from all courses on Minerva and submit a withdrawal form to GPSO.

Fall Term:
Deadline for University withdrawal with refund (minus $100 for returning and $200 for new students): Sunday, September 24, 2006

Winter Term:
Deadline for University withdrawal with refund (minus $100 for returning and $200 for new students): Sunday, January 21, 2007

Students who are blocked from dropping or withdrawing from their last course on Minerva are required to contact their Student Affairs Office.

15.6.4 Consequences of University Withdrawal

Fee refunds, if any, for the term in which the student withdraws will be in accordance with section 18.8 "Fees and Withdrawal from the University".

Upon withdrawal, students are required to return their ID card to the University as stated in section 15.17 "Identification (ID) Cards".

15.7 Grading and Grade Point Averages (GPA)

Classification of Marks:

Courses can be graded either by letter grades or in percentages, but the official grade in each course is the letter grade. Beginning in the Fall term of 2002 all verification forms, transcripts and other documents show only letter grades for all subsequent terms.

Grades A through B- are termed satisfactory passes, and F a failure. Certain courses have been approved for Pass/Fail (P/F) grading. Students must obtain grades of B- or better in courses used to fulfill program requirements.

Letter grades are assigned grade points according to the table shown above. A student's academic standing will be determined based on the basis of a grade point average (GPA), which is calculated by dividing the sum of the credit times the grade points by the total courses GPA credits. GPA credits are the credits of courses with grades that are assigned grade points.

\[
GPA = \frac{\sum (\text{GPA course credits})}{\sum (\text{course credit x grade points})}
\]

The term grade point average (TGPA) will be the GPA for a given term calculated using all the applicable courses at the same level in that term. The cumulative grade point average (CGPA) will be the GPA calculated using the student's entire record of applicable courses at McGill at the same level effective the Fall 2002 term. If the level is changed (e.g. from Master's to Doctoral), the CGPA will start again. For students with academic information prior to Fall 2002, who are continuing in the same program or are registered in a different program or level post-Fall 2002, the transcript displays a special message regarding the CGPA being calculated effective Fall 2002 onwards. If courses are repeated, all results are included in the GPA calculation. Therefore, grades of F or J continue to be used in the CGPA calculation (and remain on the record) even after the course is repeated or if a supplemental examination is taken.

Other Grades:

| IP | In Progress. (Master's Thesis Courses Only) |
| P  | Pass. Pass/Fail grading is restricted to certain seminars, examinations and projects only. In such cases all grades in these courses are recorded as either Pass or Fail. Not included in GPA calculations. |
| HH | To be continued. The use of this grade is reserved for major research projects, monographs and comprehensive examinations as designated for graduate studies. |
| J  | Absent: to be recorded for the student who did not write the final examination and had not been granted deferred status, or who did not complete an essential part of the course requirements without a valid reason. This is a failure and is calculated in the TGPA and CGPA as a failure. (Students may appeal the assignment of the grade of J, but circumstances such as appearing at the incorrect time for an examination would not be sufficient reason for this grade to be replaced by a deferral. Students who have earned sufficient marks to pass the course even though the final examination is not written, may opt to have their grade based on the record to date.) |
| K  | Incomplete: deadline extended for submission of work in a course or for the completion of a program requirement such as a Ph.D. language examination (maximum four months). (Need a K contract signed.) |

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KF – **Incomplete/failed:** failed to meet the extended deadline for submission of work in a course or for the completion of a program requirement. This is a failure and is calculated in the TGPA and CGPA as a failure.

KK – **Completion requirement waived:** This is used in exceptional cases only, with the approval of the Director of the Graduate and Postdoctoral Studies Office. Not calculated in TGPA or CGPA.

KE or K* – **Further extension** granted with the approval of the Director of the Graduate and Postdoctoral Studies Office (maximum two years.) (Need a K contract signed.)

L – **Deferred:** for students whose final examinations or papers have been deferred, for reasons such as illness, at the time of the examination. The “L” grade must be cleared as soon as possible (maximum four months).

A dated medical certificate or appropriate document recommending a deferral must be submitted to the Graduate and Postdoctoral Studies Office with a departmental recommendation for a deferral before or immediately after the examination. In particular, such recommendations will not be considered if medical reasons are brought forth after a grade is assigned.

By commencing to write any examination, the student waives the right to plead medical causes for deferral or permission to write a supplemental examination, unless the medical problem occurs in the course of the examination and is documented by examination authorities.

LE or L* – **Further deferral:** permitted to defer examination for more than the normal period.

NA or && – **Grade not yet available.**

NR – **No grade reported** by the instructor (recorded by the Registrar).

Q – Course continued in next term.

Satisfactory/Unsatisfactory – **Not used for graduate students.**

W – **Withdrawn with approval.** A course dropped, with permission, after the change of course period. Not included in GPA calculations.

WF – **Withdrawn failing:** a course dropped, with special permission in exceptional case, after faculty deadline for withdrawal from course, the student's performance in the course at that stage being on the level of an F; not calculated in TGPA or CGPA. (Not used in Music.)

WL – Withdraw from a deferred examination (approved by GPSO): not calculated in TGPA or CGPA.

W-- or -- -- **No grade.** Student withdrew from the University; not calculated in TGPA or CGPA.

**15.8 Verification of Student Record**

**15.8.1 Unofficial Transcripts**

Students are responsible for verifying their academic record on Minerva using the unofficial transcript to ensure that they are registered in the proper courses, and that the correct program information and expected term of graduation is appearing on their record.

Graduating students must make sure to verify their record on Minerva prior to the end of term in which they are graduating to ensure that the correct expected term of graduation is indicated on their unofficial transcript; if not, the student may be overlooked for graduation. Any questions or problems with their record should be directed to the Graduate Program Director.

**15.9 Failure Policy**

Students who have failed one course required by their department while registered as a graduate student may automatically write one supplemental examination, If the departmental policy permits, or retake that course or substitute an equivalent course. For the purposes of this policy, “required course” includes either a course required by the student’s program of study, or a course that has been designated by the department for an individual student’s program of study. Students with any further failures in that course, including the supplemental, or a failure in any other course, will be required to withdraw from their program of study. When a student retakes a course, he/she is required to pay the fee charged for the course in question. Ph.D. students and Master's students in thesis programs can also be required to withdraw from their program of study for documented lack of performance in research.

The failure policy does not pertain to the failure of comprehensive examinations, doctoral oral defenses, or thesis failures. In the case of a failed thesis or defense, the Thesis Failure Policy, detailed in the Thesis Guidelines, applies. In the case of a failed comprehensive examination, the Ph.D. Comprehensives Policy applies.

(Revised, GPS Council, February 10, 2003)

**Procedure to follow in cases of failure:**

The procedure in cases of initial failure is as follows: the failing grade is to be recorded and a letter sent to the Graduate and Postdoctoral Studies Office indicating that a supplemental examination is to be given under the Failure Policy. If the supplemental is passed, the second grade should be submitted. The same procedure applies for a recommendation of a retake or a substitution.

In the event of a failure of a supplemental exam, the department should request, in writing, that the student withdraw (with a copy of said letter forwarded to the GPSO). Similarly, in the event of a failure in a second course, a written request for withdrawal (copied to the GPSO) should be sent to the student.

**Note:** A student in a graduate program who has failed one course while being a Special Student in a graduate studies will have this failure count as a first failure in a related graduate program. Any further failure will require withdrawal from the program of study.

**15.10 Language Policy**

The main language of instruction at McGill is English. Every student has a right to write essays, examinations, and theses in English or in French except in courses where knowledge of a language is one of the objectives of the course.

**15.11 Regulations Concerning Theses**

The thesis submission guidelines contain important information regarding procedures and deadlines. Students who are in the process of writing a thesis must consult these thesis submission guidelines in order to adhere to University regulations concerning the submission of a thesis. Thesis submission guidelines and all the forms required for thesis submission are posted on the Web at www.mcgill.ca/gps. Forms and guidelines are updated as procedures change. Students should keep informed of these changes by referring to the Website.

Dates of submission of theses, convocations, etc. are listed in section 14 “Calendar of Dates – 2006-2007” and are available on the Web at www.mcgill.ca/students-information/dates.

**15.12 Graduation**

In order to graduate, a student must complete program requirements. It is the student’s responsibility to ensure that all requirements are met before graduation. All students should contact their Graduate Program Director early in the graduating year with any questions as to whether they will meet the necessary program requirements by graduation time.

**15.12.1 Apply to Graduate**

Students in non-thesis programs must indicate their expected graduation term on Minerva using the “apply for graduation” option under the Student Records menu and should verify this information on unofficial transcripts and verification forms. For more information, see section 15.8, “Verification of Student Record.”
departmental student affairs office should be notified immediately when a final-year student changes his/her expected graduation term. Failure to do so may result in the postponement of a student's graduation.

15.12.2 Graduation Approval Query
Graduating students may view the status of their graduation record on Minerva as part of the review and approval process. The menu option called ‘Student Graduation Query’ is accessed via the Student Records menu option on Minerva, and becomes available to graduating students approximately 3-4 weeks before the “degree awarded” notation is updated on their records.

If all requirements for graduation are met, the student's record on Minerva will be updated with the “degree awarded” notation at the appropriate time:
- late February, if term of graduation is Fall (Convocation in Spring)
- late May, if term of graduation is Winter (Convocation in Spring)
- late October, if term of graduation is Summer (Convocation in Fall)

Note: Information regarding the Convocation ceremonies can be obtained on the McGill Website at www.mcgill.ca/convocations.

15.12.3 Replacement Diploma
There are several instances when students might request a replacement diploma: if your diploma was lost, damaged, or if the name on the diploma should be changed. Students must make a request in writing and should also include a certified cheque or money order for the amount of CDN $60 made payable to McGill University. Students should refer to the sections below to determine which situation applies to them. All requests should be sent to:
Admissions, Recruitment and Registrar's Office Service Centre
MCC 15-205
845 Sherbrooke Street West, Room 205
Montreal, Quebec H3A 2T5
E-mail: registration.arr@mcgill.ca

Please note that requests made on behalf of a student must be accompanied by a signed letter of authorization from the student.

To replace a lost diploma: Students must provide a sworn affidavit from a notary, a lawyer or a commissioner of oaths certifying that the diploma is lost. The affidavit should include: full name; student number; address; phone number; date of birth; degree granted/year granted; reason for a replacement diploma. To replace a damaged diploma or change the name on the diploma: Students must send or deliver the original diploma. Include clear and complete photocopies of legal documents supporting the name change. Please refer to section 15.18, “Legal Name” for the list of acceptable documents. Please note that the name change must be processed in the system before a duplicate diploma can be issued. Students must enclose a letter containing the following important information: full name; student number; address; phone number; date of birth; reason for a replacement diploma; new spelling/grammar changes.

15.12.4 Dean's Honour List

Only graduate students who have completed their program within the University's time limitation for their program are considered for the Dean’s Honour List designation.

The criteria for inclusion in the Dean's Honour List is as follows:

Master’s Thesis Candidates:
Truly outstanding student recommended by the department.

15.13 Policy Concerning Access to Records

Statements of account and all other correspondence are sent directly to students who retain full control as to who has access to their records or accounts. (Officers and members of the University staff may also have access to relevant parts of such records for recognized and legitimate use.) No progress report or any other information is sent to parents and/or sponsors unless specifically requested by the student in writing.

In accordance with the Act Respecting Access to Documents held by Public Bodies and the Protection of Personal Information (the “Access Act”) personal information, including transcripts of academic records, may be released only with the authorization of the student. When a student applies to McGill, he/she authorizes the University to release certain personal information (name, address, telephone number, e-mail address, date of birth, program and student status) to the persons and bodies listed below.

The following persons and bodies are included in the authorization:

a. libraries of other Quebec universities with which McGill established reciprocal borrowing agreement (ID number and bar code may also be disclosed to such libraries)
b. the Quebec Ministère de l'Éducation, du Loisir et du Sport (MELS), in order to create, validate and/or modify the student’s Permanent Code
c. the appropriate authorities involved with the external or internal funding of the student’s fees (financial records may also be disclosed to such authorities)
d. the Association of Universities and Colleges of Canada
e. the Association of Registrars of Universities and Colleges of Canada and the Conférence des recteurs et des principaux des universités du Québec, or the member institutions of these organizations, for the purpose of admissions operations and the production of statistics
f. the school(s) or college(s) which the student attended
g. students and alumni who have volunteered to speak with admitted students

The student Associations recognized by McGill University for the category(ies) of students to which the student belongs
i. the McGill Alumni Association
j. professional bodies or corporations (e.g., engineers, dentists)
k. McGill Network and Communications Services for the purposes of listing the student’s McGill e-mail address in an online e-mail directory.

Legal Name: The name University has on file is sent to parents and/or sponsors unless specifically requested by the student in writing. The name change is noted in students' online records on Minerva if the student provides the University with a legal document certifying the change, including: full name; student number; address; phone number; date of birth; reason for a name change. The change is updated on Minerva, and becomes available to graduating students approximately 3-4 weeks before the “degree awarded” notation is updated on their records. If students would like McGill to release their new name to any outside institutions, they must provide a notarized legal document and a certified English translation of the document.

Requests for Release of Official Document:

Students must provide a sworn affidavit from a notary, a lawyer or a commissioner of oaths certifying that the name is changed. The affidavit should include: full name; student number; address; phone number; date of birth; reason for a name change. Official documents may also be disclosed to such libraries.

The following persons and bodies are included in the authorization:

a. libraries of other Quebec universities with which McGill established reciprocal borrowing agreement (ID number and bar code may also be disclosed to such libraries)
b. the Quebec Ministère de l'Éducation, du Loisir et du Sport (MELS), in order to create, validate and/or modify the student’s Permanent Code
c. the appropriate authorities involved with the external or internal funding of the student’s fees (financial records may also be disclosed to such authorities)
d. the Association of Universities and Colleges of Canada
e. the Association of Registrars of Universities and Colleges of Canada and the Conférence des recteurs et des principaux des universités du Québec, or the member institutions of these organizations, for the purpose of admissions operations and the production of statistics
f. the school(s) or college(s) which the student attended
g. students and alumni who have volunteered to speak with admitted students

The student Associations recognized by McGill University for the category(ies) of students to which the student belongs
i. the McGill Alumni Association
j. professional bodies or corporations (e.g., engineers, dentists)
k. McGill Network and Communications Services for the purposes of listing the student’s McGill e-mail address in an online e-mail directory.

No specific legal document is needed for the release of the official transcript if the student is not requesting the release of any other documentation. If any legal document is needed, the student must provide a notarized copy of such an official legal document. A name change must be processed in the system before a duplicate diploma or transcript can be issued.

15.14 Transcript of Academic Record

15.14.1 Unofficial Transcripts
Students who require a copy of their student record can view and print their own unofficial transcript by accessing Minerva. This applies to records from 1976 to present. For pre-1976 records, an official transcript must be ordered.

15.14.2 Official Transcripts

Official transcripts can be ordered on-line via Minerva by going to Student Menu->Student Records Menu->Request Printed/Official Transcript. Students who cannot access Minerva should fill out the "Request for Release of Official Document" form available on-line at www.mcgill.ca/student-records/transcripts or in person at the Admissions, Recruitment and Registrar's Office at the address below. Transcript requests may be submitted by mail, by fax, or in person but must be signed by the student. To protect privacy, we do not accept telephone or e-mail requests.

Admissions, Recruitment and Registrar's Office
James Administration Building
845 Sherbrooke Street West, Room 205
Montreal, Quebec H3A 2T5
Fax: (514) 398-8939
15.14.3 General Information
Transcripts are free of charge.
Official transcripts are sent directly to the addresses provided by the student. Official transcripts in sealed envelopes can be given to those requesting them.
Requests are processed in 3 to 5 working days, somewhat longer for pre-1976 records and at peak times.
ARR is not responsible for transcripts that are lost or delayed in the mail.
The University will issue only complete transcripts recording all work attempted and results obtained in any and all programs. In no circumstances will partial transcripts be issued.
Official transcripts will NOT be issued for students registered on or after September 2001 who have failed to provide the information and/or documents necessary to obtain or verify their Permanent Code.
Transcripts will not be issued if you owe fees or fines over $30.
Official transcripts are produced on secure paper that cannot be copied.

15.14.4 Course Numbering on the Transcript
Prior to September 2002, course numbers had a seven-character designation beginning with the three-number code for the teaching unit/department. The next three digits specified the course, with the first of these indicating its level. The final character was a letter indicating the term, or terms, during which the course was offered. For example:
107-200A = Philosophy (107) course (200) in Fall term (A);
301-202B = Architecture (301) course (202) in Winter term (B);
154-230D = Economics (154) course (230) extending for two terms, Fall and Winter (D).
A list of the former Teaching Unit Codes and their Subject Code equivalents is available on the Web at www.mcgill.ca/student-records/transcripts.

15.15 Academic Integrity
Communicating about academic integrity is an essential way to foster it. In submitting work in their courses, students must understand the meaning and consequences of plagiarism and cheating; these are considered to be extremely serious academic offences. Students who have any doubt as to what might be considered plagiarism in preparing an essay or term paper should consult the instructor of the course to obtain appropriate guidelines. There is a student guide to the meaning of plagiarism; students should consult the academic integrity Website at www.mcgill.ca/integrity. Strategies to prevent cheating are also provided on the Integrity Website. The possession or use of unauthorized materials in any test or examination constitutes cheating. Responses on multiple-choice examinations are normally checked by the exam security computer monitoring program. The program detects pairs of students with unusually similar answer patterns on multiple choice exams. Data generated by the exam security computer monitoring program can be used as admissible evidence either to initiate or corroborate an investigation or a charge of cheating under Section 16 of the Code of Student Conduct and Disciplinary Procedures.

The Code of Student Conduct and Disciplinary Procedures includes sections on plagiarism and cheating. The Code is included in the Handbook of Student Rights and Responsibilities, which is available through the academic integrity Website or at www.mcgill.ca/secretariat.

15.16 Legal Documents
15.16.1 Why Do We Collect Legal Documents from You?
Your tuition fees at McGill will vary according to whether you are a Canadian citizen or permanent resident, a Quebec resident, an international student. Fee schedules are listed in section 18 “Fees and Expenses”.
Some of the documents we ask from you help us obtain your Permanent Code from the government of Quebec. This code is obligatory, and is needed to comply with government legislation. The consequences of a missing Permanent Code are severe for the university, as the government funding for that student will be withheld. Furthermore, the university is subject to an annual audit by the Ministry to ensure that our document collection process is accurate.
If you have previously attended school in Quebec you already possess a Permanent Code - you can see it on your school report card or your CEGEP or university transcript. Students can also check if McGill has received their Permanent Code after they have accepted the University’s offer of admission on Minerva under the Personal menu.
Students can consult their citizenship and Quebec residency status on Minerva. Select Student Menu -> Student Accounts Menu -> View Your Citizenship and Quebec Residency Status.

15.16.2 What Documents Do We Need from You?
Follow instructions in the first row of this table that applies to you. Send clear, legible copies of documents (not originals).

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<thead>
<tr>
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</tr>
<tr>
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</tr>
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International Students

You will be in Canada for less than 6 months

- Visitors Permit issued by Citizenship and Immigration Canada at your port of entry into Canada
- Photo page of your passport and the page stamped by Citizenship and Immigration Canada at your port of entry
- Permanent Code Data Form (note 2 & 6)

You will be in Canada for more than 6 months

- Certificate of Acceptance of Quebec (CAQ)
- Permanent Code Data Form (note 2 & 6)
- Study Permit issued by Immigration Canada (note 4)

Note 1: You may alternatively supply your Quebec baptismal certificate if it was issued prior to January 1, 1994 and clearly shows where you were born and that your baptism occurred no more than 4 months after your birth.

Note 2: Permanent Code Data Form (signed) is usually required. If the names of your parents appear on your birth certificate, or if you have already provided us with your Permanent Code, you do not need to supply this form.

Note 3: Proof of Permanent Resident status can be proved by an IMM 5292 document together with the Permanent Resident card (copy of both sides required). Alternatively, you may provide the IMM 1000 document along with the PR card (copy of both sides required).

Note 4: If you are a refugee, you should instead provide your Convention Refugee status document.

Note 5: Usually we need your birth certificate to prove your place of birth in Quebec. If you already have a valid MEALS Permanent Code, but we are still showing you as being charged Canadian fees, we will accept a Canadian passport that shows our birth place in Quebec as proof that you qualify for Quebec residency.

Note 6: The links to download and print the Permanent Code Data and Attestation of Quebec Residency forms can be found at www.mcgill.ca/student-records/documents.

Fee Exemptions

Exemptions from International Tuition Fees may be claimed by students in certain categories. As well, both international and non-Quebec Canadian students or permanent residents in certain language programs leading to a degree in French may be eligible for a fee exemption from international or the non-Quebec Canadian rate. Please note that the list of language programs is limited and subject to change by the Ministère de l'Éducation, du Loisir et du Sport. Students, if eligible for one of the exemption categories, are then assessed at the Quebec student rate. A list of categories and the required application forms are available at www.mcgill.ca/student-records/fees/exemption and also at the Admissions, Recruitment and Registrar’s Office where the application forms must be submitted. An exemption will not be granted unless the application form is submitted.

15.16.3 Have We Received Your Documents?

Quebec/Canadian/International Fees

It usually takes us about a week to receive and record your documents.

- Check your tuition status on Minerva student accounts menu: Student Menu->Student Accounts Menu->View your Citizenship and Quebec Residency Status.
- Check the phrase: Fees currently calculated according to rules for... This will tell you if you are assessed as: International student, Canadian student, or a Quebec student.
- The University has implemented e-billing as of the 2005-2006 academic year. A paper fee statement will no longer be mailed via Canada Post. For more information please refer to the following Website: www.mcgill.ca/student-accounts/e-bill.

If you do not agree with the assessment, notify us right away. We cannot accept changes or offer you a lower tuition rate after the last day of classes at the end of the term, as the government does not allow us to amend our files at that point.

Permanent Code

It can take anywhere from one week to four weeks for the Ministry to verify or issue your Permanent Code.

- Check your Permanent Code on Minerva: Personal Menu ->Name Change Form or alternately on the student accounts menu: Student Menu->Student Accounts Menu->View your Citizenship and Quebec Residency Status. If the Permanent Code number appears there, your documents are in order. If not, you have not yet provided us with your documents listed above or we have not yet received confirmation from the Ministry that your documents are sufficient for creation of a Permanent Code.

15.16.4 What Are the Consequences of Not Providing Your Documents?

All proofs of citizenship, requests for Quebec residency, international fee exemption, and immigration status changes must be received by the end of the last day of classes of a current term to take effect for that term. All documents received after that date will be updated and lower your fees for the following term only.

We cannot issue you an ID card without having received your documents. Your ID card is essential to use many services on campus, and to sit for your final exams.

If your Permanent Code has not been issued by October 15 (Fall term) or February 15 (Winter term) we will put a hold on your record, which will prevent you from registering or dropping any courses, and will prevent you from obtaining your official transcript, until our record has been put in order. For students in short programs, this action may be taken earlier in the term.

Any late payment and/or interest charges accumulated during the documentation evaluation period will not be waived.

15.16.5 Where Do I Send my Documents?

Send in all your documents after you have been accepted to McGill and before you arrive on campus. Do not send us originals. Please fax or mail a clear and legible photocopy. Write your McGill ID on the documents so that we can match them to your record.

If there is a problem with your documents, you may contact us at:
In Person or by Courier:
Admissions, Recruitment and Registrar’s Office Service Centre
James Administration Building, Room 205
845 Sherbrooke St. West
Montreal, QC H3A 2T5 CANADA

By Mail:
Admissions, Recruitment and Registrar’s Office Documentation Centre
688 Sherbrooke Street West, Suite 1460
Montreal, QC H3A 3R1 CANADA

By Fax:
(514) 398-3227

Please note that the list of language programs is limited and subject to change by the Ministère de l’Éducation, du Loisir et du Sport. Students, if eligible for one of the exemption categories, are then assessed at the Quebec student rate. A list of categories and the required application forms are available at www.mcgill.ca/student-records/fees/exemption and also at the Admissions, Recruitment and Registrar’s Office where the application forms must be submitted. An exemption will not be granted unless the application form is submitted.

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If there is a problem with your documents, you may contact us at:
In Person or by Courier:
Admissions, Recruitment and Registrar’s Office Service Centre
James Administration Building, Room 205
845 Sherbrooke St. West
Montreal, QC H3A 2T5 CANADA

By Mail:
Admissions, Recruitment and Registrar’s Office Documentation Centre
688 Sherbrooke Street West, Suite 1460
Montreal, QC H3A 3R1 CANADA

By Fax:
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Any late payment and/or interest charges accumulated during the documentation evaluation period will not be waived.
15.17 Identification (ID) Cards

Students registered at McGill are required to present an ID card when writing examinations and when using libraries, Student Services, certain laboratories, and many residences.

An ID card cannot be issued until at least 3 hours after the student has registered. When requesting the card, new students must present Permanent Code information and proof of legal status in Canada (for a list of documents please see section 15.16 “Legal Documents”).

ID cards will not be issued if any of the legal documents are missing.

Registered students may obtain an ID card at these times and locations:

<table>
<thead>
<tr>
<th>Date</th>
<th>Locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday June 15 to Thursday August 17, 2006, Open 9:00am to 5:00pm (note that we are closed on: Thursday June 22, Thursday June 29, Fridays as of June 19 and weekends), Quebec CEGEP students are encouraged to come during this period to avoid line-ups later in August. No international students can be carded before August 21.</td>
<td>Admissions, Recruitment and Registrar's Office, James Administration Building, Room 205</td>
</tr>
<tr>
<td>Thursday, August 3 to Thursday August 17, 2006, Open 9:00 a.m. to 5:00 p.m. (except Fridays and weekends) Canadian and Quebec students are encouraged to come during this period to avoid line-ups later in August. No international students can be carded before August 21.</td>
<td>Admissions, Recruitment and Registrar's Office, James Administration Building, Room 205</td>
</tr>
<tr>
<td>Monday August 21 to Friday, September 1st, 2006, Open 9:00 a.m. to 5:00 p.m. including Friday, Saturday and Sunday, August 25-27 All students, including international students</td>
<td>Lorne M. Trottier Building 3630 University Street</td>
</tr>
<tr>
<td>Starting Tuesday, September 5, 2006, Normal office hours</td>
<td>Admissions, Recruitment and Registrar's Office, James Administration Building, Room 205</td>
</tr>
</tbody>
</table>

On the Macdonald Campus, newly registered students entering from Quebec CEGEPs, may obtain an ID card from the Student Affairs Office, Room 106, Laird Hall. Office hours are from 9:00 a.m. to 4:00 p.m., Monday through Thursday and 9:00 a.m. to 3:00 p.m. on Friday throughout the Summer. (Please note that the Student Affairs Office will be closed on Thursday, June 22 and Thursday, June 29, followed by the statutory holidays of Friday, June 23rd and Friday, June 30th. The regular Monday through Friday schedule will resume with the week commencing July 3rd.)

ID cards will be issued to new Canadian and Quebec students during the weeks of August 7 - 11, 14 - 18, 21 - 25, in the Student Affairs Office, Room 106, Laird Hall. Those students missing any of the dates noted, will be able to obtain their ID cards during Orientation activities.

Please note that international students may obtain their ID cards as of August 21, 2006.

As of Tuesday, September 5th, 2006, ID cards may be obtained in the Student Affairs Office during normal office hours.

Other notes:
- students who do not register for consecutive terms should retain their ID card to avoid having to replace it when they re-register.
- if your card has expired there is no charge for a replacement as long as you hand in the ID card.
- if you change programs or faculties there is no charge as long as you hand in the ID card.
- if your card has been lost, stolen or damaged, there is a $20 replacement fee.

The Student Identification Card is the property of the University, is to be used by the cardholder only, and is not transferable. Students withdrawing from all of their courses must attach their ID card to the withdrawal form or return their ID card to the Admissions, Recruitment and Registrar's Office (or the Faculty of Agricultural and Environmental Sciences Student Affairs Office, Macdonald Campus).

Students who need security access to labs or other facilities should refer to www.mcgill.ca/security/services/access.

15.18 Legal Name

All students are registered under their legal name as shown in one of the following documents:
1. Canadian birth certificate.
2. Canadian Immigration Record of Landing (IMM1000 or IMM5292 and Permanent Residence card; both sides).
3. Canadian Immigration Study or Work Permit document.
5. International passport (for Canadians, a Canadian citizenship card is acceptable).
6. Letter from the International Students' consulate or embassy in Canada.
7. Marriage certificate translated into English or French by a sworn officer.

In the case of a variation in the spelling of the name among these documents, the University will use the name on the document that appears first on the above list.

Note: This is the name that will appear on the student's degree, diploma or certificate on graduation, and on the student's transcript, and used by the Ministère de l'Éducation, du Loisir et du Sport (MELS) to create a Permanent Code.

15.19 Verification of Name

Students should verify the accuracy of their name on McGill’s student records via Minerva and make any necessary corrections to formatting, e.g., upper/lower case letters, accents and spacing, using the Minerva Name Change Form under the Personal Menu.

Students cannot change the name on their record via Minerva. Requests for such changes must be made by presenting official documents (see section 15.18 “Legal Name”) in person at the Admissions, Recruitment and Registrar's Office.

15.20 E-mail Communication

E-mail is one of the official means of communication between McGill University and its students. All students are assigned a uniform E-mail Address (UEA). They should view and verify their UEA on Minerva, under the Personal menu. As with all official University communications, it is the student's responsibility to ensure that time-critical e-mail is accessed, read, and acted upon in a timely fashion. If a student chooses to forward University e-mail to another e-mail mailbox, it is that student's responsibility to ensure that the alternate account is viable.

It is a violation for any user of official McGill e-mail addresses to impersonate a University officer, a member of the faculty, staff or student body, in line with the McGill University “Code of Conduct for Users of McGill Computing Facilities” and relevant federal and provincial legislation.

More information about e-mail procedures is available at www.mcgill.ca/email-policy. E-mail support is provided by IST Customer Services (ICS), visit www.mcgill.ca/ics/tools/email for more information. Please see section 20 “Information Technology Resources.”
15.21 Updating Personal Information
It is important that all students keep their official records up to date, especially their mailing or student billing address as these are used by the University year round. If all addresses on file are invalid or incomplete, a student’s mail will be held. Once the addresses are updated, future mail will be sent.

Students must update their addresses and/or telephone number and emergency contact information using Minerva.

Students who are away from campus and do not have access to the Internet may make the changes by writing to their Student Affairs Office or to the Admissions, Recruitment and Registrar’s Office. A written request must include the student’s signature.

Changes requiring verification of official documents, e.g., change of name or citizenship or correction of birth date, must be reported to the Admissions, Recruitment and Registrar’s Office as soon as possible. Such changes can only be made in person.

15.22 Authorization, Acknowledgement and Consent
When applying for admission to the University, all students acknowledge that they are bound by and undertake to observe the statutes, rules, regulations, and policies in place from time to time at McGill University and the faculty or faculties in which they are registered, including those policies contained in the University Calendars and related fee documents. Their obligation as a student commences with their registration and terminates in accordance with the University’s statutes, regulations, and policies.

Students should verify any information or statement provided as part of their application, realizing that an admission granted based on information in their application or supporting documents that is incorrect or untrue may be revoked at the sole discretion of the University.

15.23 Student Rights and Responsibilities
The Handbook of Student Rights and Responsibilities is published jointly by the Office of the Dean of Students and the University Secretariat. A compendium of regulations and policies governing student rights and responsibilities at McGill, it is distributed to new students at the Dean of Students’ Orientation Sessions.

The Handbook is also available on the Web at www.mcgill.ca/secretariat/documents.

15.24 Proper Use of Computing Facilities
Students are required to comply with the Code of Conduct for Users of McGill Computing Facilities as approved by the University Senate. The Code is published in the Handbook of Student Rights and Responsibilities.

This policy (or code) is also posted on the DP-CIO Website at www.mcgill.ca/dp-cio/pol/policies.

15.25 Non-Smoking Policy
Quebec law prohibits smoking in public buildings.

15.26 Health Professions - Immunization Requirement
A compulsory immunization program exists at McGill for students in the health professions, including Dietetics. New students in those programs must complete the immunization program well before classes begin. Further information is available from the Student Health Service, (514) 398-6017.

15.27 Health Insurance - International Students
By Senate regulation, all students (full-time, part-time, special, exchange and visiting) and their accompanying dependants who do not have Canadian citizenship or Permanent Resident status must participate in the University’s compulsory sickness and accident plan. For enrolment procedures and details on the health insurance plan, students should consult the International Student Services Website. For information concerning rates, see section 18.6 “Other Fees”.

All inquiries related to this University policy must be directed to International Student Services.

Health Insurance Telephone: (514) 398-6012
E-mail: international.health@mcgill.ca
Website: www.mcgill.ca/internationalstudents/health

15.28 Health Insurance - Canadian Residents
Canadian students from outside the province of Quebec should check with their own provincial medicare office to ensure the validity of their health coverage while studying at McGill.

Canadian students who have been living abroad may not be eligible for provincial health insurance coverage. To ensure adequate health insurance coverage, you may enroll in the group plan offered through International Student Services.

Graduate students classified as Canadian full-time or additional session/non-thesis extension as well as all Postdoctoral candidates are automatically covered by their society’s Health and Dental Plan (PGSS). Students without valid Canadian Medicare, please see "International Students", section 18.13. In 2005-2006 this plan will cost $463. Students not charged during the Fall term for insurance fees can choose to enrol directly at the PGSS office during the January adjustment period. For details on what is covered by this plan as well as opt-out procedures, please refer to the information contained at www.pgss.mcgill.ca.

15.29 Special Medical Needs
Students who have particular medical needs are requested to have their physician submit appropriate information on a confidential basis to the Student Health Service. They should contact the Office for Student Disabilities; see section 19 “Student Activities and Student Services”.

15.30 Minerva
Minerva is McGill’s Web-based information system serving students, staff and faculty. Students view class schedules, including course descriptions and spaces available in course sections, register and make course changes using Minerva at www.mcgill.ca/minerva. Some of the other options available to students on Minerva include viewing their unofficial transcript and degree evaluation reports; viewing their Permanent Code, citizenship and Quebec residency status and fee information; updating their personal information such as address, telephone number and emergency contacts; for some faculties, changing their major or minor; applying to graduate and viewing their graduation status; viewing their McGill log-in information to access the Internet and e-mail; ordering official transcripts; retrieving tax receipts; submitting an on-line course evaluation; applying to McGill and viewing their application status.

16 Graduate Studies Guidelines and Policies
16.1 Guidelines and Regulations for Academic Units on Graduate Student Advising and Supervision
The general guidelines suggested below are meant to encourage units to examine their graduate programs and to specify their own policies and procedures. These guidelines are directed primarily towards thesis programs but will, in part, be appropriate for non-thesis programs as well.

Each academic unit should have explicitly stated policies and procedures regarding the advising and supervising of graduate students, as well as established means for informing students of procedures and deadlines (e.g., orientation sessions, handbooks)
and mechanisms for addressing complaints. Academic units should ensure that their policies and procedures are consistent with the Charter of Students’ Rights. For their part, graduate students are responsible for informing themselves of these policies and procedures.

1. Assignment of Advisors, Supervisors and Committees

i. Each unit should designate a member (or members) of the academic staff (usually the graduate program director) to monitor the progress of students throughout the graduate program, to ensure that all conditions of admission and requirements are fulfilled, to provide students with information on their program, their progress through it, sources of and policies on financial support, and to advise them how to resolve problems which may arise during their program.

ii. As soon as possible, students should have a supervisor who has competence in the student's proposed area of research, and a program or thesis committee. Although procedures and timetables for choosing supervisors and committees may vary across programs, they should be consistent within a particular program and should be made clear to incoming students.

Thesis supervisors must be chosen from academic staff in tenure-track positions. Faculty Lecturers and Research Assistants may not act as supervisors but in exceptional cases, may be co-supervisors. Emeritus Professors and Adjunct Professors may co-supervise. Professors (Special Category) may supervise or co-supervise students. In the case of supervision, the academic unit in question must ensure continuity of appropriate supervision of their graduate students.

2. Program

i. Early in their program, students should be informed of the phases through which they must pass towards the achievement of the graduate degree, the approximate amount of time each phase should take, the criteria for its successful completion, and any deadlines relating to these phases.

ii. It is important that students are made aware of whatever courses are required to complete their programs, that these courses are available, and that they relate to students' proposed areas of research or to the development of related areas of scholarship.

iii. Where relevant, students should also be informed early in their program of language requirements or comprehensive examinations. The guidelines, criteria and procedures for comprehensive examinations must be explicit and consistently applied in each program. Academic units should consider the rationale for language and comprehensive examinations and how they relate to the objectives of the graduate program.

iv. Every effort should be taken to ensure that students choose, as soon as possible, realistic and appropriate areas of research commensurate with degree requirements.

v. There must be clear procedures established in every unit by which students receive guidance and constructive criticism on their progress on a regular basis through the program (e.g., regular meetings and/or E-mail communication with supervisors and committees, attendance at research seminars, semester or annual reviews of student progress). In addition to regular meetings between the student and supervisor or advisory/thesis committee, each unit must establish a procedure to provide feedback to thesis students regarding their research progress. At least annually, there must be a meeting between the student, supervisor and advisory/thesis committee or, in the case where there is no such advisory/thesis committee, there must be a meeting between the supervisor and a departmental representative, at which objectives for the upcoming year are established and the prior year’s research progress recorded and evaluated. A written record of such meetings must include the signature of the student, supervisor, and the advisory/thesis committee member or a departmental representative, and this record must be retained in the student’s departmental file. (The Graduate Student Research Objectives Report Form, the Graduate Student Research Progress Record, and the Graduate Student Research Progress Report Form are to be utilized to keep a record of these meetings.) In the case where the student does not make expected progress, the advisory or thesis committee or, in the case where there is no such advisory or thesis committee, the student, supervisor and a departmental representative must meet at least once per semester for the subsequent twelve months to review progress and if appropriate to set new objectives. On the occasion of a second unsatisfactory progress report, the student may be required to withdraw from the program of study.

vi. Students should be made aware of the cost living in Montreal and of sources of financial support (e.g., teaching or research assistantships, fellowships) and of the facilities available to them (e.g., study space, computers).

vii. Students should receive guidance and encouragement in areas relating to their growth in scholarship, professional development and career planning. Examples may include, where appropriate, reporting research, writing abstracts, preparing papers for conference presentation or for publication, writing grant and fellowship applications, conducting a job search, and preparing for job interviews.

viii. Units should be sensitive to special academic needs and concerns that may arise in the case of certain students, such as international students or students who undertake graduate studies after a long absence from university.

3. Responsibilities

Each unit should clearly identify the student's supervisory needs at each phase and the means by which these needs will be met. Some functions will be fulfilled by the Chair, some by the graduate program director, some by the supervisor and some by the committee. Each unit should clearly identify the specific responsibilities of each of these, as well as the responsibilities of students themselves.

i. Each unit should consider the availability of student support, research facilities, space and availability of potential supervisors in determining the number of students admitted into the program.

ii. Some examples of the responsibilities of the graduate program director are to be knowledgeable about program requirements, the composition of committees, the procedures for comprehensive and oral defense examinations, and other policies relating to graduate studies; to maintain a dossier on each student's progress; and to be sensitive to graduation deadlines and students' career plans.

iii. Some examples of the responsibilities of a supervisor are to uphold and to transmit to students the highest professional standards of research and/or scholarship; to provide guidance in all phases of the student's research; to meet with their students regularly; to provide prompt feedback when work is submitted including drafts of the thesis; and to clarify expectations regarding collaborative work, authorship, publication and conference presentations.

iv. Some examples of the responsibilities of the students are to inform themselves of program requirements and deadlines; to work within these deadlines; to communicate regularly with the supervisor and committee; and to submit progress reports to the supervisor and committee.

v. The Chair of the unit should ensure that procedures are in place to address serious disagreements that may arise, for example, between a student and a supervisor or between a supervisor and committee members. Such procedures should involve a neutral mediator who will ensure that all sides of a dispute are heard before any decision is made.
4. Quality of Supervision and Teaching

i. Academic units and the Graduate and Postdoctoral Studies Office should consider ways to assess and improve the quality of supervision and to help new supervisors, e.g., through workshops or mentoring models. Procedures for monitoring the quality of graduate student supervision and for providing constructive feedback for supervisors should be developed.

ii. Graduate supervision should be recognized as an integral part of the academic responsibility of an academic unit and should be considered in the allocation of workload, as should the teaching of graduate courses.

iii. Academic units should establish criteria of excellence in supervision and graduate teaching appropriate to their disciplines and should suitably reward those who meet these criteria, e.g., in decisions concerning tenure and promotion, or merit pay awards.

iv. The maximum number of students under the direction of a single supervisor should be consistent with the ability of the supervisor to provide quality supervision, taking into account the workload of the supervisor and norms of the discipline.

v. Procedures should be established for ensuring continuity in supervision when a student is separated from a supervisor – for example, when the supervisor takes a sabbatical leave, retires from McGill or changes universities or when the student leaves to complete field work or takes a job before submitting a thesis.

Revised by Council of FGSR, April 23, 1999 and October 6, 2003.

16.2 Policy on Graduate Student Research Progress Tracking

This is a new mandatory policy and procedure to track the research progress of graduate students. The policy is referred to in the amended Guidelines and Regulations for Academic Units on Graduate Student Advising and Supervision in section 2.v. in bold print. Documents to record progress can be found on the GPS Website: www.mcgill.ca gps/policies/revisions. The following is a summary of the main elements of the new mandatory policy. The following steps must be followed for each graduate student in a thesis program:

1. Annually, the student must meet with, at minimum, their supervisor(s) and a departmental representative. This meeting can occur in the context of an annual thesis or advisory committee in those departments that have thesis committees.

2. At the first such meeting (to be held shortly after thesis students begin their programs), written objectives/expectations for the year must be recorded on the first of the three forms, Form #1 (Graduate Student Research Objectives Report Form). All three people at the meeting must sign this form. A student who does not agree to sign the form must write a statement detailing his/her objections to the expectations recorded on the form.

3. Approximately one year later, and every year thereafter, the student, supervisor(s) and the departmental representative should meet again to review the progress that has been achieved toward the recorded objectives. Prior to the meeting, the student should record his/her accomplishments and progress for the year by completing Form #2 (Graduate Student Research Progress Record). This completed form is then evaluated by the supervisor and the departmental representative on Form #3 (Graduate Student Research Progress Report Form). All parties sign Form #3. A student who does not agree to sign the form must write a statement detailing his/her objections. At this same meeting, objectives for the following year should be recorded on Form #1, as per the procedure described in point 2, above.

4. In the event that recorded research progress is unsatisfactory, a new set of objectives should be developed for the student at the meeting, and recorded on Form #1. These new, or interim, objectives apply only to the next semester. Evaluation of progress should take place after that semester has concluded, following the steps described in point 3, above.

5. In the event that a student has any two unsatisfactory evaluations they may be required to withdraw from their program of study. These two unsatisfactory evaluations need not be successive.

6. All forms are to be kept in departmental files.

7. Departments that already have progress tracking forms may continue to utilize them, but these must conform to the fundamental principles underlying this new policy. Specifically, any departmental procedure or forms to record graduate research progress must:
   • be used annually;
   • be used in a meeting with the supervisor and one other departmental representative, and signed by all parties;
   • include a written statement of expectations approximately one year before any evaluation. (Note: This can be one semester in the case of expectations following an unsatisfactory evaluation);
   • permit the student to submit a minority report and not sign;
   • state clearly that any two unsatisfactory evaluations may be grounds for requiring a student to withdraw.

Please note this new University policy is MANDATORY. Students may grieve against a department that fails to adhere to the policy and procedures outlined above.

Senate, September 2003.

16.3 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.


16.4 Ph.D. Comprehensives Policy

Preamble

The majority of doctoral programs at McGill require candidates to pass a comprehensive examination or set of examinations or equivalent, such as qualifying examinations, preliminary examinations, candidacy paper, comprehensive evaluation, thesis proposal, etc. The Calendar of the Graduate and Postdoctoral Studies Office (GPSO) includes the following statement:

A comprehensive examination or its equivalent is usually held near the end of Ph.D. 2. The results of this examination determine whether or not students will be permitted to continue in their programs. The methods adopted for examination and evaluation and the areas to be examined are specified by departmental regulations and approved by the Dean of Graduate and Postdoctoral Studies. It is the responsibility of students to inform themselves of these details at the commencement of their programs.

It is recognized that expectations for the Ph.D. comprehensive will vary according to the needs of the discipline. It is important to make it clear to doctoral candidates what the expectations and procedures are for their Ph.D. comprehensive, and to maintain consistency within a given program.

General Policy

1. At the beginning of the relevant academic year, units must provide doctoral students with a written description of the Ph.D. comprehensive, covering the following issues: objectives and content, format, timing, assessment, grading and reporting, failures. (See below for details.)

2. All units that have a Ph.D. comprehensive must adopt an administrative course number for it, usually XXXX 701. One of the following forms of grading must be adopted and used
consistently within the program: Pass/Fail or letter grades. ("Mixed" modes of grading are not permitted, i.e., some students within a program reported on a Pass/Fail basis and others by means of letter grades.)

Specific Issues

Objectives and Content
Units must specify the objectives of the Ph.D. comprehensive. Objectives may include assessing any of the following (or a combination), with a view to determining whether the student demonstrates the necessary research skills and academic achievements to be permitted to continue in the Ph.D. program. (This list is not intended to be exhaustive.)

• knowledge of the discipline (from the point of view of breadth)
• understanding of the proposed field of research
• ability to conduct independent and original research
• a thesis proposal
• professional skills
• ability to present and defend material orally

The content of the comprehensive must be consistent with the objectives and should be appropriately circumscribed. Students must be given an indication of the range of material that may be covered in the examination and suggestions as to how to cover this material (e.g., via reading lists, courses, etc.).

Format
The format of the comprehensive must be clearly stated and must be consistent across students within a particular program. The following list gives some of the more common formats, which are often combined. (This list is not intended to be exhaustive.)

• written examination of a specific duration
• take-home examination
• extended research paper(s)
• written research proposal
• oral exam (which may include or consist of a defense of a research paper or research proposal)

If the comprehensive consists of several parts, the relationship (if any) between them must be made clear.

Timing
Timing of the comprehensive must be specified, including the earliest and latest dates by which the comprehensive is to be completed. Students must be informed of the specific dates of the exam in sufficient time for them to prepare for it.

Given the importance of the Ph.D. comprehensive and the consequences of failure, the exam should be held reasonably early in the program, so that students do not spend several years preparing for it.

Prerequisites must be specified. For example, clarify whether all course work must have been completed prior to the comprehensive and whether the comprehensive is the final step before thesis research and writing.

Assessment, Grading and Reporting
Evaluation parameters must be made clear, including information about who sets the exam questions and who evaluates the student. If performance is assessed by a committee, clarify how the committee is appointed and who sits on it. In the case of written examinations, clarify whether the grading is done by one or more people.

Where there is more than one component to the examination (e.g., an oral exam plus a written exam), it must be made clear how these components are factored into the final grade. For example, make it clear whether each component counts equally, whether the assessment is global, and whether failure on one part of the comprehensive examination (or on one question) results in an overall failure.

Feedback
The assessment and reasons for the decision must be documented and provided to the student in sufficient detail to allow the student to understand the decision, including identifying strengths and weaknesses. (A number of units have developed short forms specifically for this purpose.) In the case of oral examinations, the student should also be given feedback on presentation, logical exposition, ability to answer questions, etc.

In the case of oral exams, units may wish to consider the following: ensure that there is a reasonably detailed written assessment of the student's performance; tape the oral examination; allow the student to select a faculty member to act as a neutral observer; have one faculty member serve as a neutral chair (equivalent to a Pro-Dean); have an "outside" committee member; have the oral examination open to other students and faculty members.

Plagiarism
McGill University values academic integrity, which is fundamental to achieving our mission of the advancement of learning. Therefore, all students must understand the issues associated with academic integrity (see www.mcgill.ca/integrity for more information).

Plagiarism in a Ph.D. comprehensive Examination contravenes McGill University's academic goals and standards. Consequently, any student found guilty of plagiarism under the Code of Student conduct and Disciplinary Procedures (see the Handbook on Students Rights and Responsibilities available at www.mcgill.ca/secretariat/documents) in a Ph.D. Comprehensive Examination may face very serious penalties, even expulsion from the University without the degree.

Failures

i. Repeats
In the event of a failure, units must allow, without prejudice, one repeat of the comprehensive (in whole or in part). The first time a student fails, the student must be informed in writing by the department that he/she has failed the comprehensive and must be informed of conditions relating to a repeat of the examination. In such circumstances, the grade of HH (continuing) will be used. In the event of a second failure, a grade of F will be reported to the Graduate and Postdoctoral Studies Office and the student will be asked to withdraw from the Ph.D. program.

Conditions for retaking the examination must be clearly stated, including the time frame, potential dates, nature of the re-examination, committee membership, etc.

Units have the right to specify further requirements in the event of failure (e.g., requiring students to take an additional course or courses in areas where they have shown weakness on the comprehensive).

ii. Plagiarism
If plagiarism is suspected, the case will be referred directly to the committee on Student Discipline in accordance with the code of Student Conduct, Part III (article 15) and Part V (A). If plagiarism is established by due University process, the student is considered to have failed the examination, with no possibility of repeat.

iii. Review and Reassessment
Rereads. In the case of written comprehensives, the Graduate Studies Reread Policy applies.

A student who fails an oral examination may request a review. In such cases, the Graduate and Postdoctoral Studies Office will conduct a review of the examination process and procedures.

Other Relevant Policies/Offices
Charter of Student Rights
Graduate Studies Reread Policy
Office for Students with Disabilities
Approved by Executive of Faculty of Graduate Studies and Research (FGSR) February 17, 1997 and Council of FGSR March 7, 1997.

16.5 Graduate Studies Reread Policy

This policy applies only in the case of marks given for written work in 600- and 700-level courses. For 500-level courses and below, the reread policy of the appropriate undergraduate faculty applies.
Consultation
In accordance with the Charter of Student Rights, and subject to the conditions stated therein, graduate students have the right, subject to reasonable administrative arrangements, “to consult any written submission for which they have received a mark and to discuss this submission with the examiner”. Upon request by the student, the instructor of the course is obliged to conduct this consultation with the student.

(Note: Where materials have been graded by a TA and the student wants a reconsideration of the grade, the faculty member responsible for the course is expected to review the materials and the appropriateness of the grade. This is so even if the materials in question have already been discussed by the TA with the student.)

Verification
In a case where a student feels that totalling errors have been made in arriving at the final grade, the student can request the instructor to carry out a detailed check that all questions have been marked and that the final grade has correctly been computed on the basis of the term work, final examination, etc.

Rereads
According to the Charter, students have the right, subject to reasonable administrative arrangements, “to an impartial and competent review of any mark” (hereafter “reread”).

At the time the request for a reread is made, the student should have already met with the faculty member responsible for the course to review the mark, or made a reasonable attempt to do so.

Rereads can only be requested if a change upwards in the letter grade for the course is possible as a result of the reread. Assignments can only be reread if, together, they account for more than 20% of the course grade.

The reread by a second reader is a review of the mark, not the work assigned. It is the second reader's task to determine whether the original mark is fair and reasonable, not to give the work a totally new assessment.

1. The time limit for requesting a reread is within 30 days after posting of the final marks for the course. However, in the case of work which has been graded during the course and returned to the student, students must indicate in writing to the Graduate and Postdoctoral Studies Office within 5 working days of receiving the graded work their intention to request a reread. This intention must be confirmed within 30 days of the posting of the final marks for the course.

(Note: Material that is returned to a student cannot be reread unless arrangements have been made to ensure that the material has not been changed subsequent to the original grading; for example, the student can make a copy for the professor to retain either before handing the material in or immediately upon receiving it back from the instructor or at the point where the professor and student review the work together. Instructors are strongly advised to write their corrections in red pen and to write comments which help the student to understand the mark assigned.)

2. The request for a formal reread must be made by the student in writing to the Graduate and Postdoctoral Studies Office and should specify the reasons for the request. It should include a statement indicating that the student has already met with the faculty member responsible for the course to review the mark or indicating why this has not been possible. The reread fee ($35 for an exam, $35 for a paper, $35 for one or more assignments, to a maximum of $105 per course) will be charged directly to the student's fee account after the result of the reread is received. No fee will be charged if there is a change upwards in the letter grade for the course.

3. Administration of the reread is handled by the Graduate and Postdoctoral Studies Office, not by the department. The Office will contact the department to obtain the work to be reread, a list of potential readers, and details of the marking. All communication with the second reader is conducted by the GPSO.

The second reader is given the original assignment, with marginalia, corrections, summary comments and mark intact, as well as any notes from the instructor pertinent to the general nature of the course or the assignment and grading schemes, etc.

4. The student's and the instructor's names are blanked out to reduce the possibility of prejudice and to help meet the requirements of the Charter of Students' Rights that the review be impartial. The rereader's name will not be made known to the student or instructor at any time; the student's name will not be made known to the rereader at any time.

5. The second reader should support his or her assessment with a brief memorandum to the Graduate and Postdoctoral Studies Office. As a result of the reread process, the grade may become higher or lower or remain unchanged. The grade submitted by the second reader shall replace the original grade. The reread grade cannot be challenged.

In the case of requests for rererads of group work, all members of the group must sign the request, indicating that they agree to the reread. In the event that members of the group are not in agreement, the written request should indicate which students are requesting the reread and which students do not wish for a reread. In such cases, the outcome of the reread (whether positive or negative) will affect only the students in the reread. Neither the reread grade nor the decision to opt in or out of the reread can be challenged.

6. The new grade resulting from the review will be communicated to the student in a letter from the Graduate and Postdoctoral Studies Office, with a copy to the academic unit.

Approved by Council of the Faculty of Graduate Studies and Research, May 12th 1995

16.6 Health and Parental/Familial Leave of Absence Policy

A leave of absence may be granted by the Graduate and Postdoctoral Studies Office for maternity or parenting (interpreted according to McGill's “Parental Leave Policy” for non-academic staff) reasons or for health reasons.

A leave must be requested on a term by term basis and may be granted for a period of up to 52 weeks. Students must submit a medical certificate. The department shall forward the request to the GPSO.

During a leave of absence for parental or familial reasons, a student will not be eligible to take courses but he/she may request and expect guidance on thesis and research work and will have free access to the University’s academic facilities. Library services will continue to be available by registering at the Circulation Desk of the Humanities and Social Sciences Library (McLennan-Redpath). In special circumstances, familial leave may be considered by the GPSO for a student when a close family member is ill.

During a leave of absence for health reasons, a student will not be eligible to request guidance on thesis and research work or to take courses. He/she will not have access to the University's academic facilities but Library services will normally continue to be available by registering at the Circulation Desk of the Humanities and Social Sciences Library (McLennan-Redpath).

A medical certificate must accompany such leave requests.

(Council of FGSR - March 1999)

Please refer to section 15.1.10 “Leave of Absence Status” for information regarding registration of graduate students and Postdocs on such leaves.

16.7 Failure Policy

Please refer to section 15.9 “Failure Policy”, for information regarding the policy and procedures to follow in cases of failure.
17 Desautels Faculty of Management Career Centre

The Desautels Faculty of Management maintains a Career Centre geared specifically to the needs of prospective employers of M.B.A. students and to students themselves. The Centre acts as a facilitator for all on-campus recruiting activities by coordinating job postings, interviews and by managing a resource library centre for M.B.A. students.

The Centre helps students to prepare for the challenges of their job search by assisting them in improving their interviewing skills and developing well-focused appropriate job search techniques. Among other activities organized by the Centre are: group workshops, individual training sessions, videotaped mock interviews, the Career Day and alumni-student networking meetings.

18 Fees and Expenses

The University reserves the right to make changes without notice in the published scale of fees. Further information regarding fees can be found on the Student Accounts Website www.mcgill.ca/student-accounts.

18.1 Fee Information Booklet

The Fee Information booklet, published in June of each year by the Student Accounts Office, contains additional information as well as any fee adjustments which may have been made after the publication of this Calendar. Students are bound by the policies and procedures contained therein. In the event of any discrepancy, the Fee Information booklet supersedes the Calendar.

A copy of the booklet will be sent to all new students. The contents are also available on the Student Accounts Website at www.mcgill.ca/student-accounts.

18.2 Access to Fee Information

Students can view their Account Summary by Term on Minerva. The Fall 2006 session fees become accessible as of August 1st.

18.3 Tuition Fees

Tuition fees vary according to the residence and citizenship status of the student. The rates described below only refer to credit activities.

Quebec Students

Tuition fees for Quebec students who are Canadian citizens or Permanent Residents are $55.61 per credit or $1,668.30 for 30 credits.

In accordance with provincial government requirements, students must provide proof that they qualify for assessment of fees at the Quebec student rate; see section 15.16 “Legal Documents” for details.

Note: Students who do not submit appropriate documentation by the stipulated deadline will be billed at the non-Quebec Canadian rate; see section 15.16 “Legal Documents” for details.

Exemption from International Tuition Fees may be claimed by International students during the Spring referendum period.

International Students

Tuition fees for international students at the Master’s level are $347.61 per credit ($10,428.30 for 30 credits); at the Ph.D. level tuition fees are $9,578.30 per year. Certain graduate programs charge fees at a different rate.

The international fees which are listed in section 18.11 “Yearly Fees and Charges” are representative of fees that students could expect to be charged.

Exemption from International Tuition Fees may be claimed by students in certain categories. Such students, if eligible, are then assessed at the Quebec student rate.

A list of these categories and the required application forms can be obtained from the Admissions, Recruitment and Registrar's Office. Information is also available on the Web at www.mcgill.ca/students.

18.4 Documentation

For more information on documentation, see section 15.16 “Legal Documents”.

18.5 Compulsory Fees (2005-2006 rates)

Student Services Fees

Student Services fees are governed by the Senate Committee on the Coordination of Student Services, a partly committee composed equally of students and University staff.

The fee, supplemented by revenue from the Quebec government, the University, and the generosity of donors, supports Student Health (including Dental), Mental Health, Counselling and Tutorial, Chaplaincy, Career and Placement, Student Aid and International Student Services, the Office for Students with Disabilities, First-Year Office (including the Francophone Assistant), Off-Campus Housing, and the First Peoples’ House. The Office of the Dean of Students also administers the academic integrity process as described in the Handbook of Student Rights and Responsibilities.

Athletics Fee

The Athletics fee covers athletics facilities, campus recreation (intramurals, fitness & recreation courses, drop-in recreation, etc.), and intercollegiate sports at both the Downtown and Macdonald campuses.

Student Society Fees

Student Society fees are compulsory fees collected on behalf of student organizations. Fees must be approved by the student body through fee referenda according to the constitutional rules of the association or society.

Changes to Student Society fees are voted upon by the students during the Spring referendum period.

Note: For International students, the student society fee includes the PGSS Dental Insurance plan of $201. International students will also be obliged to participate in the University’s compulsory International Health Insurance Plan, which will cost $711 for single coverage. For more information, please contact International Student Services, (514) 398-6012.

Registration Charge

The University charges a per credit registration charge to all students in courses and programs. This is assessed as follows:

Graduate students whose fees are charged on a per credit basis: $6.76 per credit to a maximum of $101.70 per term
Graduate students whose fees are charged on a flat rate basis (per term):
- Full-time / additional session / non-thesis extension $101.70
- Half-time $50.85

Post-Graduate Medical Education:
- 40-52 weeks pay $101.70; 1-39 weeks pay $50.85

**Transcript and Diploma Charges**
The University charges a per credit transcripts and diploma charges to all students. This entitles students to order transcripts free of charge as well as cover the costs of graduation and is assessed as follows:
- Graduate students whose fees are charged on a per credit basis:
  - $1.20 per credit to a maximum of $18.00 per term
- Graduate students whose fees are charged on a flat rate basis (per term):
  - Full-time / additional session / non-thesis extension $18.00
  - Half-time $9.00
- Post-Graduate Medical Education:
  - 40-52 weeks pay $18.00; 1-39 weeks pay $9.00

**Information Technology Charge**
The purpose of the information technology charge is to enhance certain technology services provided to students as well as to provide training and support to students in the use of new technology. The fee is assessed as follows:
- Graduate students whose fees are charged on a per credit basis:
  - $6.62 per credit to a maximum of $99.30 per term
- Graduate students whose fees are charged on a flat rate basis (per term):
  - Full-time / additional session / non-thesis extension $9.97
  - Half-time $4.99

**18.6 Other Fees**
- International Student Health and Accident Plan - Single (compulsory)
  - $711
- Application for Admission*
  - all graduate programs except Management programs $60
  - Management programs $100
- Reconsideration of Application to Associate Dean
  - Graduate and Postdoctoral Studies $40
- Administration appeals charge (to the University Administration Appeals Committee) $100
- Late Registration
  - After regular registration deadline:
    - All eligible returning students, except Special students and graduate part-time students $50
    - Special students and graduate part-time students $20
  - As of the second day of classes:
    - All students except Special students and graduate part-time students $100
    - Special students and graduate part-time students $40
- Late Course Change Fee (each change after deadline for course change) $25

**Minimum Charge upon withdrawal** (or, for newly admitted students, the deposit, whichever is higher).

**Re-reading Examination Paper** (refundable in some faculties)

**Supplemental Examination**

**Thesis Examination Charge (and resubmission fee, if applicable)**
- Master's thesis $75
- Ph.D. thesis $100

**Duplicate Student ID Card** $20

**Late Payment** -- charged on balances >$100 as of the end of October (end of February for the Winter term)

**Interest on outstanding balances:**
- 1.3% per month or 15.6% annually

**Returned cheque** $20

**Faculty of Music Fees:**
- Audition Fee $60
- Supplemental Practical Examination in Music. $150

*All students making application to the Graduate and Postdoctoral Studies Office are required to pay this fee, including those already registered at McGill.

If a department or an applicant defers an admission within the following year, the application fee need not be paid again.

**18.7 Billings and Due Dates**

**Confirmation of Acceptance Deposit**
In certain graduate departments, new students are required to make a deposit on tuition shortly after receiving notice of their acceptance to the University. Students will be required to confirm their acceptance of the offer of admission on www.mcgill.ca minerva/applicants and pay the required deposit by credit card (Visa or Mastercard) at that time.

**Invoicing of Fees**
Electronic billing is the official means of delivering fee statements to all McGill University students. The University has replaced printed paper fee statements with a convenient electronic billing system for students to view their account statement on Minerva. All charges to the student’s account, including tuition, fees, health insurance and other miscellaneous charges are on your e-bill. E-bills are generally produced in the first few days of the month and an e-mail notification that the e-bill is ready to be viewed on Minerva is sent to the student’s official McGill e-mail address. Charges or payments that occur after the statement date will appear on the next month’s statement, but may be immediately viewed on the Account Summary by Term on Minerva (this is the on-line dynamic account balance view).

Interest will not be cancelled due to non-receipt of fee invoices. Students should access the Student Accounts Website at www.mcgill.ca/student-accounts for information on payment due dates.

**Term** | **Payment Due Date**
--- | ---
**Fall term**
Returning students | August 30, 2006
Students new to the University in Fall | September 28, 2006
**Winter Term**
Returning students | January 5, 2007
Students new to the University in Winter | January 31, 2007

**18.8 Fees and Withdrawal from the University**
All students who have accessed Minerva to register must officially withdraw in accordance with section 15.5 “Course Change Period”
if they decide not to attend the term(s) for which they have registered. Otherwise they will be liable for all applicable tuition and other fees.

Students who have accessed Minerva and who drop their last course from September 1st through to the withdrawal period with full refund, must submit a signed withdrawal from to be withdrawn from the University. They will be automatically charged a minimum charge of $100 (or their deposit fee if newly admitted, whichever is higher) to cover administrative costs of registration.

Students who discontinue their classes without taking steps to drop their courses and submit a withdrawal form will be liable for all applicable tuition and other fees.

18.8.1 Fee Refund Deadlines
The deadline dates for course refunds are independent of the deadline dates given for withdrawal from courses. See section 15.2.3 "Summer Registration" for information about fee refund after withdrawal from a Summer Term of Residence for newly admitted graduate students only.

Fall Term – up to and including September 24:
Returning students – 100%* refund (Less minimum charge of $100 in the case of complete withdrawal.)
New students – 100%* refund (Less registration deposit or $100, whichever is higher)

Fall Term – after September 24: No refund.

Winter Term – up to and including January 21:
Returning students – 100%* refund (Less minimum charge of $100 in the case of complete withdrawal.)
New students – 100%* refund (Less registration deposit or $100, whichever is higher)

Winter Term – after January 21: No refund.
* Including tuition fees, society and other fees, student services, athletics, registration, transcripts and diploma charges, and information technology charge.

18.9 Other Policies Related to Fees
18.9.1 Overdue Accounts
All tuition and fees assessed by the University must be paid in full or arrangements must be made to settle the debt.

Students’ accounts are considered delinquent if they are not paid in full within 60 days after the bill is issued. A financial hold will be placed on such accounts, preventing students from obtaining official academic transcripts and from accessing Minerva for any registration functions.

Interest: Interest is charged on overdue balances at the monthly rate of 1.24%. The rate is evaluated each Spring, at which time it is set for the following academic year.

Late Payment Fee: Students who still have an outstanding balance greater than $100 on their account as of October 28th and February 28th will be charged a late payment charge of $25 in addition to interest.

Students are advised to regularly verify their account balance via Minerva.

The University has no obligation to issue any transcript of record, award any diploma, or re-register a student in the case of non-payment of tuition fees, library fees, residence fees or loans on their due date.

Information for Registered Students
Students who have registered in a given term and who have amounts owing from previous terms must either pay their accounts or make payment arrangements with the Student Accounts Office before the end of the course add/drop period. Students in financial difficulty should first consult the Student Aid Office (Brown Student Services Building, Room 3200; 398-6013) to discuss the possibility of obtaining financial aid.

Failure to pay the previous term’s fees or to make arrangements to settle the debt prior to the add/drop deadline will lead to cancellation of registration in the current and subsequent terms.

Information for Students who are no Longer Registered
The delinquent accounts of students who fail to settle their debt or reach a suitable arrangement and of students who fail to provide the Student Accounts Office with up-to-date contact information, will be referred to a collection agency. Where neither the University nor the collection agency is able to collect on the account, the University reserves the right to have the student reported to a credit bureau. Students should be aware that the University is entitled to use all legal means to obtain payment and that students will be responsible for all costs associated with such actions.

18.9.2 Cancelling Registration for Non-Payment
In accordance with the fee policy as stated in the section "Overdue Accounts":

Students with a delinquent student account and who have more than $100 outstanding from the previous term will be notified by the Student Accounts Office that their registration will be cancelled for non-payment. The cancellation will be made effective the last day of the drop/add period unless the account has been settled or payment arrangements have been made with the University by then. After the add/drop deadline, students who pay or make payment arrangements with the Student Accounts Office and who want to confirm that their registration for the current or subsequent term(s) should be re-instated must complete the Request for Reinstatement Form, available at www.mcgill.ca/student-accounts/forms, and submit it to the Student Accounts Office, which will forward it to the Registrar’s Office for approval and processing.

*Notification may be by e-mail to the student’s McGill e-mail address, by regular mail, or by phone calls or voice-mail.

18.9.3 Acceptance of Fees vs. Academic Standing
Acceptance of fees by the University in no way guarantees that students will receive academic permission to pursue their studies. If it is subsequently determined that the academic standing does not permit the student to continue, all fees paid in advance will be refunded on application to the Student Accounts Office.

18.9.4 Fees for Students in Two Programs
Students in two programs normally are billed additional fees for their second program. Depending on the level of the two programs, e.g., one program at the undergraduate vs. one program at the graduate level, students may incur both society and faculty fees and/or additional tuition fees. Consult the student accounts website for further details.

Students in two programs may consult the Admissions, Recruitment and Registrar’s Office for information on tuition fees. Adjustments to bills will be made throughout the term when fees cannot be automatically calculated.

18.10 Deferred Fee Payment
18.10.1 Students with Sponsors
Students whose fees will be paid by an outside agency such as the Department of Veterans Affairs, CIDA, a foreign government, or their University department (i.e., teaching assistants or demonstrators), must have written evidence to that effect. Sponsors and students alike must inform the University that a sponsorship is taking place so that the contract may be initiated and the student’s fee account affected. Notification to the University should occur at least one month prior to the beginning of the term in which the contract is to take effect. Full documentation on the procedure as well as the forms required to be completed are found at www.mcgill.ca/student-accounts/third.

When a sponsor has agreed to pay fees on behalf of a student, payment will be recorded on the fee account, thereby reducing the balance the student must pay. The University reserves the right to insist upon payment. If the sponsor does not pay the promised fees within 90 days of invoicing, the student will be responsible for paying the fees plus the late payment fee and accrued interest.
18.10.2 Students Receiving McGill Scholarships/Awards

**Fall Term:** McGill scholarships or awards normally are credited to the recipient's fee account by mid-August. These awards have the effect of reducing the student's outstanding balance.

**Winter Term:** Students can view upcoming Winter term scholarships or awards on Minerva once processed by the Student Aid Office. These awards are future-dated and will be released to the student's fee account by January 3.

18.10.3 Students Receiving Government Aid

Students are encouraged to pay their tuition promptly upon receipt of their government assistance. Interest on outstanding tuition is charged monthly beginning in August for returning students and in September for new students. Students who have applied for government assistance for full-time studies by June 30 (June 1st for US students) will be entitled to an exemption of interest and late payment charges effective upon receipt of their aid at the Student Aid Office.

Students are reminded that tuition and student housing fees have first call upon financial aid received from any source.

18.10.4 Graduate Awards/Teaching Assistantships

Graduate students who are recipients of awards where funds are paid directly to them (e.g. CIMR, NSERC, etc.) are normally required to pay their fees by the payment due dates. Students who are dependent on the income received from a Teaching Assistantship in order to pay their tuition should consult with their graduate department to see if they qualify for a deferral of their fees.

Arrangements can be made with the department to have regular deductions at source to pay tuition. To initiate these deductions, fill out the form “Student Fee Payroll Deduction Authorization” found on the Website at [www.mcgill.ca/student-accounts/forms](http://www.mcgill.ca/student-accounts/forms).

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### 18.11 Yearly Fees and Charges

In thesis programs, students are charged a flat rate based on 15 credits per term.

In non-thesis programs, students are charged a flat rate (based on 15 credits per term) if they are registered full-time, or a per credit rate if they are registered for less than 12 credits.

In the M.B.A., M.L.I.S., S.T.M. and M.Ed. programs, students are charged per credit.

**Part-time, Qualifying, Special, Diploma and Certificate students will be charged tuition fees at the per credit rate and will be subject to student society fees, student services fees, registration and transcripts charges, and information technology charges.**

**Note:** Any changes to fees subsequent to the publication date will be updated as they are confirmed via the Student Accounts Website: [www.mcgill.ca/student-accounts](http://www.mcgill.ca/student-accounts).

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### Fees and Charges (based on 30 credits) *

<table>
<thead>
<tr>
<th></th>
<th>Quebec Students</th>
<th>Non-Quebec Canadians</th>
<th>International Students all programs except those listed below</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Master's and Ph.D.</td>
<td>Master's</td>
<td>Ph.D.</td>
</tr>
<tr>
<td><strong>Tuition</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time</td>
<td>1,668.30</td>
<td>4,913.70</td>
<td>1,668.30</td>
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<tr>
<td>Half-time</td>
<td>834.15</td>
<td>2,456.85</td>
<td>834.15</td>
</tr>
<tr>
<td>Additional Session / non-thesis extension</td>
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<td>1,668.30</td>
<td>1,668.30</td>
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<tr>
<td><strong>Society Fees (see Note 1 and Note 2)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time</td>
<td>558.92</td>
<td>558.92</td>
<td>558.92</td>
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<tr>
<td>Half-time</td>
<td>133.00</td>
<td>133.00</td>
<td>133.00</td>
</tr>
<tr>
<td>Additional Session / non-thesis extension</td>
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<td>493.36</td>
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<tr>
<td><strong>Student Services</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Full-time</td>
<td>414.00</td>
<td>414.00</td>
<td>414.00</td>
</tr>
<tr>
<td>Half-time</td>
<td>248.00</td>
<td>248.00</td>
<td>248.00</td>
</tr>
<tr>
<td>Additional Session / non-thesis extension</td>
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<td>137.66</td>
<td>137.66</td>
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<tr>
<td><strong>Registration &amp; Transcripts Charges</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time</td>
<td>239.40</td>
<td>239.40</td>
<td>239.40</td>
</tr>
<tr>
<td>Half-time</td>
<td>119.70</td>
<td>119.70</td>
<td>119.70</td>
</tr>
<tr>
<td>Additional Session / non-thesis extension</td>
<td>239.40</td>
<td>239.40</td>
<td>239.40</td>
</tr>
<tr>
<td><strong>Copyright Fee</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Information Technology Charge</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time</td>
<td>198.60</td>
<td>198.60</td>
<td>198.60</td>
</tr>
<tr>
<td>Half-time</td>
<td>99.30</td>
<td>99.30</td>
<td>99.30</td>
</tr>
<tr>
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<td>198.60</td>
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<td><strong>Total</strong></td>
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<td></td>
</tr>
<tr>
<td>Full-time</td>
<td>$3,099.16</td>
<td>$6,344.56</td>
<td>$3,099.16</td>
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<tr>
<td>Half-time</td>
<td>$1,444.12</td>
<td>$3,066.82</td>
<td>$1,444.12</td>
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<tr>
<td>Additional Session/non-thesis extension</td>
<td>$2,757.26</td>
<td>$2,757.26</td>
<td>$2,757.26</td>
</tr>
</tbody>
</table>
CERTAIN SPECIAL PROGRAMS CHARGE DIFFERENT FEES

M.B.A. (Master’s in Business Administration)

International Students (based on 30 credits per year)

<table>
<thead>
<tr>
<th></th>
<th>Quebec/Canadian</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time Tuition</td>
<td>$20,000.00</td>
<td></td>
</tr>
<tr>
<td>Student Society</td>
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<td></td>
</tr>
<tr>
<td>Registration and Transcripts Charges</td>
<td>$239.40</td>
<td></td>
</tr>
<tr>
<td>Information Technology Charge</td>
<td>$198.60</td>
<td></td>
</tr>
<tr>
<td>Copyright Fee</td>
<td>$19.94</td>
<td></td>
</tr>
<tr>
<td>Total Fees</td>
<td>$21,352.86</td>
<td></td>
</tr>
</tbody>
</table>

International Master’s Program for Practising Managers

All students – all fees: $50,000 U.S.

Master in Manufacturing Management

The tuition fees over the program (normally 4 terms) will total $25,000. Other fees are estimated to be as follows for the Fall and Winter terms:

<table>
<thead>
<tr>
<th></th>
<th>Quebec/Canadian</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Society</td>
<td>$558.92</td>
<td>$340.92</td>
</tr>
<tr>
<td>Student Services</td>
<td>$414.00</td>
<td>$414.00</td>
</tr>
<tr>
<td>Registration and Transcripts Charges</td>
<td>$239.40</td>
<td>$239.00</td>
</tr>
<tr>
<td>Information Technology Charge</td>
<td>$198.60</td>
<td>$198.60</td>
</tr>
<tr>
<td>Copyright Fee</td>
<td>$19.94</td>
<td>$19.94</td>
</tr>
<tr>
<td>Total Other Fees</td>
<td>$1,430.86</td>
<td>$1,212.86</td>
</tr>
</tbody>
</table>

18.14 Financial Assistance obtained through the Desautels Faculty of Management

All applicants are considered automatically for awards and fellowships available through the Faculty of Management (unless specified otherwise).

Donald E. Armstrong Award. This award was established in 1996 by Seymour Schulich and Lawrence Bloomberg in honour of Donald E. Armstrong, founding Director of the M.B.A. program. It will be awarded by the Faculty of Management Scholarships Committee to a second-year student with high academic standing, who has proven leadership skills and active involvement in the community. Applications available mid-October. Value: $2,000.

Association des M.B.A. du Québec Award. This prize will be awarded to a graduating student on the basis of academic performance, and proven leadership both inside and outside the classroom. Value: $1,000.

Edward Ballon Graduate Award in Management. Established in 1998 by the John Dobson Foundation in honour of Edward M. Ballon (B.A. 1947) a distinguished graduate who, while a student at McGill, was Captain of the McGill Track team, President of the Students’ Society of McGill University and President of the Students Athletics Council. He later became President of the McGill Graduates Society and a member of the Board of Governors of the University. Awarded by the Management Scholarships Committee to a full-time student entering the M.B.A. program on the basis of high academic standing, demonstrated leadership skills through involvement in extra-curricular activities and participation in a competitive sport. Candidates must be Canadian citizens. Renewable for a second year provided the holder maintains an academic standing satisfactory to the Committee. In order to apply, applicants must submit a one-page statement detailing their involvement in extra-curricular activities and participation in a competitive sport. The statement must be submitted at the time of application to the program. Value: $2,000 - $2,500.

Sheila Wellington BMO Financial Group Award Established by the Bank of Montreal. It will be awarded to a student continuing as a full-time student in the second year of the M.B.A. program specializing in Finance. Criteria are high academic standing, leadership skills, participation in extracurricular university activities and/or community involvement. Preference will be given to female applicants. Value: $6,000.

Roger C. Bennett Prize in Marketing. Established in 1999 with the support of friends and family of the late Roger C. Bennett, distinguished Professor of Marketing (Faculty of Management), who had a zest for life. Awarded by the Faculty of Management Scholarships Committee to a graduating M.B.A. student who has demonstrated academic achievement and community involvement. Value: $1,250.

Kenneth F. Byrd Prize. Awarded to a student in the Diploma in Public Accountancy program whose academic record is judged to be outstanding among those who graduate during the academic year. In addition to the recognition of academic excellence a cash award of $1,000 will be paid to the recipients. This award is sponsored by Montreal-based Chartered Accountancy firms.

E.D.I. Award. Preference given to Canadian students entering the second year of the Full-time Program from the Part-time Program. Candidates must submit a curriculum vitae and a financial aid form. Application available mid-October. Value: up to $2,000.
H.E. Herschorn Graduate Award. Established in 1965, covering the amount of the current tuition fees and tenable by a student entering the first year of the M.B.A. program. Awarded by the Faculty of Management Scholarships Committee: no application necessary. Recipients will be notified at the time of admission.

Lionel Pelham Kent Scholarship. Established in 1998 in memory of Lionel Pelham Kent, F.C.A. through the generosity of family and friends. Open to students entering the final year of the C.A. program, who intend to continue their program of studies at McGill. Awarded by the Faculty of Management Scholarships Committee, the winner will be chosen based on outstanding skill in written and oral communication combined with high academic standing. Value: $1,500.

Latin America Award. Two awards valued at $9,000 will be granted to students from Latin America entering the first year of the M.B.A. program. This award will be based on academic excellence and will be renewable for the second year. All Latin American applicants to the M.B.A. program will be considered. Recipients will be notified at the time of admission.

M.B.A. Entrance Award. Each year the Faculty of Management Scholarships Committee awards a limited number of M.B.A. Entrance Awards. The selection is based on academic excellence. All applicants to the M.B.A. program will be considered. Recipients will be notified at the time of admission. Value: $1,500 (non-renewable).

M.B.A. International Student Award. Each year the Faculty of Management Scholarship Committee awards a limited number of MBA International Student Awards to foreign fee paying students. All international students are automatically considered for this award. The selection is based on academic excellence and is renewable for the second year of the program, provided good academic standing is maintained in the first year of studies. Recipients are notified at the time of admission. Value: $3,000.

C. Douglas Mellor Prize. Awarded to a student in the Diploma in Public Accountancy program whose academic record is judged to be outstanding among those who graduate during the academic year. In addition to the recognition of academic excellence a cash award of $1,000 will be paid to the recipients. This award is sponsored by Montreal-based Chartered Accountancy firms.

Pilarczyk Fellowship. First awarded in 1997, this fellowship will be awarded every second year. The purpose of this award is to create a distinguished international fellowship that will enable outstanding students from Poland to pursue a two year Masters of Business Administration at McGill Faculty of Management. The Fellowship is intended to be a comprehensive award covering the principal expenses which such students will incur while in Canada. Fellowship applications must meet the following criteria; Polish citizen under 40 years of age; Degree equivalent to a Canadian Bachelor’s degree, record of high academic achievement; TOEFL of 600; 2 years work experience; a written essay on career goals and expectations. Successful candidates must plan to return to Poland and participate in its economic life.

Schulich Award for Entrepreneurship. Open only to Canadian students entering the first year of the Full-time Program. This scholarship will be awarded on the basis of entrepreneurial experience, potential and general scholastic ability. Candidates must submit an application, a statement providing evidence of entrepreneurial potential, a curriculum vitae, business plan and financial aid form. Application available mid-November. Value: $2,000.

Helgi Soutar M.B.A. Fellowship. This fellowship, established in 1998 through the generosity of Ian Soutar in honour of his wife, Helgi Soutar, is to promote the development of young business professionals from Estonia. The fellowship, valued at approximately $30,000 per year in Canadian funds, covers tuition, student fees, orientation, books and living expenses, as well as travel to and from Montreal at the beginning and end of the program. Each Soutar Scholar must be a well-rounded individual who has demonstrated outstanding scholastic abilities in his/her undergraduate field of study. He or she must show a strong aptitude for leadership, be an Estonian citizen, and must plan to return to Estonia for a minimum of two years upon graduation to participate in Estonian economic life.

Alvin J. Walker Graduate Award. Established by the estate of the late Alvin J. Walker, awarded on the basis of academic merit to a student entering the M.B.A. program. No application is necessary; recipients will be selected by the Faculty of Management Scholarships Committee and will be notified at the time of admission. Value: $1,500.

18.15 Fellowships and Awards Available from Various Sources

F.Q.R.N.T. – Government of Quebec Graduate Scholarships. Competitions are open to Canadian citizens residing in Quebec for at least one year and to Permanent Residents with 18 months residency in Quebec at the time of their application for a grant.

Type B1 – Graduate Scholarships. Open to all fields of study but applicants must hold a Bachelor’s degree or first university degree. Valued up to $7,500.

Application forms will be available from the Fellowships Office or from the departmental representative by October. Students must submit the completed application directly to the Quebec Government by October 15th.

McGill Major Fellowships. Each year the Graduate and Postdoctoral Studies Office offers a limited number of awards to new and continuing graduate students. Students should contact the Office of Fellowships and Awards to ascertain their individual eligibility and the nomination procedures. Competitions often take place one full year ahead of award tenure, therefore, it is advisable to make inquiries well in advance. Students already enrolled in a Master’s program and who will be in the second year when taking up the award may apply for a McGill Major Fellowship (valued at $10,000 – $15,000 per year), provided they meet specific eligibility requirements of the year’s competition. A full list of the awards available as well as eligibility requirements, specific deadlines and application forms are available from the Graduate and Postdoctoral Studies Office, Fellowships and Awards Section, 845 Sherbrooke Street West, Montreal, Quebec. This information is also accessible at www.mcgill.ca/gps under Fellowships and Awards. The McGill Major Fellowships are derived from a number of funding sources. Recent awards for new students have been available through some of the following funds. This is not a complete list and candidates should access the Web or contact the Graduate and Postdoctoral Studies Office to receive a current calendar listing all sources.

18.16 Provincial Bursaries and Loans

Applicants must be Canadian citizens or Permanent Residents with no year’s residence and domicile in the province to which they apply.

In all provinces, except Quebec and Ontario, the provincial government administers the Canada Student Loan Plan (Federal) as well as their own programs. Further information is available on McGill’s Financial Aid Web site at www.mcgill.ca/studentsservices.

19 Student Activities and Student Services

19.1 Student Activities

All students registered in the University are members of the Students’ Society. The Postgraduate Students’ Society operates semi-autonomously within the Students’ Society. The PGSS has its own centre, Thomson House, with offices and meeting rooms. There is an eating area and a bar, as well as rooms for reading, games, music, recreation and dancing. During the academic year, the Society arranges a number of cultural, recreational, political, and educational events. Its intramural athletic program operates throughout the academic year and the summer session. It issues
a handbook at registration containing information designed to solve potential problems before they occur. Copies can be had in advance by writing to the PGSS at Thomson House, 3650 McTavish Street, Montreal, QC, H2C 3G1.

19.2 Student Services

19.2.1 Office of the Dean of Students
William and Mary Brown Student Services Building 3600 McTavish Street, Suite 4100 Montreal, QC H3A 1Y2
Telephone: General Information: (514) 398-3825 Website: www.mcgill.ca/deanofstudents Dean/Associate Dean: (514) 398-4990 The Dean and the Associate Dean of Students coordinate all student services at McGill to promote student success. They are available to provide assistance and/or information on almost all aspects of non-academic student life. Concerns of an academic nature will be directed to the proper individual, office or department.

19.2.2 Student Services – Downtown Campus
Unless otherwise indicated, on the Downtown Campus all student services offered by the Office of the Dean of Students are located in the William and Mary Brown Student Services Building, 3600 McTavish Street, Montreal, Quebec H3A 1Y2.

A list of services available is given below. For further information refer to the Student Services Website: www.mcgill.ca/studentservices or the address indicated above.

Student Services General Information: (514) 398-8238 Website: www.mcgill.ca/studentservices

Career and Placement Service (CAPS): provides a range of services to McGill students, and recent graduates, in the field of student and graduate employment.
Brown Building, Suite 2200 (514) 398-3304 E-mail: careers.caps@mcgill.ca Website: www.caps.mcgill.ca

Chaplaincy Service: concerned with the spiritual and mental well-being of all students.
Brown Building, Suite 4400 (514) 398-4104 E-mail: chaplaincy@mcgill.ca Website: www.mcgill.ca/chaplaincy

Counselling Service: assistance for personal, social, and emotional problems as well as vocational and academic concerns.
Brown Building, Suite 4200 (514) 398-3601 E-mail: counselling.service@mcgill.ca Website: www.mcgill.ca/counselling

First Peoples’ House: fosters a sense of community for Aboriginal students studying at McGill.
3505 Peel Street (514) 398-3217 E-mail: firstpeopleshouse@mcgill.ca Website: www.mcgill.ca/fph

First-Year Office: helps ease the transition of all students new to McGill. Coordinates “Discover McGill”, a one-day, campus-wide University and faculty orientation.
Brown Building, Suite 2100 (514) 398-6913 E-mail: firstyear@mcgill.ca Website: www.mcgill.ca/firstyear

Health Services and Dental Clinic: provides access to experienced physicians, nurses and health educators who offer health services and information in a confidential atmosphere. Also operates a laboratory offering a wide array of testing, and a dental clinic.
Brown Building, Suite 3300 (514) 398-6017 Website: www.mcgill.ca/studenthealth

International Student Services: offers support to international students on non-academic matters (immigration, health insurance, etc.), runs a Buddy Program and an orientation program.
Brown Building, Suite 3215 (514) 398-4349 E-mail: international.students@mcgill.ca Website: www.mcgill.ca/internationalstudents

Mental Health Service: a psychiatric clinic which offers easily accessible treatment for mental health problems.
Brown Building, Suite 5500 (514) 398-6019 E-mail: student.aid@mcgill.ca Website: www.mcgill.ca/studentaid

Student (Financial) Aid Office: provides assistance in the form of loans, bursaries, and work study programs to students requiring financial aid.
Brown Building, Suite 3200 (514) 398-6013 /6014 E-mail: student.aid@mcgill.ca Website: www.mcgill.ca/studentaid

Student Housing (Off-Campus): maintains computerized lists of available off-campus student housing.
Student Housing Office, 3641 University Street (514) 398-6010 E-mail: offcampus.housing@mcgill.ca Website: www.mcgill.ca/offcampus

Residences: offers accommodation for approximately 2,400 students.
Student Housing Office (514) 398-6368 E-mail: housing.residences@mcgill.ca Website: www.mcgill.ca/residences

Office for Students with Disabilities: coordinates services to meet the special needs of students with disabilities.
Brown Building, Suite 3100 (514) 398-6009 E-mail: disabilities.students@mcgill.ca TDD: (514) 398-8198 Website: www.mcgill.ca/ods

Tutorial Service: sponsors an extensive tutorial program for students.
Brown Building, Suite 4200 (514) 398-6011 E-mail: tutoring.service@mcgill.ca Website: www.mcgill.ca/tutoring

19.3 Bookstore
The McGill University Bookstore stocks new and used textbooks, a full range of books for the academic and professional community, stationery supplies, and McGill insignia clothing and gift items.
3420 McTavish Street Telephone: (514) 398-7444 Website: www.mcgill.ca/bookstore

Macleod Bookstore
Macdonald Bookstore
Centennial Centre
Telephone: (514) 398-8300

20 Information Technology Resources

20.1 Computing Facilities

20.1.1 IST Customer Services (ICS)
McGill ICS provides technical support for the following student services: E-mail, Virtual Private Network (VPN), Wireless Network Dialup Access Service (DAS), REZ Voice and Data Service (post-installation), and WebCT Vista.
20.1.2 Network and Communications Services (NCS)
McGill NCS provides data services including access to Local Area Networks (LANs), the Internet, e-mail, McGill central systems, and the McGill University Website - all from virtually anywhere on campus (wired or wireless) and remotely. NCS also provides REZ, Voice and Data Service (complete with long distance, voice mail and connectivity to the McGill network) to students in McGill Residences. Visit www.mcgill.ca/ncs for a complete list of the products and services that NCS offers.

20.1.3 WebCT
WebCT Vista is McGill's on-line course management system used in a large number of McGill courses. Currently most courses are taught in a hybrid fashion with WebCT Vista serving as a component within a traditional class structure. As an on-line environment, WebCT Vista provides key tools for extending the educational experience. Students can access content in various forms, post assignments, take quizzes and participate in on-line discussions.
On the WebCT Vista Website at www.mcgill.ca/webct students will find an overview of WebCT Vista tools, task-oriented how-tos and general advice for student success with educational technology. Help is available on-line via the ICS Virtual Help Desk at www.mcgill.ca/ics/vhd or by phone at (514) 398-3398.

20.1.4 Computer Labs
The computer labs are provided by many faculties and departments for students in their programs. A list of these labs can be found at www.mcgill.ca/index/computer. Check the unit listings or contact the unit directly for information concerning facilities and accessibility.

20.1.5 Instructional Multimedia Services (IMS)
Instructional Multimedia Services (IMS) provides services related to the use of technology in teaching. It is McGill's central facility for the loan of audiovisual equipment and support for video production.
The IMS Audiovisual Arrangements Section located in the lobby of the Redpath Library and the IMS office at the Macdonald Campus house a full range of audio, video, computer, and projection equipment available for loan to McGill students. Equipment is provided free of charge for credit course activities. Training in equipment use is available and advance reservations are highly recommended. Further details are available on the IMS Website, www.mcgill.ca/ims/equipment/loan.
The IMS also maintains two video editing suites available for staff and students who wish to produce their own programs. These suites are self-instructional, and sessions should be reserved in advance. For more information or to reserve a session, please contact the IMS Main Office, 688 Sherbrooke St. W., Suite 1600, (514) 398-7200.

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Please Note: Not all courses are offered every year, and changes can be made after this calendar is printed. Always check the Class Schedule link at www.mcgill.ca/courses for the most up-to-date information on whether a course is offered.

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

The Web version of the Calendar at www.mcgill.ca/courses is the most current edition of this document, and is updated at various times of the year.

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Cover Design
Mario Marandola
McGill Instructional Multimedia Services (IMS)

Back Cover
Small photos (left to right, bottom to top):

The Barton Building at McGill's historic Macdonald Campus. Macdonald celebrates its centennial year in 2006-2007. • Photo by Jack Goldsmith, IMS

McGill's hockey Redmen, in action at the refurbished McConnell Arena. The Redmen finished atop the league standings in 2005 for the first time since 1946. • Photo by Gary Rush, McGill Athletics

Students cross Sherbrooke Street West towards McGill's landmark Roddick Gates. • Photo by Jack Goldsmith, IMS

Jamil Semhat, a second-year chemical engineering undergraduate, hits the books in the lobby of McGill's MH Wong Building. • Photo by Claudio Calligaris

Macdonald Campus' Laird Hall. • Photo by Dr. David J. Lewis, Associate Dean (Student Affairs), Faculty of Agricultural and Environmental Sciences

A birdseye view of McGill's downtown campus. • Photo by Jack Goldsmith, IMS

McGill's Faculty of Arts building, fronted by the Whitney Friendship Fountain, better known as “The Three Bares.” Sculpted by McGill alumnus Ellen Barton, it was donated to the university in 1930 by Getrude Vanderbilt Whitney as a “Friendship gift to McGill University by American Admirers of Canada.” • Photo by Jack Goldsmith, IMS

Large photo:
McGill's Kaylyn Morton, a chemical engineering senior from Toronto, won the 2005 women's individual scoring championship in the Quebec university alpine ski circuit. • Photo by Andrew Dobrowolskyj, McGill Athletics
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