

FACULTY OF MANAGEMENT

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1. The Faculty

1.1 Location

Samuel Bronfman Building
1001 Sherbrooke Street West
Montreal, QC H3A 1G5
Canada
Telephone: (514) 398-4068

1.2 Administrative Officers

WALLACE B.S. CROWSTON, B.A.Sc.(Tor.), S.M.(M.I.T.) M.Sc.,
Ph.D.(Carnegie-Mellon) **Dean**
ANNE HALE, B.B.A., M.B.A., Ph.D.(Texas) **Associate Dean,
B.Com. Program**
HELEN VAN EYK **Manager, Undergraduate Affairs
and Advising**
WENDY FRANK, B.A.(Sir G.Wms.) **Manager, Records
and Registration**

1.3 The Faculty Then and Now

The Faculty was established in 1968, incorporating the Graduate School of Business with the School of Commerce of the Faculty of Arts and Science, where courses in commerce had been offered since the beginning of the century. Since 1971 the Faculty has been located at the corner of Sherbrooke and McTavish, easily accessible to the community it serves, in the Samuel Bronfman Building, named in honour of the late Mr. Bronfman who, while a Governor of the University, made a donation which was key to its construction.

The Faculty has gained a world-wide reputation as one of Canada's leading international business schools and attracts top students and faculty members from every continent. The academic programs in Management offer strong international content in conjunction with a variety of functional specializations and include an opportunity for students to participate in exchange programs with many leading universities in Europe, Asia, the United States and South America. This recognition of the global nature of business was further reflected by the introduction of a Faculty Program in International Management as part of the new B.Com. program effective as of September, 1997.

2. General Information

2.1 Aims of the B.Com. Program

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

The B.Com. curriculum offers students both breadth and depth. Breadth is achieved through a broad-based core of required courses

es which provide the necessary quantitative, analytical, and communication skills, while grounding students in applied theory and practice across the major management disciplines. Depth is achieved through three alternate streams of study designed to meet the needs of a highly diverse student body with a wide range of career interests and priorities. In Stream I, General Management, students pursue focused study in at least two different areas. They must choose one Concentration in Management, and for their second area of study, they have three options: 1) choosing a second Concentration in Management; 2) pursuing a Minor in another faculty; or 3) custom-designing their own sequence of higher level courses around a theme, with approval from the Area Coordinator of their Concentration. In Stream II, Majors and Honours, students focus their study in only one area in order to get maximum exposure to their chosen field. In Stream III, International Management, students have a chance to pursue interdisciplinary study of a particular geographic region of the world – East Asia, Latin America and the Caribbean, Western Europe, or North America. Language, social science, and humanities courses are taken to expand understanding of other cultures and to gain the necessary perspective for an international business career.

2.2 Part-time B.Com. Program

Students taking fewer than four courses per term are considered to be part-time students. Such students generally follow their program through evening courses offered by the Centre for Continuing Education. Since the range of Management and non-Management course offerings in an evening program is more restricted than in the day program, it is not possible to complete certain Concentrations, Honours or Majors, or the Faculty Program. Further information on program requirements for students who change from the full- to part-time program, or vice versa, can be obtained from the Student Affairs Office.

2.3 Summer Studies

Students wishing to make up deficiencies in their background, or to accelerate their progress to the degree, may apply to the Manager, Undergraduate Affairs and Advising, to take summer courses either at this University or at some other institution. Credit will be granted for such work only if it fits into the student's overall program, and if written permission to do such work for credit has been obtained in advance. A course which overlaps with course material already completed in the student's program, or a language course which does not substantially progress beyond corresponding language courses already taken by the student, will not receive credit approval.

Each summer, from early May to mid-August, many Core courses and several elective courses are offered by the Faculty of Management for full credit. They are available to Management students, and to students from other faculties and universities with the necessary course prerequisites. The University also offers a number of summer courses in various disciplines at different levels. Information on Management summer courses is available from the Student Affairs Office or from the Summer Studies Office.

Students working full or part-time during the summer will be allowed to take only one course in each of the two Summer Sessions; students who are not working and wish to follow a full-time period of study will be permitted to enrol for more than six credits per period only with special permission of the Associate Dean or the Manager of Undergraduate Affairs and Advising. In no circumstance will they be allowed to take more than 12 credits in either period of the Summer Studies, and may take no more than 18 credits in a single summer.

2.4 Scholarships, Prizes, Medals and Financial Aid

For information about Entrance Scholarships, please refer to the General University Information section.

Registered students are automatically considered by the Faculty Scholarships Committee for each award for which they are

eligible. The only exceptions are the Bank of Montreal Award; KPMG Scholarship; the Commerce '55 Scholarships; the Stephen S. Goldbloom Memorial Prize; and the Raymond, Chabot, Martin, Pare Recognition Award. For these, the Faculty Scholarships Committee welcomes recommendations, substantiated by curriculum vitae, from individual students, student groups and clubs. Such information should be forwarded to the Associate Dean, B.Com. program.

2.5 Management Undergraduate Society

The M.U.S. represents all undergraduate students in the Faculty of Management, and is charged with representing the students' views both inside and outside the Faculty. Activities sponsored by M.U.S. include Management Week, a Winter Carnival, a Faculty newspaper and newsletter, a yearbook, intra-mural sports, and fund-raisers for charities such as the Fashion Show, the Variety Show, and the Cancer Auction. The Society also sponsors the Accounting Club, Entrepreneurs Club, Finance Club, HRM Club, Investment Society, Marketing Club, and IS Club. Each club organizes career information sessions, tours, and guest speakers, as well as other activities to complement regular classes.

3. B.Com. Program Requirements

3.1 Academic Requirements for Graduation

- A student is graduated upon satisfactory completion of the full number of credits indicated in the letter of acceptance, subject to the curriculum requirements. For students entering with a CEGEP Diploma, the number of credits will generally be 90. Students from outside the province of Quebec who have not completed the equivalent of CEGEP graduation will normally be required to complete 120 credits.
- All students are expected to conform to the curriculum set out below. It is the student's responsibility to make sure his/her course of study conforms with the curriculum requirements as described. A student wishing to depart from that program must obtain written permission from the Associate Dean.
- A student who has transferred with advanced standing to the Faculty of Management from another faculty within this University or from another university, is normally required to complete a minimum of 60 credits while registered in the Bachelor of Commerce program, including such required courses as are deemed necessary, to become eligible for the degree of Bachelor of Commerce.
- Completion of the 90-credit degree requirements normally will require three years of study. A maximum of five years is permitted, however, for completion of the requirements for the degree. In exceptional circumstances, this maximum requirement may be extended by the Associate Dean.

3.2 Academic Advising

Students entering the Faculty for the first time are required to attend an Orientation and Advising Session during the last week of August, at which the Associate Dean and advising staff from the B.Com. Office provide information on all aspects of the B.Com. program. Students who have had difficulty registering for their courses have the opportunity to resolve the problem at this session.

Counselling is available throughout the year with area coordinators to discuss study plans and potential career paths. Appointments may be made after the first week of class to discuss such issues.

In February or March, an Information Session takes place which enables the student to select a course of study.

In April, students continuing in the B.Com. program plan their studies for the following year by completing a MARS Worksheet

and a Study Plan Form, using the requirements as listed in the Calendar as a guide to their course selection, calling upon their Area Adviser or other faculty members for advice where appropriate. Students then register via MARS. The MARS Worksheet and a Study Plan Form must be signed by one of the Advisers, Helen Van Eyk, Wendy Frank, Fern Ship, or Giulia Campofredano.

Students in Stream II, Honours or Majors programs must have this MARS Worksheet and Study Plan Form first authorized by the appropriate Area Coordinator or Department Advisor.

Students in Stream I choosing to do a Minor in another Faculty as their second area of study should meet with the appropriate department advisor to plan their courses and obtain an authorized Faculty of Management Minor Approval Form. Students in Stream I custom designing their own sequence of six courses as their second area of study must get approval from the Area Coordinator of their Concentration before taking more than two courses out of the six required.

Students in Stream III should meet with the appropriate International Management faculty adviser(s), Management and/or Arts, at least once a year to plan their course of study.

Students continuing in the part-time (evening) B.Com. program have their Study Plan Form authorized by Helen Van Eyk, Wendy Frank, Fern Ship, or Giulia Campofredano.

Students wishing general information about the program, or encountering difficulties (academic or personal) during the session, should contact Helen Van Eyk or Giulia Campofredano.

3.3 Registration

Course Selection: Full-time students must register by MARS. Further information for new students is distributed at the time of admission. Information for returning students and part-time students is available at the B.Com. Office.

Change of Course: Students who wish to change the courses for which they are registered within the change of course period must do so using MARS. Permission may be granted provided that such changes do not involve timetable conflicts or alter the sequence of courses. Students should complete and return to the B.Com. Office a Course Change Form after they have successfully made their course changes using MARS.

Withdrawals: Students wishing to withdraw from a course after the change of course deadline must do so using MARS by the withdrawal deadline. A W will be indicated on the transcript.

Approval to withdraw after the withdrawal deadline will be granted only in exceptional circumstances.

Students whose circumstances require them to withdraw from their complete program should report to the B.Com. Office.

3.4 Academic Standing

SATISFACTORY STANDING

Students enter the University in satisfactory standing and remain in this standing unless their GPA/CGPA for any year drops below 2.0.

PROBATIONARY STANDING

A student is placed in probationary standing if the GPA falls between 1.5 and 1.99. Students in probationary standing **may take a maximum of 12 credits of new material per semester.**

A student in probationary standing may return to satisfactory standing at the end of the next academic year by obtaining either a GPA of at least 2.5 or both a GPA and a CGPA of 2.0 or greater unless the student was admitted to the Faculty on probationary standing. A student admitted on probationary standing must obtain a GPA of 2.5.

In addition, in the Faculty of Management, the standing of a student on probation in the fall term courses is assessed in January. A student who has not shown adequate improvement may be required to withdraw at that time.

Students in probationary standing who obtain a GPA between 1.5 and 1.99 remain in probationary standing if they also have a CGPA of 2.0 or greater.

A student on probation is not permitted to hold any executive positions in campus organizations, or engage in intercollegiate sports.

A student in probationary standing who fails to achieve the levels of performance specified above will be placed in unsatisfactory standing.

UNSATISFACTORY STANDING

A GPA of less than 1.5 places a student in unsatisfactory standing.

A student whose standing is unsatisfactory will be required to withdraw from the Faculty unless there are extenuating circumstances, in which case the student may appeal to the Associate Dean for permission to continue. A student who is readmitted is considered to be on probationary standing and may have additional restrictions or conditions to meet over and above those required of students referred to above under "Probationary Standing".

A student in unsatisfactory standing for the second time must withdraw permanently.

INCOMPLETE STANDING

A student whose record in any year shows a mark of K, K*, L, L*, or && will have no GPA or CGPA calculated for that year, and the record will show "Standing Incomplete". After completing the appropriate course requirements and the final grade is submitted, the GPA and CGPA will be calculated and the student's standing determined as described above.

3.5 Academic Distinctions

- Full-time students will be given the designation "Dean's Honour List" when their academic standing is in the upper 10% of the B.Com. student body. The designation, while carrying no monetary reward, is an official recognition of the student's achievements and will be noted on the student's transcripts.
- Students not in an Honours program who graduate with a CGPA of 3.50 or better will be awarded their degrees with "Great Distinction"; those with a CGPA between 3.30 and 3.49 will receive their degrees with "Distinction". In the case of transfer students or transfer credits, consideration is given to the quality of the work done elsewhere in addition to the CGPA requirement.
- The designation of Dean's Honour List for graduating students will be awarded by the Faculty to a maximum of 10% of its graduating students. The award will be made on the basis of the CGPA, with the minimum standard being set at a CGPA not lower than a 3.50.

3.6 Examinations

The following is supplemental to that which given under Examinations in the General University Information section.

SUPPLEMENTAL EXAMINATIONS

Supplemental examinations are not offered in day-time undergraduate courses administered by the Faculty of Management. A student required to improve standing in a course must repeat the course in a subsequent term, completing all course requirements to the satisfaction of the instructor.

DEFERRED EXAMINATIONS

Students should apply in writing to the Associate Dean within SEVEN days of the final examination for deferred examination privileges. If approved, such a deferred examination will generally be written within two weeks of the original final examination date, although special arrangements may be made where a student has an authenticated case of long-term illness.

3.7 Verification of Grades and Re-Reads

- Every student has the right to arrange a meeting with the instructor to review the examination questions and see the corrected solutions. The instructor has the option of meeting with the student to answer any questions that the student may have about the grading of the paper, or may supply to the student a sheet containing the correct answers to the examination questions. The student may review this in the presence of the faculty member or designate, but may not take these away. Students must exercise their right to see their papers by the end of the third week of classes in September for preceding winter and summer courses, or by the end of the third week of classes in January for preceding fall courses.
- In a case where a student feels that an error has been made in arriving at the final grade, a Verification of Grade Application must be completed in the Program Office, requesting the instructor to carry out a detailed check that all questions have been marked, and that the final grade has correctly been computed on the basis of the term work, final examination, etc. However, during the course of the term, any requests to have term work re-evaluated should normally first be made directly to the instructor.
- Students may apply to the Program Office for re-reads of written course work. Re-reads for computer-scored examinations are not possible, but students may request verification of their final grade.
- The deadline for applying for a Verification of Grade or Re-read for the winter and summer term courses is the end of September; the deadline for fall term courses is the end of January. There is no charge for Verification of Grades; students will pay a fee (which will be billed to their account) for each Re-read. Verification of Grades or Re-reads in courses not offered by the Faculty of Management are subject to the deadlines, rules and regulations of the particular faculty concerned.
- When a Re-read is requested, a second reader will be appointed, and will review the examination paper and several other papers in the same general mark range, and will be concerned with actual errors of marking, whether they be errors of omission or judgment. The recommendation of the second reader will stand, whether this recommendation involves an up-grading or a down-grading of the original mark. In a case where the original mark has been up-graded, the Re-read fee will be refunded to the student.

4. B.Com. Program Structure

The Bachelor of Commerce (B.Com) degree program is a three- or four-year program when taken full-time. It can also be pursued on a part-time evening basis.

Although the language of instruction at McGill is English, those who plan to be part of the Quebec business environment are reminded of the importance of competence in both written and oral French.

4.1 Stream I, General Management

B.Com. General Management	90-credit	120-credit
Freshman Year Requirements	0	21
Core	51	51
One Concentration	12	12
A Second Concentration (12), a Minor or Minor Concentration (minimum of 18), or 18 approved credits at the 300-level or higher	12 - 24	12 - 24
Electives	3 - 15	12 - 24

Concentrations

Accounting
 Entrepreneurship
 Finance
 Information Systems
 International Business
 Labour-Management Relations
 Management Science
 Marketing
 Operations Management
 Organizational Behaviour and Human Resource Management
 Strategic Management

Minors/Minor Concentrations

Although only the Mathematics and Statistics minors are outlined in this section, a wide variety of programs are available as listed in the sections for the Faculties of Arts and Science. Popular choices include Anthropology, Canadian Studies, Computer Science, Environmental Studies, Geological Sciences, German, International Development, Women's Studies, etc. (Effective in 1998/99, these Faculty of Arts programs are identified as Minor Concentrations.)

4.2 Stream II, with Major or with Honours

B.Com. with Major or with Honours	90-credit	120-credit
Freshman Year Requirements	0	21
Core	51	51
Major or Honours requirements as per discipline	30 - 39	30 - 39
Electives	0 - 9	9 - 18

Majors

Economics
 Finance
 Information Systems
 Labour-Management Relations
 Marketing
 Mathematics
 Psychology

Honours

Accounting
 Economics
 Economics/Accounting
 Economics/Finance

4.3 Stream III, Faculty Program in International Management

B.Com. Faculty Program in International Management	90-credit	120-credit
Freshman Year Requirements	0	21
Core	51	51
Regional Interdisciplinary Area of Specialization	27	27
Advanced Management Courses on Integrative or International Topics	9	9
Electives	3	12

Areas of specialization:

East Asia
 Latin America and the Caribbean
 Western Europe (France, Germany, Italy, or Spain)
 Canada
 United States

5. Management Core

All B.Com. students take the 51-credit Core curriculum set out below, except where modifications are specifically required by a Major or Honours program. Any other student wishing to deviate from this program must obtain written permission from the Associate Dean.

A grade of C or better is required for all courses which are pre-requisite to further courses in the student's program. A grade of D is considered a pass only for a terminal course, with the exception of 280-271, and only one grade of D will be allowed in the student's Core courses. If more than one D is obtained in Core courses, the excess over the single allowable D must be improved during the following term.

The distribution of Core courses over years differs depending upon whether the student is in the 90-credit program (3 years) or the 120-credit program (4 years). [Students who have completed the CEGEP program enter the 90-credit program; students from outside Quebec who have been accepted on the basis of high school completion, enter the 120-credit program.]

5.1 90-credit Program, Core Course Distribution

U1 Required Courses (30 credits)

280-211	(3)	Intro to Financial Accounting
280-213*	(3)	Intro to Management Accounting
280-222	(3)	Organizational Behaviour
280-271**	(3)	Statistics I
280-272**	(3)	Statistics II
280-293***	(3)	Managerial Economics
280-331	(3)	Information Systems
280-341	(3)	Finance I
280-352	(3)	Marketing Management I
154-295***	(3)	Macroeconomic Policy

U2 Required Courses (15 credits)

280-320	(3)	Managing Human Resources
280-360	(3)	Social Context of Business
280-373	(3)	Operations Research
280-382*	(3)	International Business
280-472	(3)	Operations Management

U2 Complementary Course (3 credits)

455-205	(3)	Communication in Management I
or 455-305	(3)	Communication in Management II (Faculty of Education)

U3 Required Course (3 credits)

280-423	(3)	Organizational Policy
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* Students considering the Faculty Program in International Management should take 280-382 in U1 and 280-213 in U2.

** Students considering a Major or Minor in Mathematics replace 280-271 and 280-272 with 189-323 and 189-324. Students considering an Honours or Joint Honours Program in Economics replace them with 154-257D.

*** Students considering an Economics program replace 154-295 and 280-293 with 154-230D for the Majors program or 154-250D for the Honours or Joint Honours Programs.

5.2 120-credit Program, Core and Freshman Course Distribution

Students admitted to a program requiring 97-120 credits (four years) register in a Freshman Year in which they must complete 189-130 and 189-131 (or equivalents) as well as the 18 credits of Complementary Courses specified below. The Freshman and Core courses are distributed as follows:

U0 Required Courses (12 credits)

189-130A*	(3)	Math. for Management I
189-131B*	(3)	Math. for Management II

280-211	(3)	Intro to Financial Accounting
280-331	(3)	Information Systems

U0 Complementary Courses (18 credits)

3 credits, one of:

455-205	(3)	Communication in Management I
or 455-305	(3)	Communication in Management II (Faculty of Education)

3 credits in Psychology or Sociology, one course at the 100 or 200 level

6 credits of Humanities or Language courses

6 credits of Social Science or Science courses

U1 Required Courses (24 credits)

280-213**	(3)	Intro to Management Accounting
280-222	(3)	Organizational Behaviour
280-271***	(3)	Statistics I
280-272**	(3)	Statistics II
280-293****	(3)	Managerial Economics
280-341	(3)	Finance I
280-352	(3)	Marketing Management I
154-295****	(3)	Macroeconomic Policy

U2 Required Courses (15 credits)

280-320	(3)	Managing Human Resources
280-360	(3)	Social Context of Business
280-373	(3)	Operations Research
280-382**	(3)	International Business
280-472	(3)	Operations Management

U3 Required Courses (3 credits)

280-423	(3)	Organizational Policy
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* Students considering a Major or Minor in Mathematics, or an Honours or Joint Honours program in Economics replace 189-130 and 189-131 with three of the following courses, or demonstrated proficiency through appropriate McGill Placement tests.

189-133	(3)	Vectors, Matrices and Geometry
189-139	(3)	Calculus
or 189-140	(3)	Calculus I
189-141	(3)	Calculus II

Six of these credits would be counted in the Freshman Year requirements, the remaining 3 credits would be counted as Humanities or Science Complementary.

** Students considering the Faculty Program in International Management should take 280-382 in U1 and 280-213 in U2.

*** Students considering a Major or Minor in Mathematics replace 280-271 and 280-272 with 189-323 and 189-324. Students considering an Honours or Joint Honours Program in Economics replace them with 154-257D.

**** Students considering an Economics program replace 154-295 and 280-293 with 154-230D for the Majors program or 154-250D for the Honours or Joint Honours Programs.

5.3 Exemptions and Advanced Standing

Students who transfer to Management from other faculties within McGill, or from other universities, who have completed Core course material with sufficiently high standing will be granted exemption from the corresponding Core course if the courses are judged by the Faculty to be equivalent. Students who are accepted directly into the Faculty of Management from CEGEP will have exemptions, if any, determined at the time of entry.

In either case, students would replace the exempted course with any elective or higher level course offered in the Faculty for which they have the necessary prerequisites. It must be emphasized, however, that while the exemption absolves students from the need to repeat the course material, they receive no reduction in the number of credits needed for the degree. Detailed information concerning exemption criteria is available from the Student Affairs Office.

6. Concentrations

In order to complete a Concentration, the student must achieve a grade of C or better in all the courses which comprise the Concentration. The student who has failed to earn 12 satisfactory credits will be required to embark on a new Concentration, repeat the course(s) in question or, where possible, to replace the course(s) with a satisfactory option from the Concentration courses.

In general, the student will begin taking courses from the chosen Concentration in the U2 year.

An adviser is appointed for each Management Concentration to assist students in choosing a Concentration and provide additional information regarding course selection.

Second Concentration:

Students who chose to take a second Concentration will be required to complete 12 non-overlapping credits at a satisfactory level with a minimum grade of C in each course.

6.1 Accounting Concentration

Adviser: Professor J.A. Duff

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

The Accounting Concentration complements or forms part of the B.Com., General Management Program. The individual courses in the Concentration also act as service courses for other areas in the Faculty for their Majors or Concentrations.

Required Courses (9 credits)

271-311	(3)	Financial Accounting I
271-312	(3)	Financial Accounting II
271-313	(3)	Management Accounting I

Complementary Courses (3 credits)

one of:

271-415	(3)	Management Accounting II
271-417	(3)	Taxation and Business Decisions

6.2 Entrepreneurship Concentration

Adviser: Professor P. Johnson

This Concentration is concerned with the genesis and development of entrepreneurial activities. It deals with the integration of marketing, finance, organization and policy in the development and expansion of business enterprise. Included are the evaluation of new business ventures, the role of acquisitions, and the strategic issues and operating problems at various stages of a firm's existence from its beginnings to maturity.

Required Courses (6 credits)

270-462	(3)	Management of New Enterprises
270-464	(3)	Management of Small Enterprises

Complementary Courses (6 credits)

two of:

270-364	(3)	Business Law I
271-417	(3)	Taxation and Business Decisions
274-445	(3)	Real Estate Finance
275-354	(3)	Marketing Management II
275-452	(3)	Consumer Behaviour
275-453	(3)	Advertising Management
276-383	(3)	International Business Policy
276-562	(3)	Seminar in Organizational Strategy

6.3 Finance Concentration

Advisers: Professors S. Banerji and M. Chaudhury

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

Required Courses (9 credits)

274-342	(3)	Finance II
274-441	(3)	Investments and Portfolio Management
274-443	(3)	Applied Corporate Finance

Complementary Course (3 credits)

one of:

274-442	(3)	Capital Markets and Institutions
274-444	(3)	Insurance and Risk Management
274-445	(3)	Real Estate Finance
274-448	(3)	Options and Futures
274-480	(3)	Global Investments
274-482	(3)	International Finance I
274-492	(3)	International Finance II
274-541	(3)	Applied Investments
274-645	(3)	Money and Capital Markets

6.4 Information Systems Concentration

Adviser: Professor R. Donovan

Two concentration streams are offered in Information Systems. The Systems Analysis and Implementation stream provides the foundation for systems analyst and systems support positions. The Business Systems Design stream provides the foundation necessary for positions as systems designers and developers. An IS Concentration differs from the Major in that it focuses on a restricted set of activities rather than the broader set of skills required of students intending to pursue careers in the information systems field.

Due to prerequisites, at least three terms are required to complete an IS Concentration.

SYSTEMS ANALYSIS AND IMPLEMENTATION STREAM

Required Courses (12 credits)

273-333	(3)	Systems Analysis and Modeling
273-432	(3)	Information Systems Administration
273-436	(3)	Telecommunications Management
273-437	(3)	Data and Database Management

BUSINESS SYSTEMS DESIGN STREAM

Required Courses (3 credits)

273-438	(3)	Graphical Development Environments
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Complementary Courses (9 credits)

either the following three courses:

273-341	(3)	Business Systems Design I
273-342	(3)	Business Systems Design II
273-422	(3)	Object Oriented Design

or the the following three courses:

308-202	(3)	Intro to Computing I
308-203	(3)	Intro to Computing II
one 3-credit course approved by the Advisor		

Students seeking an elective in IS without pursuing a Concentration or Major should consider 273-333 and 273-432.

6.5 International Business Concentration

Adviser: Professor R. Wright

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

Required Course (3 credits)

276-383 (3) International Business Policy

Complementary Courses (9 credits)

three of:

- 270-391 (3) International Business Law
- 270-394 (3) Asia/Pacific Management
- 270-395 (3) European Economic & Business Management
- 270-434 (3) Topics in Management
- 270-481 (3) North America in the Global Market
- 270-493 (3) Global Economic Competitiveness
- 272-380 (3) Cross Cultural Management
- 274-478 (3) International Financial Management
- 275-483 (3) International Marketing Management

6.6 Labour-Management Relations Concentration

Adviser: Professor T. Thomason

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

Required Courses (6 credits)

- 279-294 (3) Intro to Labour-Management Relations
- 279-496 (3) Collective Bargaining

Complementary Courses (6 credits)

two of

- 279-434 (3) Topics in Labour-Management Relations
- 279-449 (3) Occupational Health & Safety
- 279-459 (3) International Labour Relations
- 279-494 (3) Labour Law
- 279-497 (3) Contract Administration

6.7 Management Science Concentration

Advisers: Professors J.L. Goffin, R.J. Loulou, G.A. Whitmore

This Concentration prepares students for careers as management scientists, systems analysts and applied statisticians in business, government and consulting firms. Most courses in the Concentration are currently offered jointly to MBA students.

Management Science courses stress conceptual and problem-solving skills and familiarize students with modern mathematical and computational decision-making tools. The use of computers and spreadsheets is extensive. Students in other management areas who wish to complement their studies with valuable analytical training might consider these courses –

- Marketing students: 277-632, 277-676;
- Finance students: 277-675, 277-679;
- IS or Operations Management students: 277-678.

Required Courses (6 credits)

- 277-671 (3) Statistics for Business Decisions
- 277-679 (3) Applied Optimization I

Complementary Courses (6 credits)

at least one of:

- 277-675 (3) Applied Time Series Analysis for Managerial Forecasting
- 277-676 (3) Applied Multivariate Data Analysis
- 277-678 (3) Simulation of Management Systems

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

- 277-434 (3) Topics in Management Science
- 277-631 (3) Analysis of Manufacturing Systems
- 277-632 (3) Sample Survey Methods and Analysis
- 277-633 (3) Applied Decision Analysis
- 277-680 (3) Applied Optimization II

and approved courses in other Areas or faculties.

6.8 Marketing Concentration

Advisers: Professors S.K. Bandyopadhyay, K. Basu, K. Bawa, A. Hale, E. Sarigollu

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

Required Courses (12 credits)

- 275-354 (3) Marketing Management II
- 275-357 (3) Marketing Planning
- 275-451 (3) Marketing Research (to be taken in U2)
- 275-452 (3) Consumer Behaviour

6.9 Operations Management Concentration

Advisers: Professors S. Li, V. Verter

This Concentration prepares the student for a variety of career opportunities. Graduates typically begin their career in one of three kinds of jobs: 1) line positions involving production and materials management; 2) operations analyst positions at the corporate or strategic planning level, analyzing programs and investment options involving operations; or 3) consulting positions. The OM Concentration provides rigorous analytical training and links different functional areas in business with areas in operations such as technology management, production planning, inventory control, distribution systems, quality management, etc. Most courses in the Concentration are currently offered jointly to M.B.A. students.

Required Courses (9 credits)

- 277-601 (3) Management of Technology in Manufacturing
- 277-605 (3) Total Quality Management
- 277-631 (3) Analysis of Manufacturing Systems

Complementary Course (3 credits)

one course chosen from:

- 277-434 (3) Topics in Management Science
- 277-600 (3) Applications in Operations Management
- 277-671 (3) Statistics for Business Decisions
- 277-675 (3) Applied Time Series Analysis for Managerial Forecasting
- 277-678 (3) Simulation of Management Systems
- 277-679 (3) Applied Optimization I
- 277-680 (3) Applied Optimization II

and approved courses in other Areas or faculties.

6.10 Organizational Behaviour and Human Resource Management Concentration

Adviser: Professor A. Jaeger

This Concentration provides an opportunity for students to increase their awareness of behavioural issues encountered in job and organizational settings, and prepare themselves for graduate

study in the behavioural sciences or for careers in general management or human resource management.

Complementary Courses (12 credits)

four of:

- 272-380 (3) Cross-Cultural Management
- 272-420 (3) Group Dynamics
- 272-421 (3) Managing Organizational Change
- 272-429* (6) O.B. for Course Counsellors
- 272-434 (3) Advanced Topics in O.B.
- 272-435 (3) Women as Global Leaders and Managers
- 272-521 (3) Leadership, Power and Influence
- 272-525 (3) Compensation Management

* If 272-429 is taken, only 3 credits will count towards the Concentration, the other 3 will be counted as elective.

6.11 Strategic Management Concentration

Advisers: Professors D. Dougherty, C. Hardy, F. Westley

This Concentration provides students with an understanding of an organization in its economic and social context. The economic context is concerned with the study of how organizations compete and collaborate in their industries or domains. The organization at the macro level (rather than from the point of view of a particular function or department) is the focus of this Concentration, which explores how strategies are formed to deal with opportunities and threats in the environment, how strategies can be realized, and how change processes are managed. The social context looks at how business interacts with the larger society of which it is a part. This focus explores the historical and ethical development of modern capitalist society, and the various difficulties and dilemmas that business and other organizations face in acting in a socially responsible manner.

Complementary Courses (12 credits)

at least one of:

- 276-469 (3) Managing Globalization
- 276-470 (3) Strategy and Organization

the remaining credits to be chosen from:

- 270-400 (3) Independent Studies in Management
- 270-462 (3) Management of New Enterprises
- 270-464 (3) Management of Small Enterprises
- 276-383 (3) International Business Policy
- 276-434 (3) Topics in Policy
- 276-440 (3) Strategies for Sustainable Development
- 276-450 (3) Ethics in Management
- 276-460 (3) Managing Innovation
- 276-468 (3) Managing Organizational Politics
- 276-562 (3) Seminar in Organizational Strategy
- 276-567 (3) Business in Society

7. Minors

The Minor programs offered in the Faculties of Arts and Science may be taken in conjunction with any B.Com. program.

Students doing a Minor program must have a Faculty of Management Minor Approval Form, listing the courses being applied to the Minor, signed by the Minor adviser. The Minor in Mathematics and the Minor in Statistics are detailed below. For all other Minors, please refer to the Arts and Science Faculty sections. For the Minor in Economics, students must complete 18 credits of material which does not overlap with Management course content.

Students should begin the Minor in Mathematics and the Minor in Statistics no later than the penultimate year and should immediately consult the appropriate adviser in the Department of Mathematics and Statistics.

Students planning to take the Minor in Mathematics or the Minor in Statistics are advised to substitute 189-323 and 189-324 for 280-271 and 280-272. Those courses will then count 6 credits to-

wards the Minor. If the decision to take a Minor program is made after 280-271 and 280-272 have been taken, students who wish to take 189-323 and 189-324 will receive new credits only for the former courses; 280-271 and 280-272 may count 3 credits towards the 24 credit Minor requirement.

7.1 Minor in Mathematics

Adviser: Professor N. Sancho, Department of Mathematics and Statistics, Faculty of Science

Required Courses (6 credits)

- 189-222 (3) Calculus III
- 189-315 (3) Ordinary Differential Equations

Complementary Courses (18 credits)

- 189-223 (3) Linear Algebra
- or 189-235 (3) Basic Algebra I
- and 189-236 (3) Linear Algebra I

the remaining credits may be freely chosen from the Required and Complementary courses for Majors and Honours students in Mathematics (189-323 and 189-324 are strongly recommended), with the obvious exception of courses that involve duplication of material. Alternatively up to six credits may be allowed for appropriate courses from other departments. These include 277-630, 277-632 (if 189-425 is not taken), 277-633, 277-671, 277-675, 277-678, 277-679, 277-680.

All courses counted towards the Minor must be passed with a grade of C or better. No more than six credits of overlap are permitted between the Minor and the primary program.

7.2 Minor in Statistics

Adviser: Professor K. Worsley, Department of Mathematics and Statistics, Faculty of Science

Required Courses (6 credits)

- 189-222 (3) Calculus III
- 189-423 (3) Regression and Analysis of Variance

Complementary Courses (18 credits)

- 189-223 (3) Linear Algebra
- or 189-235 (3) Basic Algebra I
- and 189-236 (3) Linear Algebra I

6 credits, two of:

- 189-323 (3) Probability Theory
- or 189-356 (3) Probability
- 189-324 (3) Statistics
- or 189-357 (3) Statistics

at least 6 credits to be chosen from:

- 189-425 (3) Sampling Theory and Applications
- or 277-632 (3) Sample Survey Methods and Analysis
- 189-447 (3) Stochastic Processes
- 189-524 (4) Nonparametric Statistics
- 189-556 (4) Mathematical Statistics I
- 189-557 (4) Mathematical Statistics II
- 277-633 (3) Applied Decision Analysis
- 277-634 (3) Econometric Methods in Management
- 277-671 (3) Statistics for Business Decisions
- 277-675 (3) Applied Time Series Analysis for Managerial Forecasting
- 277-676 (3) Applied Multivariate Data Analysis

No more than six credits may be taken outside the Department of Mathematics and Statistics. Further credits (if needed) may be freely chosen from the Required and Complementary courses for Majors and Honours students in Mathematics, with the obvious exception of courses that involve duplication of material.

All courses counted towards the Minor must be passed with a grade of C or better. No more than six credits of overlap are permitted between the Minor and the primary program.

8. Majors

Major programs are available in Economics, Finance, Information Systems, Labour-Management Relations, Marketing, Mathematics, and Psychology.

Because of the heavier demands of Major programs, students desiring to pursue a program of this type are advised to declare their intention at the beginning of the program. Students are then assigned an adviser from the appropriate department and a suitable program is worked out. Only satisfactory grades (C or better) may count towards the Major requirements.

8.1 Major in Economics for Management Students

Advisers: Professors P. Dickinson, M. Frankman, J. Handa, J. Iton, J. Kurien, C. Ma, R.T. Naylor, A. Vicas, Department of Economics, Faculty of Arts

This Major is comprised of 36 credits of Economics courses (6 credits of which are counted as Core credits).

Required Courses (12 credits)

154-230D* (6) Microeconomy Theory
154-330D (6) Macroeconomic Theory

* credits for this course are counted in the Core, where it replaces 154-295 and 280-293.

Complementary Courses (24 credits)

24 credits from other 200-, 300- and 400-level courses in Economics (excluding courses with numbers between 200 and 209). At least 6 of these 24 credits should be taken from courses with 400 level numbers. No more than 9 of the 24 credits may be taken at the 200 level.

Economics 154-227D and 154-257D or other economic statistics courses taken elsewhere to meet statistics requirements in lieu of 280-271 and 280-272 will not count as part of the 24 credits.

8.2 Major in Finance

Adviser: Professor S. Banerji

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

Required Courses (15 credits)

274-342 (3) Finance II
274-441 (3) Investments and Portfolio Management
274-443 (3) Applied Corporate Finance
274-448 (3) Options and Futures
274-482 (3) International Finance I

Complementary Courses (15 credits)

at least 9 credits from:

274-442 (3) Capital Markets and Institutions
274-444 (3) Insurance and Risk Management
274-480 (3) Global Investments
274-492 (3) International Finance II
274-541 (3) Applied Investments
274-647 (3) Advanced Finance Seminar

the remainder, if any, from:

271-311 (3) Financial Accounting I
271-312 (3) Financial Accounting II
271-417 (3) Taxation and Business Decisions
274-445 (3) Real Estate Finance
277-675 (3) Applied Time Series Analysis

8.3 Major in Information Systems

Adviser: Professor R. Donovan

The 30-credit Major in IS is designed to provide a strong foundation in the design, development, and implementation of information systems within the framework of the Management program. The Major is most appropriate for students seeking a career in the information systems field as systems analysts, systems developers, support analysts, and managers of information systems teams and departments. The IS Major combines both IS Concentration streams (Systems Analysis and Implementation, and Business Systems Development) with two additional courses chosen by the student and approved by the IS faculty.

Approval of the Adviser is required before a student may declare the Major. Due to prerequisites, four terms are required to complete a Major in Information Systems.

Required Courses (15 credits)

273-333 (3) Systems Analysis and Modelling
273-432 (3) Information Systems Administration
273-436 (3) Telecommunications Management
273-437 (3) Data and Database Management
273-438 (3) Graphical Development Environments

Complementary Courses (15 credits)

9 credits from one of the following groups:

either the following three courses:

273-341 (3) Business Systems Design I
273-342 (3) Business Systems Design II
273-422 (3) Object Oriented Design

or the following three courses:

308-202 (3) Intro to Computing I
308-203 (3) Intro to Computing II

one 3-credit course approved by the Advisor

and 6 credits from the following group, approved by the Advisor:

273-332 (3) Accounting Information Systems
273-334 (3) Business Program Development
273-431 (3) Information Systems Design
273-444 (3) Decision Support Systems
304-221 (3) Introduction to Computer Engineering I
635-303 (3) Comp. Structures & Assembly Lang. Prog.
635-311 (3) File Structures
635-321 (3) Operating Systems
or Computer Science (308-xxx) courses

8.4 Major in Labour-Management Relations

Adviser: Professor T. Thomason

This 30-credit Major provides students with a general understanding of the factors affecting employer-employee relations, including labour unions and laws that regulate the employment relationship. It is integral to the practice of human resource management, particularly in a unionized environment.

In addition to giving students a foundation in various aspects of labour relations and labour markets, this program provides understanding of federal and provincial labour legislation, training in collective bargaining, the administration of trade union contracts, handling of grievances and preparation for participation in arbitration proceedings, a view of human resources, problems and planning on the macro level.

Required Courses (30 credits)

279-294 (3) Intro to Labour-Management Relations
279-449 (3) Occupational Health & Safety
279-459 (3) International Labour Relations
279-492 (3) Public Policy in Industrial Relations
279-494 (3) Labour Law
279-495 (3) Labour Relations in the Public Sector
279-496 (3) Collective Bargaining
279-497 (3) Contract Administration
154-306 (6) Labour Economics and Institutions

8.5 Major in Marketing

Adviser: Professor K. Basu

Students have a choice of routes to pursue a 30-credit Major in Marketing. In addition to the 15 common Required credits, they select one of the three 15-credit options.

Required Courses (15 credits)

275-354	(3)	Marketing Management II
275-357	(3)	Marketing Planning
275-451	(3)	Marketing Research
275-452	(3)	Consumer Behaviour
275-453	(3)	Advertising Management

BRAND MANAGEMENT

This Option focuses on the area of consumer marketing, i.e., the development and implementation of marketing strategies for goods and services for consumption by the individual or household.

Required Courses (12 credits)

275-365	(3)	New Products
275-438	(3)	Brand Management
275-461	(3)	Advertising Practicum
275-557	(3)	Marketing Research II

Complementary Courses (3 credits)

one of:

275-355	(3)	Service Marketing
275-459	(3)	Retail Management

SMALL BUSINESS MARKETING

This Option focuses on the different types of business environments, such as retailing and services, and provides the student with a strong background in management and marketing research for effective decision making in the small company environment.

Required Courses (15 credits)

270-464	(3)	Management of Small Enterprises
275-355	(3)	Service Marketing
275-459	(3)	Retail Management
275-461	(3)	Advertising Practicum
275-557	(3)	Marketing Research II

BUSINESS-TO-BUSINESS MARKETING

This Option prepares students for industrial marketing, i.e. all markets where the purchaser of the product or service is a firm, rather than an individual consumer or household, and includes dynamic industries, such as high-tech and telecommunications.

Required Courses (15 credits)

275-355	(3)	Service Marketing
275-365	(3)	New Products
275-455	(3)	Salesforce Management
275-456	(3)	Industrial Marketing
275-461	(3)	Advertising Practicum

8.6 Major in Mathematics for Management Students

Adviser: Professor N. Sancho, Department of Mathematics and Statistics, Faculty of Science

This Major is comprised of 54 credits of Mathematics and related courses (15 credits of which are counted as Core credits). It provides students in Management with a sound mathematical basis for the understanding of the modern concepts of Management Science. These require a good knowledge of advanced calculus, analysis, linear algebra and statistics. Current research in various branches of Management Science also requires considerable training in mathematics.

Since management is, in part, a sequential decision making process, a good manager needs to be able to devise optimal strategies in a systematic and scientific way. Courses in stochastic process, optimization, etc., will help to reinforce such skills.

Students entering the Major program in Mathematics are normally expected to have completed 189-133, 189-140, and 189-141 or their equivalents. Otherwise they will be required to make up any deficiencies in these courses over and above the credits specified in the Major. Students entering the 120-credit Management program would take these courses in place of 189-130 and 189-131 in UO, counting 6 credits as Freshman Program credits and the remaining 3 as Freshman Complementary.

Required Courses (30 credits)

189-222	(3)	Calculus III
189-235	(3)	Basic Algebra I
189-236	(3)	Linear Algebra I
189-242	(3)	Analysis I
189-243	(3)	Real Analysis
189-314	(3)	Advanced Calculus
189-315	(3)	Ordinary Differential Equations
189-316	(3)	Functions of a Complex Variable
189-323*	(3)	Probability Theory
189-324*	(3)	Statistics

* credits for these courses are counted in the Core where they replace 280-271 and 280-272.

Complementary Courses (24 credits)

one of:

189-317	(3)	Numerical Analysis
189-343	(3)	Discrete Mathematics and Applied Algebra

plus 12 credits selected from courses offered by the

Department of Mathematics and Statistics

the additional 9 credits in Mathematics or related disciplines which complete the Major are fulfilled by Core courses 280-331, 280-373, 280-472.

Note: Due to 308-202, which is prerequisite to both 189-317 and 189-343, this Major requires 93 credits to complete.

8.7 Major in Psychology for Management Students

Adviser: Professor A. Jaeger

This Major is comprised of 30 credits -- 24 credits in Psychology and 6 credits to be taken in Management.

The Faculty of Management in collaboration with the Psychology Department, Faculty of Science, offers programs of study in organizational and consumer psychology leading to the B.Com. degree. These programs concentrate on providing an education in the fundamentals of experimental and social psychology. In view of rapid changes in practical methods and professional techniques employed by managers and professional consultants, broad training in such fundamentals is seen as excellent preparation for graduate school in psychology and management as well as for a successful managerial career.

Required Courses (12 credits)

204-211	(3)	Learning and Motivation
204-213	(3)	Cognition
204-215	(3)	Social Psychology
204-333	(3)	Personality and Social Psychology

Complementary Courses (18 credits)

12 credits chosen from:

204-212	(3)	Perception
204-310	(3)	Human Intelligence
204-314	(3)	Thinking and Concepts
204-331	(3)	Inter-group Relations
204-332	(3)	Introduction to Personality
204-335	(3)	Formal Models of Psych. Processes
204-336	(3)	Measurement of Psych. Processes
204-340	(3)	The Psychology of Language
204-341	(3)	Psychology of Bilingualism
204-351	(3)	Research Methods in Social Psychology
204-352	(3)	Lab in Cognitive Psychology
204-354	(3)	Interpersonal Relationships
204-401	(3)	Theories of Cognition

204-403	(3)	Modern Psychology in Historical Perspective
204-406	(3)	Psychological Tests and Measurement
204-408	(3)	Principles of Cognitive Behaviour Therapy
204-451	(3)	Human Factors Research and Techniques
204-471	(3)	Human Motivation
204-510	(3)	Statistical Analysis of Tests

and 6 credits taken in one of the following two options:

Organizational Psychology Option

two of:

272-380	(3)	Cross-Cultural Management
272-420	(3)	Group Dynamics and Interpersonal
272-421	(3)	Managing Organizational Change
272-434	(3)	Advanced Topics in Organizational Behaviour
272-521	(3)	Leadership Power and Influence
279-294	(3)	Intro to Labour-Management Relations

Consumer Psychology Option

two of:

275-451	(3)	Marketing Research
275-452	(3)	Consumer Behaviour
275-557	(3)	Marketing Research II

9. Honours

An Honours program is available in Accounting and in Economics, as well as Joint Honours programs in Economics and Accounting, and in Economics and Finance.

The difference between the Honours and Major programs is not one of quantity but rather of quality, the Honours program involving study in greater depth. Students must register with the Economics Department, Faculty of Arts, for the Honours in Economics programs. This will usually be done at the beginning of their U1 year but special arrangements may be made for students wishing to enter the program at the beginning of U2.

9.1 Honours in Accounting

Adviser: Professor J. A. Duff

The objectives of this 36-credit program are twofold – to prepare students for admission to the accountancy profession (CA, CMA, CGA) and to prepare students to work as accountants in business and government.

Students should note that although the program incorporates the academic and/or professional requirements imposed by the professional groups, it is not designed specifically for that purpose. Students entering the Accounting Honours program with the intention of proceeding onward to qualification as a CA, CMA or CGA should consult the Honours Adviser. Further information on the Graduate Diploma in Public Accountancy, one of the requirements for admission to l'Ordre des comptables agréés du Québec (CA), may be obtained from the Faculty of Management office which administers that program. McGill's Centre for Continuing Education should be contacted regarding the Certified General Accountant program. For information on the Certified Management Accountant program, students should contact Professor C. McWatters in the Faculty of Management.

Entry into the Honours program will be by application at the end of U1. Acceptance to the program is on a competitive basis; students who apply must have a CGPA of 2.8 (65% average) in U1 with at least a B- in 280-211 and 280-213.

To remain in the Honours program, students must maintain minimum standards. A grade of at least B- is required in each course in the Honours Program. Students receiving a grade of less than B- in any Required course will have to repeat that course; if a grade of less than B- is received for a Complementary course, it may be repeated or another Complementary course taken in its place. Graduation with an Honours standing requires a minimum CGPA of 3.0 (70%) in each year of the Honours Program (U2 and

U3) and an average of 3.0 (70%) in the specified courses of the program.

Required Courses (30 credits)

271-351	(3)	Intermediate Financial Accounting I
271-352	(3)	Intermediate Financial Accounting II
271-361	(3)	Intermediate Management Accounting I
271-362	(3)	Intermediate Management Accounting II
271-385	(3)	Principles of Taxation
271-453	(3)	Advanced Financial Accounting
271-454	(3)	Financial Reporting: Standards & Practices
271-455	(3)	Development of Accounting Thought
271-463	(3)	Advanced Management Accounting
271-475	(3)	Principles of Auditing

Complementary Courses (6 credits)

two of:

271-356	(3)	International Accounting
271-434	(3)	Topics in Accounting
271-471	(3)	Non-Profit Accounting
271-476	(3)	Internal Auditing
271-477	(3)	External Auditing
271-486	(3)	Taxation II
273-332	(3)	Accounting Information Systems

9.2 Honours in Economics for Management Students

Advisers: Professors C. Eberwein, G. Grantham, and N.V. Long,
Department of Economics, Faculty of Arts

This program is comprised of 42 credits of Honours Economics courses (12 credits of which are counted as Core credits).

To remain in the Honours program, students must obtain a grade of at least B- in 154-250D. Graduation with an Honours standing requires a minimum CGPA of 3.0 and an average of 3.0 in the specified courses of the program.

Required Courses (24 credits)

154-250D*	(6)	Intro. to Economic Theory - Honours
154-257D**	(6)	Economic Statistics - Honours
154-352D	(6)	Macroeconomics - Honours
154-450D	(6)	Advanced Economic Theory - Honours

* credits for this course are counted in the Core, where it replaces 154-295 and 280-293.

** credits for this course are counted in the Core, where it replaces 280-271 and 280-272.

Complementary Courses (18 credits)

154-460A	(3)	History of Recent Economic Thought I - Hons.
and 154-461B	(3)	History of Recent Economic Thought II - Hons.
or 154-467D	(6)	Econometrics - Honours

plus 12 credits of other Economics courses approved by an Honours adviser.

9.3 Joint Honours in Economics and Accounting

Advisers: Professors C. Eberwein, G. Grantham, and N.V. Long,
Department of Economics, Faculty of Arts

This Joint Honours program is comprised of 36 credits of Honours Economics courses (12 credits of which are counted as Core credits) and 12 credits of courses from the Honours in Accounting program.

To earn an Honours designation, a CGPA of 3.0 is required in the 36 credits in Economics (including a 3.0 CGPA in the specified courses) and a grade of B- or better with a CGPA of 3.0 in all Accounting courses.

Economics Required Courses (24 credits)

154-250D*	(6)	Intro. to Economic Theory - Honours
154-257D**	(6)	Economic Statistics - Honours
154-352D	(6)	Macroeconomics - Honours
154-450D	(6)	Advanced Economic Theory - Honours

* credits for this course are counted in the Core, where it replaces 154-295 and 280-293.

** credits for this course are counted in the Core, where it replaces 280-271 and 270-272.

Economics Complementary Courses (12 credits)

154-460A	(3)	History of Recent Economic Thought I - Hons.
and 154-461B	(3)	History of Recent Economic Thought II - Hons.

or 154-467D (6) Econometrics - Honours
plus 12 credits of other Economics courses approved by an Honours adviser.

Accounting Required Courses (9 credits)

271-351	(3)	Intermediate Financial Accounting I
271-352	(3)	Intermediate Financial Accounting II
271-361	(3)	Intermediate Management Accounting I

Accounting Complementary Course (3 credits)

271-362	(3)	Intermediate Management Accounting II
or 271-385	(3)	Principles of Taxation

9.4 Joint Honours in Economics and Finance

Adviser: Professor V. Errunza

This Joint Honours program is comprised of 30 credits of Honours Economics courses (12 credits of which are counted as Core credits) and 18 credits in Finance.

This program is designed to take advantage of both McGill's Finance and Economics course offerings to produce a student who is well trained in these two complementary areas, and is particularly attractive to those planning careers in finance, economics or financial economics posts in both industry and government. The program is a demanding one and its potential rewards are correspondingly high.

To earn the Honours designation, a CGPA of 3.0 is required in the Economics credits and a grade of B- or better with a CGPA of 3.0 in all Finance courses.

Economics Required Courses (24 credits)

154-250D*	(6)	Intro. to Economic Theory - Honours
154-257D**	(6)	Economic Statistics - Honours
154-352D	(6)	Macroeconomics - Honours
154-450D	(6)	Advanced Economic Theory - Honours

* credits for this course are counted in the Core, where it replaces 154-295 and 280-293

* credits for this course are counted in the Core, where it replaces 280-271 and 270-272.

Economics Complementary Courses (6 credits)

154-460A	(3)	History of Recent Economic Thought I - Hons.
and 154-461B	(3)	History of Recent Economic Thought II - Hons.

or 154-467D (6) Econometrics - Honours

Finance Required Courses (12 credits)

274-342	(3)	Finance II
274-441	(3)	Investments and Portfolio Management
274-443	(3)	Applied Corporate Finance
274-647	(3)	Advanced Finance Seminar

Finance Complementary Courses (6 credits)

two of:

274-448	(3)	Options and Futures
274-480	(3)	Global Investments

274-482	(3)	International Finance I
274-492	(3)	International Finance II
274-541	(3)	Applied Investments

10. Faculty Program in International Management

Students who choose this course of study take the standard 51 credits of Core courses but, instead of choosing a Major, Honours or Concentration, they focus on gaining knowledge of a specific geographical region of the world by taking a minimum of 27 credits of courses in an interdisciplinary area of study in the Faculty of Arts. The program also includes a minimum of 9 credits of 300 or higher level courses on integrative or international topics in management.

All students admitted into the full time B.Com. program are eligible for this course of study. Students considering the Faculty Program should take 280-382 in U1 to help them decide. In order to fulfil the requirements of this option in the 3 or 4 years typically taken to complete a B.Com. degree, students should select their region of specialization by the Spring of their U1 year. An advisor from the Faculty will be appointed to each of the interdisciplinary regional areas of study to help students plan their programs of study.

REGIONAL INTERDISCIPLINARY AREAS OF SPECIALIZATION

Three areas of study are offered to all students: Latin America and the Caribbean, East Asia, and Western Europe (Germany, Italy, France, or Spain). Two additional areas of study (Canada and the United States) are offered for foreign students who come to McGill from other countries.

Students must complete 9 to 12 credits of language study appropriate to their regional area of study, unless they can demonstrate proficiency, in which case they must substitute courses taught in the language of their chosen region.

In addition to language study, a minimum of 15 to 18 credits of courses focused on the geographical region of choice must be taken. These courses are from a wide range of Faculty of Arts departments: Anthropology, Economics, Geography, History, Political Science, Religious Studies, etc.

A TERM ABROAD

All students in the program will be expected to spend one term in the region they have chosen to study. During this term they would be required to either:

- take approved courses which can be used towards their language credits, their regional area studies, or the advanced management courses on integrative or international topics; or
- work in a job where they must use a language from their chosen region. If they are able to arrange a verifiable, paid work experience, they will be eligible to receive 3 course credits to be used toward their advanced management courses if they make arrangements in advance to take an Independent Study course and write a paper related to their experiences.

INTEGRATIVE OR INTERNATIONAL TOPICS IN MANAGEMENT

Students must take at least 9 credits of courses on international or integrative business topics. At least one of the courses must include an assignment which requires students to capitalize on their broad interdisciplinary knowledge and expertise gained from their study of a particular culture, as well as management.

Integrative/International Topics in Management Component

9 credits chosen from the following:

270-391	(3)	International Business Law
270-394	(3)	Asia/Pacific Management
270-395	(3)	European Economic & Business Management

- 270-434 (3) Topics in Management
 270-462 (3) Management of New Enterprises
 270-464 (3) Management of Small Enterprises
 270-481 (3) North America in the Global Market
 270-493 (3) Global Economic Competitiveness
 272-380 (3) Cross Cultural Management
 274-478 (3) International Financial Management
 274-482 (3) International Finance I
 275-483 (3) International Marketing Management
 276-383 (3) International Business Policy
 276-440 (3) Strategies for Sustainable Development
 276-469 (3) Managing Globalization
 or 3 credits of Independent Study - if, during the term abroad, students are able to arrange a verifiable, paid work experience; make arrangements in advance to take an Independent Study course; and write a paper related to the experience.

10.1 Latin American and Caribbean Studies

LANGUAGE COMPONENT (12 credits)

12 credits of Spanish language courses at the level deemed appropriate for the student or, with the approval of the Area Advisor, of courses taught in Spanish from the Hispanic Studies Department list below.

Spanish Language Courses List

- 144-210D (6) Spanish Language, Elementary
 or 144-218A,B (6) Spanish Language Elementary - Intensive
 144-220D (6) Spanish Language Intermediate
 or 144-219A,B (6) Spanish Language Intermediate - Intensive

Other Hispanic Studies Department Courses List

- 144-243 (3) Survey of Spanish American Literature I
 144-244 (3) Survey of Spanish American Literature II
 144-302 (3) Hispanic Literature in English Translation
 144-328 (3) Literature of Ideas: Spanish America
 144-332 (3) Spanish American Lit. of the 19th C.
 144-333 (3) Spanish American Theatre
 144-351 (3) Spanish American Novel of the 20th Century
 144-352 (3) The Contemporary Spanish-American Novel
 144-356 (3) Spanish American Short Story
 144-358 (3) Women Writers of Fiction in Spanish America
 144-432 (3) Literature of Discovery and Exploration
 144-433 (3) Gaucho Literature
 144-434 (3) The Dictator in the Spanish-American Novel
 144-442 (3) Modernism
 144-453 (3) Spanish-American Poetry: Modernism and After
 144-505 (3) Seminar in Hispanic Studies
 144-506 (3) Seminar in Hispanic Studies
 144-507 (3) Seminar in Hispanic Studies

AREA FOCUS COMPONENT (15 credits)

Required Courses (6 credits)

- 101-309A (3) History of Latin America to 1825
 101-360B (3) History of Latin America since 1825

Complementary Courses (9 credits)

6 credits, either the following two, or authorized substitutions from the list of Hispanic Studies Department courses given above:

- 144-225 (3) Hispanic Civilization I
 144-226 (3) Hispanic Civilization II

3 credits chosen from the following:

- 101-464D**(6) Topics in Latin American History
 138-497 (3) Research Seminar on Latin America and the Caribbean
 151-326 (3) Peoples of Central and South America
 154-410 (3) Economic Development: Latin America
 160-319 (3) Politics of Latin America
 160-472 (3) Developing Areas/Social Movements
 166-366 (3) Social Change in the Caribbean

** if 101-464 is taken, only 3 credits will count towards the Option, the other 3 will be counted as elective.

10.2 East Asian Studies

The East Asian Studies option combines the study of either Chinese or Japanese with related courses in culture and history as follows:

LANGUAGE COMPONENT (9 credits)

9 credits of First Level Korean, Chinese or Japanese language or, with the approval of the Area Advisor, of courses taught in one of those languages by the East Asian Studies Department.

East Asian Languages Courses List

- 117-220D (9) First Level Korean
 or 117-230D (9) First Level Chinese
 or 117-240D (9) First Level Japanese

AREA FOCUS COMPONENT (18 credits)

Complementary Courses (18 credits)

6 credits from:

- 117-211 (3) Introduction to East Asian Culture: China
 and 117-212(3) Introduction to East Asian Culture: Japan
 or 101-208D (6) History of East Asia

6 credits, at least, from the following:

- 117-351 (3) Women in Chinese Literature
 117-353 (3) Twentieth Century China in Film and Fiction
 117-355 (3) Survey of Traditional Chinese Literature in Translation
 117-356 (3) Survey of Modern Chinese Literature in Translation
 117-361 (3) Images of the Feminine in Japanese Literature, Film and Art
 117-362 (3) 20th Century Japan in Film and Literature
 117-363 (3) Aesthetics and Politics of Vision in Promoters Japan
 117-364 (3) Mass Culture and Postwar Japan
 117-365 (3) Survey of Traditional Japanese Literature in Translation
 117-366 (3) Survey of Modern Japanese Literature in Translation
 117-382 (3) Modern Japanese Society: People and Institutions
 117-384 (3) Comp. Socioeconomic His. of Japan & Korea
 117-452 (3) Song and Lyric in Traditional China
 117-453 (3) History of Chinese Fiction
 117-456 (3) Chinese Drama and Popular Culture
 117-461 (3) Inventing a Modern Japanese Novel
 117-462 (3) Japanese Dialogues with China
 117-484 (3) Communities and Change in Japan
 117-485 (3) Japanese Trade Policy
 117-486 (3) Health Systems in Japan
 117-515 (3) Seminar: Beyond Orientalism
 117-529 (3) Modern Chinese Society and Change
 117-551 (3) Technologies of the Self in Early China
 117-563 (3) Images, Ideograms, Aesthetics
 117-580 (3) Japan: The Sociopolitical Framework
 117-584 (3) Industry in Japan
 117-590 (3) Multiple Narratives of the "Orient"
- the remaining credits, if any, to be chosen from the following:
- 101-308 (3) The Formation of the Chinese Tradition
 101-318D (6) A History of Japan
 101-328 (3) China in Revolution I: 1840-1911
 101-337D (6) Japanese Intellectual History
 101-338 (3) China in Revolution II: 1911-1994
 101-348D (6) Japan and the West
 101-358 (3) China: Six Dynasties to the Mongols
 101-428 (3) Topics in Japanese Cultural History
 101-439 (3) History of Women in China

101-441	(3)	Topics: Culture and Ritual in China
101-442	(3)	Asian Diaspora: The Chinese Overseas
101-444	(3)	British Colonial Settlement in Africa and Asia
101-497D	(6)	Topics in Chinese History
151-329	(3)	Modern Chinese Society and Change
154-335	(3)	The Japanese Economy
154-411	(3)	Economic Development: A World Area (Asia)
160-323	(3)	Developing Areas/East Asia
160-349	(3)	Foreign Policy: Asia
166-365	(3)	The Sociology of Modern China
260-253	(3)	The Religions of East Asia
260-352	(3)	Japanese Religions
260-354	(3)	Chinese Religions
260-442	(3)	Pure Land Buddhism
260-451	(3)	Zen: Maxims and Methods
260-452	(3)	Topics in East Asian Religions
260-549	(3)	Topics in East Asian Philosophy
260-557	(3)	Asian Ethical Systems

Students are encouraged to choose courses related to their language study although alternative programs are acceptable after consultation with an advisor.

10.3 Western European Studies

The Western European Studies Focus combines the study of a European language with related courses in culture, history, and economics. Students choose one of the four geographical areas listed below in which to concentrate their studies.

FRANCE

LANGUAGE COMPONENT (12 credits)

12 credits of French language courses at the level deemed appropriate for the student or, with the approval of the Area Advisor, of courses taught in French by the French Languages and Literature Department.

French Language Courses List

125-201	(3)	Composition I
125-203	(3)	Composition II
127-101D	(6)	Beginners' French
127-207D	(6)	Elementary French
127-211D	(6)	Oral and Written French 1
127-215A	(6)	Intensive Oral and Written French I
127-302A	(3)	Listening Comprehension and Oral Expression I
127-303B	(3)	Listening Comprehension and Oral Expression II
127-305A,B	(3)	Intermediate French: Writing
127-321D	(6)	Oral and Written French II

AREA FOCUS COMPONENT (15 credits)

Required Courses (6 credits)

125-221	(3)	Introduction à la civilisation Française
125-324	(3)	Civilisation Française V: (depuis 1940)

Complementary Courses (9 credits)

9 credits selected from:

101-225	(3)	History of France to 1789
101-346	(3)	A History of France, 1871 to the Present
101-425D	(6)	Early Modern France

and/or any of the French Literature and French Civilization Courses offered by the French Language and Literature Department, or from the listings of courses open to all students in the Western European Studies focus.

GERMANY

LANGUAGE COMPONENT (12 credits)

12 credits of German language courses at the level deemed appropriate for the student or, with the approval of the Area

Advisor, of courses taught in German by the German Studies Department.

German Language Courses List

129-202D	(6)	German Language, Beginners'
129-200A,B	(6)	German Language, Intensive Beginners'
129-203D	(6)	German Language, Beginners'
129-300A,B	(6)	German Language, Intensive Intermediate
129-307D	(6)	German Language, Intermediate
129-345	(3)	Business German 1
129-346	(3)	Business German II

AREA FOCUS COMPONENT (15 credits)

Required Courses (9 credits)

101-235D	(6)	A Survey of German History
105-300B	(3)	Interdisciplinary Seminar in Contemporary German Studies

Complementary Courses (6 credits)

6 credits selected from:

101-355D	(6)	Germany 1806-1918
101-435D	(6)	Germany in the 20th Century
154-340	(3)	Ex-Socialist Economies

and/or from all courses offered by the German Studies

Department or from the listings of courses open to all students in the Western European Studies focus.

ITALY

LANGUAGE COMPONENT (12 credits)

12 credits of Italian language courses at the level deemed appropriate for the student or, with the approval of the Area Advisor, of courses taught in Italian by the Italian Studies Department.

Italian Language Courses List

132-205D	(6)	Italian for Beginners
132-206A,B	(6)	Beginners' Italian Intensive
132-210D	(6)	Elementary Italian
132-215D	(6)	Intermediate Italian
132-216A,B	(6)	Intermediate Italian Intensive

AREA FOCUS COMPONENT (15 credits)

Complementary Courses (15 credits)

15 credits from the following list:

101-345	(3)	History of the Italian Renaissance
101-365	(3)	Early Modern Italy
123-223	(3)	Early Renaissance Art in Italy
123-320	(3)	Baroque Art in Italy
123-324	(3)	High Renaissance Art in Italy
123-325	(3)	Venetian High Renaissance Painting
151-337	(3)	Mediterranean Society and Culture
160-414	(3)	Society and Politics in Italy
210-387	(3)	The Opera

and/or from all courses offered by the Italian Department or from the listings of courses open to all students in the Western European Studies focus. Courses should be chosen in consultation with an advisor.

SPAIN

LANGUAGE COMPONENT (12 credits)

12 credits of Spanish language courses at the level deemed appropriate for the student or, with the approval of the Area Advisor, of courses taught in Spanish by the Hispanic Studies Department.

Spanish Language Courses List

144-210D	(6)	Spanish Language, Elementary
144-218A,B	(6)	Spanish Language Elementary - Intensive
144-220D	(6)	Spanish Language Intermediate
144-219A,B	(6)	Spanish Language Intermediate - Intensive

AREA FOCUS COMPONENT (15 credits)

Complementary Courses (15 credits)

6 credits from:

144-225	(3)	Hispanic Civilization I
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- 144-226 (3) Hispanic Civilization II
 101-217 (3) A Survey of Spanish History
 9 credits selected from the following courses, most of which are taught in Spanish, or from the listings of courses open to all students in the Western European Studies focus
 144-241 (3) Survey of Spanish Literature I
 144-242 (3) Survey of Spanish Literature II
 144-301 (3) Hispanic Literature in English Translation (in English)
 144-321 (3) Spanish Literature of the 18th Century
 144-324 (3) 20th Century Drama
 144-325B (3) The Spanish Novel of the 19th Century
 144-326 (3) Spanish Romanticism
 144-327 (3) Literature of Ideas: Spain
 144-349A (3) Generation of 1898: Essay
 144-350B (3) The Generation of 1898: Creative Genres
 144-421 (3) Golden Age Prose
 144-423 (3) Modern Lyric Poetry
 144-424 (3) Spanish Novel Since the Civil War
 144-425A (3) The World of Pérez Galdós
 144-451D (6) Cervantes
 144-457 (3) Medieval Literature
 144-458 (3) Golden Age Drama
 144-460 (3) Golden Age Poetry
 151-337 (3) Mediterranean Society & Culture (in English)

COMPLEMENTARY COURSES OPEN TO ALL STUDENTS IN THE WESTERN EUROPEAN STUDIES FOCUS

Economics

- 154-313D (6) Economic Development
 154-344 (3) The International Economy 1830-1914
 154-345 (3) The International Economy since 1914
 154-423D (6) International Trade and Finance

History

- 101-214 (3) Introduction to European History
 101-215B (3) Modern European History
 101-305 (3) War and Society I
 101-306 (3) East Central Europe Since 1944
 101-312 (3) East Central Europe 1453-1740
 101-313 (3) East Central Europe 1740-1914
 101-315 (3) Western Europe from the French Revolution to ca. 1850
 101-317 (3) War and Society II
 101-325D (6) Western Europe from the Renaissance to the 18th Century
 101-335 (3) Western Europe from 1850 to the Early 20th Century
 101-354 (3) Women in Western Europe Since 1750
 101-372 (3) The Low Countries: 14th to 17th Century
 101-388 (3) The Second World War

Political Science

- 160-212 (3) Government and Politics of the Developed World
 160-318 (3) Comparative Local Government
 160-328 (3) Modern Politics in Western Europe
 160-344 (3) Foreign Policy: Europe
 160-356 (3) Development and Public Policy in Western Europe
 160-357 (3) Politics in Contemporary Western Europe

10.4 Canadian Studies

Required Courses (15 credits)

- 106-200 (3) Introduction to the Study of Canada
 106-300 (3) Topics in Canadian Studies I: Nationalisms in Canada
 154-303D (6) Canadian Economic Policy
 166-233 (3) Canadian Society

Complementary Courses (12 credits)

- 160-221 (3) Government of Canada
 or 160-222 (3) Political Process and Behaviour in Canada
 plus 9 credits chosen from 300- or 400- level courses on Canada from the McGill Institute for the Study of Canada or other departments.

10.5 American Studies

Complementary Courses (27 credits)

- at least 12 credits selected from the following:
 101-211 (3) The United States to 1865
 101-221 (3) The United States Since 1865
 110-225 (3) American Literature I
 110-226 (3) American Literature II
 154-308 (3) Public Policies Toward Business
 154-311 (3) United States Economic Development
 160-325D (6) Government and Politics of the United States

the remaining credits to be selected from the North American Studies program listings, or other departments. Courses must be at the 300- or 400-level and specifically related to American culture.

11. Courses

All Management courses have limited enrolment. While most of the courses listed below will be available in the coming year, the University Timetable should be consulted for final information.

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

- Denotes courses not offered in 1998-99.

Freshman Courses

189-130A MATHEMATICS FOR MANAGEMENT I. (3) (3 hours lecture, tutorial sessions) (Not open to students who have taken/are taking 189-139, 189-140, 189-150.) Linear and quadratic models. Systems of linear equations, Gaussian reduction, matrices and determinants, independence of vectors. Symmetric matrices. Input-output analysis, Markov processes. Limits, continuity, differentiation, differentials, elasticity, marginal change. Log and exponential functions. Curve sketching, asymptotes. Related rates, business and economic models. Applications to modeling and optimization. (Offered by the Faculty of Science)

189-131B MATHEMATICS FOR MANAGEMENT II. (3) (3 hours lecture, tutorial sessions) (Prerequisite: 189-130) (Not open to students who have taken/are taking 189-141, 189-151.) Antiderivatives, definite integral, applications to business and economics. Improper integral, probability and density functions, double integrals. Infinite series. Taylor approximation and series. Partial derivatives. Min/max problems in management. Unconstrained and constrained optimization: Lagrange multipliers and their economic interpretation. Method of least squares. Applications. (Offered by the Faculty of Science)

Core Courses

154-295 MACROECONOMIC POLICY. (3) This applied macroeconomics course focuses on current and recurrent macroeconomic issues important in understanding the public policy environment in which firms make their decisions. Topics include national accounts; national income determination; economic growth and fluctuations; money, monetary policy and financial markets; international trade and finance related issues. (Offered by the Faculty of Arts)

280-211 INTRODUCTION TO FINANCIAL ACCOUNTING. (3) The role of financial accounting in the reporting of the financial performance of

a business. The principles, components and uses of financial accounting and reporting from a user's perspective, including the recording of accounting transactions and events, the examination of the elements of financial statements, the preparation of financial statements and the analysis of financial results.

280-213 INTRODUCTION TO MANAGEMENT ACCOUNTING. (3) (Prerequisite: 280-211) An introduction to the role of management accounting information in manufacturing, service and not-for-profit organizations. The focus is on the activities performed to create value for customers. The course blends contemporary theory with practical applications to illustrate the demand for management accounting information in implementing organizational strategy. (Formerly 271-213)

280-222 ORGANIZATIONAL BEHAVIOUR. (3) (Fall sections restricted to B.Com. students admitted September 1997 or later.) Individual motivation and communication style; group dynamics as related to problem solving and decision making, leadership style, work structuring and the larger environment. Interdependence of individual, group and organization task and structure.

280-271 STATISTICS I. (3) (Prerequisite: 189-131 or equivalent) (Not open to students who have taken or are taking 189-323, 204-204, 154-227, 154-257.) Statistical concepts and methodology, their application to management problems. Topics include: descriptive statistics; probability theory, random variables, important discrete and continuous probability distributions, sampling and sampling distributions, interval estimation and index numbers.

280-272 STATISTICS II. (3) (Prerequisite: 280-271) (Not open to students who have taken or are taking 189-324, 204-307, 154-227, 154-257.) Hypothesis testing and estimation, sampling procedures, nonparametric procedures, goodness-of-fit tests, analysis of variance, simple and multiple regression analysis, time series.

280-293 MANAGERIAL ECONOMICS. (3) The course focuses on the application of economic theory to management problems and the economic foundations of marketing, finance, and production. Attention is given to the following topics: price and cost analysis; demand and supply analysis, conditions of competition. (Formerly 280-393)

280-320 MANAGING HUMAN RESOURCES. (3) (In 1998-99, restricted to B.Com. U2 students admitted September 1997 or later, and B.A. U2 Industrial Relations students.) This course will address human resource management in the context of changing product and labour markets and the current organizational restructuring that firms are undertaking. Most of the material will be organized around the issues posed by restructuring: the competitive strategies available to firms, the role of human resource practices in new work systems, the obstacles to implementing change, and the impact of restructuring on firm performance and the lives and careers of employees.

280-331 INFORMATION SYSTEMS. (3) (Fall sections restricted to B.Com. students admitted September 1998.) (Not open to students who have taken or are taking 308-100, 308-200, 308-208, 308-220, 308-250, 304-221.) Introduction to principles and concepts of information systems in organizations. Topics include information technology, transaction processing systems, decision support systems, database and systems development. Students are required to have background preparation on basic micro computer skills including spreadsheet and word-processing.

280-341 FINANCE I. (3) (Prerequisites: 280-271, 280-211 and 280-293) An introduction to the principles, issues, and institutions of Finance. Topics include valuation, risk, capital investment, financial structure, cost of capital, working capital management, financial markets, and securities.

280-352 MARKETING MANAGEMENT I. (3) Introduction to marketing principles, focusing on problem solving and decision making. Topics include: the marketing concept; marketing strategies; buyer behavior; Canadian demographics; internal and external constraints; product; promotion; distribution; price. Lectures, text material and case studies.

280-360 SOCIAL CONTEXT OF BUSINESS. (3) This course examines how business interacts with the larger society. It explores the development of modern capitalist society, and the dilemmas that organizations face in acting in a socially responsible manner. Students will examine these issues with reference to sustainable development, business ethics, globalization and developing countries, and political activity.

280-373 OPERATIONS RESEARCH. (3) (Prerequisite: 280-271) Topics include: introduction to decision analysis and risk attitudes, inventory control, linear programming and simulation. Emphasis on the formulation of problems and their solution by standard methods or by computer packages.

280-382 INTERNATIONAL BUSINESS. (3) An introduction to the world of international business. Economic foundations of international trade and investment. The international trade, finance, and regulatory frameworks. Relations between international companies and nation-states, including costs and benefits of foreign investment and alternative controls and responses. Effects of local environmental characteristics on the operations of multi-national enterprises. (Formerly 278-382)

280-423 ORGANIZATIONAL POLICY. (3 credits, open to U3 students only) Focus on the primary functions of general management: the formation of a corporate strategy that relates the company's opportunities to its resources, competence, and leadership style. Measures to improve organization effectiveness. (Formerly 280-323)

280-472 OPERATIONS MANAGEMENT. (3) (Prerequisite: 280-271 or equivalent. Corequisite: 280-373) Introduction to decisions and trade-offs associated with production of goods and services. Topics include technology planning (production process), control issues (production planning and inventory control, MRP/JIT, scheduling, quality and reliability and distribution planning), design for manufacturability, management of new technology (FMS, group technology and robotics) and management of service operations.

455-205 COMMUNICATION IN MANAGEMENT I. (3) Written and oral communication in management: emphasis on strategies for generating, developing, organizing, and presenting ideas; communicating to different audiences; editing and revising; public speaking. Course work based on academic and professional communication in management. Attendance at first class is imperative. (Offered by the Faculty of Education)

455-305 COMMUNICATION IN MANAGEMENT II. (3) (Prerequisite: 455-205 or placement test) Advanced course in professional communication in management: emphasis on communicating in organizational cultures. Activities include field studies in business contexts, liaison with B.Com. internship program and seminars with workplace communication specialists. Assignments involve integrating appropriate technologies to produce effective informal and formal reports, oral presentations and a career-directed portfolio of job-search tools. (Offered by the Faculty of Education)

General Management Courses

270-364 BUSINESS LAW I. (3) An introduction to the legal system and basic legal principles affecting business. Tort negligence, contracts, forms of business organization, creditors' rights and bankruptcy.

270-368 BUSINESS LAW II. (3) (Prerequisite: 270-364) An outline of the application of law to professional negligence, product liability, competition, corporate governance and employment. Review of particular contracts; sale, agency, mortgages, lease, insurance.

270-391 INTERNATIONAL BUSINESS LAW. (3) (Prerequisite: 280-382) (Formerly 278-491) Introduction to the legal aspects of foreign trade and investment transactions. Forms and documentation of types of foreign trade contracts. Conflict avoidance, arbitration, and litigation arising from international transactions. Government regulation of foreign trade. Legal aspects of the international transfer of investments and technology. Conventions and institutions of international economic cooperation (e.g. GATT, ICC, IMF, etc.).

270-394 ASIA/PACIFIC MANAGEMENT. (3) (Prerequisite: 270-382) In-depth study of business relationships and management practices in the world's most dynamic region. Focus on the dominant Asian economy, Japan, with discussion also of China, Korea and ASEAN countries. Emphasis on underlying cultural differences and their influence on the structure and management of business activity.

270-395 EUROPEAN ECONOMIC & BUSINESS MANAGEMENT. (3) (Prerequisite: 280-382) An overview of current social, economic and trade developments in the rapidly-evolving European arena. Focus both on the integrating economies of the EU and on the emerging market economies of central and eastern Europe. Emphasis on the expanded opportunities and the challenges facing international managers.

270-400 INDEPENDENT STUDIES IN MANAGEMENT. (3) (U3 students only) Research reading or field projects, permitting independent study under the guidance of a Faculty member. Projects to be arranged individually with instructors. A detailed student proposal must be submitted to the instructor and the Associate Dean during the first week of term. CGPA of at least 3.0 required.

270-434 TOPICS IN MANAGEMENT. (3)

270-462 MANAGEMENT OF NEW ENTERPRISES. (3) (Prerequisite: 280-341) Evaluation of new business ventures, recognition and treatment of associated risks. Detailed consideration is given to sources of risk funds in the form of venture capital, public, private and government programs. Emphasis on the critical importance of the entrepreneur, the demands and the risks faced as well as the rewards and satisfactions.

270-464 MANAGEMENT OF SMALL ENTERPRISES. (3) (Prerequisite: 280-341) The distinctive characteristics, risks, opportunities and rewards inherent in the ownership and management of a small enterprise. It will assist students in judging the appropriateness of an entrepreneurial career and in selecting and timing a specific venture.

270-481 NORTH AMERICA IN THE GLOBAL MARKET. (3) (U2 and U3 students. Prerequisite: 280-382 or permission of instructor) (Formerly 278-481) Analysis of corporate strategies in the Canada-United States context. Emphasis on public policy impact of corporate decision-making and implications of alternative public policy options. Bilateral experience by major industrial sectors examined and compared with global corporate strategies. Theoretical and empirical literature combined with industrial histories and policy case studies.

270-493 GLOBAL ECONOMIC COMPETITIVENESS. (3) (Prerequisite: 280-382) How nations achieve and maintain competitiveness in the rapidly globalizing world economy. Studies the stages of evolution of world competitiveness in 46 nations, incorporating the latest practical business theories and case studies on the dynamics of effective globalization ventures.

Accounting Courses

271-311 FINANCIAL ACCOUNTING I. (3) (Prerequisite: 280-211) A detailed examination of the issues involved in the measurement, recording and reporting of assets and related revenues and expenses.

271-312 FINANCIAL ACCOUNTING II. (3) (Prerequisite: 271-311) A continuation of Financial Accounting I, examining the issues involved in the measurement, recording and reporting of liabilities and owner's equity.

271-313 MANAGEMENT ACCOUNTING I. (3) (Prerequisite: 280-211) Cost accounting, budgeting and budgetary control, standard costing, break-even analysis, variable costing, costs for decision-making.

271-351 INTERMEDIATE FINANCIAL ACCOUNTING I. (3) (Prerequisite: 280-211) An examination of the theoretical foundation for financial reporting and revenue recognition. The tools of accounting, including a review of the accounting process and compound

interest concepts. Asset recognition, measurement and disclosure. Partnership accounting.

271-352 INTERMEDIATE FINANCIAL ACCOUNTING II. (3) (Prerequisite: 271-351) A continuation of Intermediate Financial Accounting I. An examination of liability recognition, measurement and disclosure, including leases, pension costs and corporate income tax. Shareholders' equity, dilutive securities and earnings per share. The statement of changes in financial position, basic financial statement analysis and full disclosure in financial reporting.

271-356 INTERNATIONAL ACCOUNTING. (3) (Prerequisite: 271-351, 271-361) Current international issues in financial and management accounting including different reporting models and standards, the International Accounting Standards Committee, international transfer pricing and control systems in multinationals

271-361 INTERMEDIATE MANAGEMENT ACCOUNTING I. (3) (Prerequisite: 280-213) The role of management accounting information to support internal management decisions and to provide performance incentives.

271-362 INTERMEDIATE MANAGEMENT ACCOUNTING II. (3) (Prerequisite: 271-361) An examination of a number of recurring issues in the area of decision-making and control, including cost allocation, alternative costing systems, and innovations in costing and performance measurement.

271-385 PRINCIPLES OF TAXATION. (3) (Prerequisite: 271-351) An introduction to the concepts underlying the Canadian tax system and how they are applied in relation to the taxation of individuals and businesses.

271-411 ACCOUNTING THEORY. (3) (Prerequisite: 271-312) (Restricted to students who entered the B.Com. program prior to September 1997.) The course will focus on developing a cohesive body of postulates which describe the discipline of accounting.

271-412 TAXATION I. (3) (Prerequisite: 271-312) (Restricted to students who entered the B.Com. program prior to September 1997.) An examination of federal income tax and its impact on business operations. The tax treatment of individuals, partnerships and corporations. The concepts underlying tax legislation will be emphasized.

271-413 SYSTEMS AND AUDITING. (3) (Prerequisite: 271-312) (Restricted to students who entered the B.Com. program prior to September 1997.) The principles of accounting systems design and auditing.

271-414 FINANCIAL ACCOUNTING III. (3) (Prerequisite: 271-312) (Restricted to students who entered the B.Com. program prior to September 1997.) Advanced topics in financial accounting, including consolidations, business combinations, accounting for foreign currency, and other topics.

271-415 MANAGEMENT ACCOUNTING II. (3) (Prerequisite: 271-313) A critical evaluation of accounting control systems and some related quantitative business controls. Conceptual and measurement problems in evaluating performance, including problems of decentralization. Control of the data-information flow.

271-416 MANAGEMENT ACCOUNTING III. (3) (Prerequisite: 271-415) (Restricted to students who entered the B.Com. program prior to September 1997.) Survey of planning decision concepts and models: relevant data or information for planning; common classes of business decisions. Behavioural and information analysis of the planning/control function using recent literature and research results.

271-417 TAXATION AND BUSINESS DECISIONS. (3) (Prerequisite: 280-211) 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. Use of cases.

271-430 OPERATIONAL AUDITING. (3) (Prerequisite: 271-413) (Restricted to students who entered the B.Com. program prior to September 1997.) The internal use of auditing techniques to appraise the control provided by accounting and management systems.

The challenge of reporting audit findings to prompt management action. Topics: objectives of internal audit, responsibilities and relationships, planning audit projects, preliminary surveys, sampling, computer auditing, operational areas, reporting.

271-431 EXTERNAL AUDITING. (3) (Prerequisite: 271-413) (Restricted to students who entered the B.Com. program prior to September 1997.) Auditing standards; auditor's legal rights and responsibilities; problems related to: incorporated business; consolidated statements, prospectuses; events subsequent to balance sheet date; audit of E.D.P. systems; audits requiring special considerations; investigations and special reports; current developments in auditing standards.

271-434 TOPICS IN ACCOUNTING. (3) (Open to advanced students only.) Topics will be selected from current issues in the Accounting Area.

271-441 TAXATION II. (3) (Prerequisite: 271-412) (Restricted to students who entered the B.Com. program prior to September 1997.) The development and application of topics presented in the introductory income tax course; tax planning matters are dealt with throughout; corporate reorganizations and liquidation; purchase and sale of a business; surplus stripping and estate planning; primary emphasis is on the corporation and its shareholders.

271-453 ADVANCED FINANCIAL ACCOUNTING. (3) (Prerequisite: 271-352) Reporting relevant financial information subsequent to long term intercorporate investments. The preparation of consolidated financial statements with emphasis on their economic substance rather than legal form.

271-454 FINANCIAL REPORTING: STANDARDS & PRACTICES. (3) (Prerequisite: 271-352) An in-depth study of Canadian accounting standards and how Canadian corporations apply them in their financial reporting.

271-455 DEVELOPMENT OF ACCOUNTING THOUGHT. (3) (Prerequisite: 271-352) The conceptual underpinning of accounting thought, including its historical development and the modifications that have occurred over time. A review of accounting literature and its relevance to practice.

271-463 ADVANCED MANAGEMENT ACCOUNTING. (3) (Prerequisite: 271-362) The theoretical frameworks for the examination and evaluation of management accounting and control systems. The technical aspects of accounting along with behavioural issues of management control.

271-471 NON-PROFIT ACCOUNTING. (3) (Prerequisite: 271-352) The foundations and practices of non-profit accounting for organizations including government, volunteer, charitable, health care and educational. The framework to evaluate and understand emerging issues

271-475 PRINCIPLES OF AUDITING. (3) (Prerequisite: 271-352) An introduction to basic auditing concepts and internal controls of an accounting system. Topics include current auditing standards, ethical conduct, legal liability, planning of an audit, sampling techniques, non-audit engagements, the study and evaluation of internal controls in an accounting system.

271-476 INTERNAL AUDITING. (3) (Prerequisite: 271-475) The modern internal audit approach including operational and management audit practices within the internal audit framework. Topics include objectives of an internal audit, communication by internal auditors, planning audit projects, audit of EDP systems, audit testing, operational areas.

271-477 EXTERNAL AUDITING. (3) (Prerequisite: 271-475) The theory of auditing financial statements and the various complexities encountered in these audit environments. A thorough study of auditing standards, ethical conduct, communication by auditors, auditing in an EDP environment, audit of a small business, other reports and services provided by auditors and public accountants.

271-486 TAXATION II. (3) (Prerequisite: 271-385) A study of the Income Tax Account as it applies to the taxation of individuals and corporations, including capital cost allowances, capital gains, cor-

porate reorganizations, trusts and partnerships and administrative regulations. A review of consumption taxes.

Organizational Behaviour Courses

272-380 CROSS-CULTURAL MANAGEMENT. (3) Cross-cultural awareness and communication skills necessary to manage in multicultural organizations. Focus on the relationship between cultural values and communication style as they affect inter and intra cultural communication of managers, personnel and clients of multinational and multicultural organizations. (Formerly 278-380)

● **272-409 ORGANIZATIONAL RESEARCH METHODS.** (6) (Prerequisite: 280-222) This course acquaints students with the basic principles of research design and methods of data collection and data analysis. The first semester involves lectures and class discussion. The second semester students carry out a small research project under the supervision of a professor knowledgeable about the particular research topic chosen. (Not offered in 1997-98)

272-420 GROUP DYNAMICS. (3) (Prerequisite: 280-222 or permission of Instructor) Theory, research, and applications relating to group dynamics and interpersonal dynamics. Teaching/learning methods include lecture and discussion, learning cells, and skill development exercises and training laboratories (group development and interpersonal sensitivity).

272-421 MANAGING ORGANIZATIONAL CHANGE. (3) (Prerequisite: 280-222 or permission of Instructor) Organizational change theory and techniques are examined with an emphasis on techno-structural interventions such as Quality-of-Work-Life approaches. Through simulations and case-studies, the course explores initiatives in organizational change, primarily in contemporary Canadian organizations. It also includes opportunities for "hands-on" experience in work and organization redesign.

272-423 HUMAN RESOURCES MANAGEMENT. (3) (Prerequisite: 280-222 or permission of Instructor) (Restricted to students who entered the B.Com. program prior to September 1997.) Issues involved in personnel administration. Topics include: human resource planning; job analysis; recruitment and selection; training and development; performance appraisal; organization development and change; issues in compensation and benefits; labour-management relations.

● **272-424 EMPLOYMENT.** (3) (Prerequisites: 280-320, 280-271) Reviews in sequence all aspects of the hiring of employees. Topics covered will include manpower planning, recruiting, selection, placement orientation, retirement and de-hiring. Each area will be covered from legal, technical and theoretical perspectives. (Not offered in 1997-98)

● **272-426 HUMAN RESOURCE TRAINING AND DEVELOPMENT.** (3) (Prerequisite: 280-320) Planning, conceptualization, design, implementation and evaluation of training and career development programs. Review of the major techniques in each area. Training and development approached from a systems point of view. (Not offered in 1997-98)

● **272-428 ADVANCED SEMINAR IN WORK MOTIVATION.** (3) (Prerequisite: 280-222) The seminar will examine theories, topics, issues and techniques of motivating individuals, both ourselves and others at work. Participants will be encouraged to read about selected topics and issues, to discuss key points of agreement and disagreement, and to utilize this knowledge in tackling motivational problems in the workplace. (Not offered in 1997-98)

272-429 O.B. FOR COURSE COUNSELLORS. (6) (Prerequisite: 280-222) Examination of behaviour in organizations, coupled with training in teaching methods, to prepare students to team teach a section of 280-222, Organizational Behaviour. Selection of course counsellors is made toward the end of the preceding winter term. Only students thus selected will be permitted to register for this course.

272-434 ADVANCED TOPICS IN O.B. (3) (Prerequisite: 280-222) This is an advanced course for students with a special interest in

Organizational Behaviour. Topics will be selected from current issues or themes in literature.

272-435 WOMEN AS GLOBAL LEADERS AND MANAGERS. (3) (Prerequisite: 280-222) Women are assuming leadership roles in many fields heretofore almost exclusively led by men. Yet even in the 1990s, less than 5% of international managers are women and less than 3% of international business cases portray women in leadership roles. This seminar will review the major trends affecting women's power and influence in society in general and in organizations in particular. Participants will develop the vision, skills, and competencies needed for global leadership.

272-521 LEADERSHIP POWER AND INFLUENCE. (3) (Open to U3 students only) Influence of personality, situational and cultural factors on strategic decision making. The role of power and political behaviour in organizational behaviour. Topics include: managerial style, superior-subordinate relationships, organizational stress, entrepreneurial behaviour patterns, power and politics in decision making.

272-525 COMPENSATION MANAGEMENT. (3) (Prerequisite: 280-320) 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.

Information Systems Courses

273-332 ACCOUNTING INFORMATION SYSTEM. (3) (Prerequisites: 280-331 and 280-211) Accounting cycles and information flows and the systems that manage those flows. Principals of systems development and data management as relates to accounting information. Relationship between accounting applications and transaction processing systems. Practical experience with accounting packages.

273-333 SYSTEMS ANALYSIS AND MODELLING. (3) (Prerequisite: 280-331) Techniques for conducting systems requirements analysis and project management using structured analysis for specifying both manual and automated systems. Focuses on the role of the analyst in investigating the current organizational environment, defining information system requirements, working with technical and non-technical staff, and making recommendations for system improvement. Analysis Project.

273-334 BUSINESS PROGRAMMING DEVELOPMENT. (3) (Prerequisite: 273-342) Program development in business. Emphasis on data processing application programs in COBOL using structured programming techniques. Topics include: table handling, sequential file processing, error controls, audit trails, control languages, testing and forms.

273-341 BUSINESS SYSTEMS DESIGN I. (3) (Prerequisite: 280-331) Principals of business systems design applied to a procedural language development environment. Emphasis on modularization and maintainability. Introduction to standard program structures including control, repetition, arrays, procedures and functions, and parameter passing. Hands on projects using a high level procedural language.

273-342 BUSINESS SYSTEMS DESIGN II. (3) (Prerequisite: 273-341) Continuation of 273-341. Emphasis on data structures and file design and management in business applications.

273-422 OBJECT ORIENTED DESIGN. (3) (Prerequisite: 273-342) (Not open to students having taken 308-202, 308-203.) Principals of the object oriented paradigm. Object technology, data management, and design principals related to business application development.

273-431 INFORMATION SYSTEMS DESIGN. (3) (Prerequisites: 273-333, 273-437, and 273-342) Principles of business systems design, organization structure, software design and systems theory. Information system modelling techniques. Inter-organizational

systems. Use of Computer Assisted Software Engineering tools. Design Project.

273-432 INFORMATION SYSTEMS ADMINISTRATION. (3) (Prerequisites: 273-333 and 273-437) This course covers the issues relating to managing information systems resources. A combination of lecture and case 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, change management, and other areas of importance to information systems managers.

273-434 ADVANCED TOPICS. (3) (Prerequisite: 280-331) Topics covered will depend upon the lecturer. In the past subjects have included logic programming, expert systems, and Decision Support Systems.

273-436 TELECOMMUNICATIONS MANAGEMENT. (3) (Prerequisites: 280-331 and 273-333) This course addresses the challenges and issues managers face in delivering telecommunications and data networking services to their organizations. Using case studies and lectures, it explores technical and managerial aspects of data communications; local, wide-area and wireless networks; network protocols; Internet/intranets; client/server computing; network security and management.

273-437 DATA AND DATABASE MANAGEMENT. (3) (Prerequisite: 273-333) 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. Practice in simple and complex queries with emphasis on SQL. Overview of implementation issues, distributed database systems, and roles and responsibilities of data management personnel. Students are encouraged to take this course as early as possible in their program.

273-438 GRAPHICAL DEVELOPMENT ENVIRONMENTS. (3) (Prerequisite: 273-341. Corequisite: 273-342) An in depth study of practical and theoretical design and development principles in an event driven development environment. Comparative analysis with other models of system design and generation.

273-444 DECISION SUPPORT SYSTEMS. (3) (Prerequisites: 273-333 and 273-437) Decision support as an area of business information systems development and application. Data warehouse, data integration, relationship between operational systems and information for decision making. DSS data storage and manipulation techniques. Introduction to data mining and expert systems applications in business.

Finance

274-342 FINANCE II. (3) (For Finance Concentration) (Prerequisites: 280-341 and 280-272) (Only one of 274-342 or 274-343 can be counted for credit.) A second course in Finance for students pursuing the Finance Concentration. In depth study of corporate finance, risk, diversification, portfolio analysis, and capital market theory.

274-343 MANAGERIAL FINANCE. (3) (For Non-Finance Concentration) (Prerequisite: 280-341) (Only one of 274-342 or 274-343 can be counted for credit.) A second course in Finance for students not pursuing the Finance Concentration. Topics include short and long term asset and liability management, risk and diversification, and the nature of capital markets. Cases, lectures, projects and discussions.

274-345 MARKETING AND NEGOTIATION OF REAL ESTATE. (3) (For Non-Finance Concentration) (Prerequisite: 280-352) This course deals with the marketing of the real estate asset, specifically differentiated from traditional product-oriented marketing, and focusing on non-residential real estate assets and transactions. It will cover aspects of the negotiations of a real estate transaction: service transaction versus product transaction, strategies of negotiation, managing the negotiation process.

274-434 TOPICS IN FINANCE. (3) Topics will be selected from current issues in the Finance Area.

274-441 INVESTMENTS AND PORTFOLIO MANAGEMENT. (3) (Prerequisite: 274-342) Application of investment principles and security analysis to the selection and comparison of equity and fixed income securities in the current economic and financial environment. Also covered are: determinants of stock prices, growth models and portfolio diversification.

274-442 CAPITAL MARKETS AND INSTITUTIONS . (3) (Prerequisite: 280-341) (Only one of 274-442 or 154-302 can be counted for credit.) Functions of the capital market through flow of funds analysis and an examination of portfolio activities of financial intermediaries. Also covered are: securities regulations and ethical considerations, the term structure of interest rates and risk and rates of return in debt and equity markets.

274-443 APPLIED CORPORATE FINANCE. (3) (Prerequisite: 274-342) Concepts and techniques are applied to problems faced by managers in Corporate Finance, such as working capital management, capital budgeting, capital structure, dividend policy, cost of capital, and mergers and acquisition. Application of theory and techniques through case studies.

274-444 RISK MANAGEMENT AND INSURANCE. (3) (Prerequisite: 280-341) Risk exposures of the individual and the firm. A wide variety of techniques for reducing risk exposure are studied including Life, Property and Casualty Insurance. In addition, the course treats the problems faced by insurers such as re-insurance and investment policy.

274-445 REAL ESTATE FINANCE. (3) Prerequisite: 280-341) Fundamentals of mortgages from the viewpoint of both consumer and the firm. Emphasis on legal, mathematical and financial structure, provides a micro basis for analysis of the functions and performance of the mortgage market, in conjunction with the housing market. A weekly series of one-hour tutorials are mandatory for the first six weeks of class.

274-446 REAL ESTATE INVESTMENT ANALYSIS. (3) (For Non-Finance Concentration) (Prerequisite: 274-445) Risk and return in real estate investment. Analysis of investment measurement techniques, financial combinations, ownership patterns and tax strategy are analyzed on a risk-return relationship. Use of a micro computer to build investment models and compare them to those available on large main frame computers.

274-447 REAL ESTATE VALUATION. (3) (For Non-Finance Concentration) (Prerequisite: 274-445) Valuation theories are analyzed and tested empirically, recognizing that forces from international to neighbourhood level impact value. Use of micro and macro computer systems are utilized in a regression analysis of real property.

274-448 OPTIONS AND FUTURES. (3) (Prerequisites: 274-342 and 274-441 or consent of instructor) The course will concentrate on both the analytical and practical aspects of investments in options and futures. The first part of the course concentrates on option and futures valuation, considering both discrete and continuous time models. The second part of the course concentrates on the practical aspects of options and futures trading.

274-478 INTERNATIONAL FINANCIAL MANAGEMENT. (3) (For Non-Finance Concentration) (Prerequisites: 280-341 and 280-382) An overview of operational problems and policies of financial management in an international context: the international monetary system, foreign exchange and Eurocurrency markets, effects of exchange-rate changes, protecting the firm against losses, multinational sources and cost of capital, international capital project analysis, contemporary developments.

274-480 GLOBAL INVESTMENTS .(3) (Prerequisite: 274-441, 274-482, or consent of instructor) The theoretical foundations of international investments theory and empirical evidence in a real world setting. This course will focus on portfolio investment decisions of investment banks. It will span the Developed Markets (DMs) of Europe and Japan, Newly Industrialized Nations (NICs) of the Pacific rim, Emerging Markets (EMs) of Asia, Latin America, Eastern Europe and Africa. (Formerly 278-480)

274-482 INTERNATIONAL FINANCE I. (3) Prerequisite: 274-342) The international financial environment as it affects the multinational manager. Balance of payments concepts, adjustment process of the external imbalances and the international monetary system. In depth study of the institutional and theoretical aspects of foreign exchange markets; International capital markets, including Eurobonds and eurocredit markets. (Formerly 278-482)

274-492 INTERNATIONAL FINANCE II. (3) (Prerequisite: 274-482) Focus on the operational problems of financial management in the multinational enterprise: Financing of international trade, international capital budgeting, multinational cost of capital, working capital management; International banking and recent developments in international capital markets. (Formerly 278-492)

274-541 APPLIED INVESTMENTS. (3) (Prerequisite: 280-341. U2 students only.) 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. NOTE: This course commences in the winter semester and finishes after the following fall semester.

274-546 LAND LAW. (3) (Prerequisite: 270-364 or equivalent) Overview of legal aspects of real property and real estate transactions. Creation of interests in land and the rights and responsibilities encompassed. Transactions in the sale or purchase of real property involve a study of securities such as leases and mortgages. Knowledge of French is useful.

274-645 MONEY AND CAPITAL MARKETS. (3) (Prerequisite: 280-341) 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.

274-647 ADVANCED FINANCE SEMINAR. (Prerequisite: 274-650 or 274-441 and 274-443) 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. NOTE: Lectures for this course span both the fall and winter semesters.

Marketing Courses

275-351 MARKETING AND SOCIETY .(3) (Prerequisite: 280-352) The social issues and concerns affecting marketing management are examined and the two way relationship between marketing and social change is explored. Particular attention is paid to consumerism, government regulation in marketing, corporate social responsibility, social marketing and marketing role in a conserve society.

275-353 PHYSICAL DISTRIBUTION. (3) (Prerequisite: 280-352) Systems approach to physical distribution; traffic management; plant and warehouse location; inventory control; information flows and order processing; supply scheduling; total cost planning; organizational patterns.

275-354 MARKETING MANAGEMENT II. (3) (Prerequisite: 280-352) The decision areas in marketing. Emphasis on the use of marketing theory and concepts in the solution of realistic marketing problems. Decision making in a marketing context using cases, some of which will be computer assisted, and readings.

275-355 SERVICE MARKETING. (3) (Prerequisite: 280-352) Services are fleeting and involve direct contact between the supplier and the buyer. Inventories disappear every time an aircraft takes off or the night passes for an hotel. Yet services have become the largest sector in modern Western economy and their importance shows every sign of continuing to grow. This course focuses on the key differences between product and services marketing and the skills that are necessary for the services sector.

275-357 MARKETING PLANNING. (3) (Prerequisites: 275-354, 275-451, and 275-452) (U3 students only) Marketing Planning is designed as a capstone to previous marketing courses; Structured

approach to developing a marketing plan, proceeding from corporate mission and objectives through to detailed marketing mix programs. Lectures, discussions and cases. A field project provides marketing planning experience.

275-365 NEW PRODUCTS .(3) (Prerequisite: 280-352) New products will follow the new product introduction process from idea generation to post introduction. It will use ideas developed in marketing, production and policy. It will use cases and projects and will involve a real life new product project. In the average firm today, 40% of sales come from products not being sold five years ago. The ability of the firm to innovate is at the heart of long term success.

275-434 TOPICS IN MARKETING. (3) (Prerequisite: 280-352. Corequisite: 280-272 or equivalent) Topics will be selected from current issues in the Marketing Area.

275-438 BRAND MANAGEMENT. (3) (Prerequisite: 280-352) Looks at the decisions a brand manager in a major consumer goods company takes. It examines, in particular, the breakdown of advertising and sales promotion expenditures. It looks at the short term nature of the decisions taken. It will concentrate on the vast amount of new information available to brand managers today, especially in the form of scanner data.

275-451 MARKETING RESEARCH. (3) (Prerequisite: 280-352. Corequisite: 280-272) Theoretical techniques and procedures common in marketing research. Topics include: research design, sampling, questionnaire design, coding, tabulating, data analysis (including statistical techniques). Specialized topics may encompass advertising, motivation and product research; forecasting and location theory.

275-452 CONSUMER BEHAVIOUR (3) A study of basic factors influencing consumer behaviour. Attention is focused on psychological, sociological and economic variables including motivation, learning, attitude, personality, small groups, social class, demographic factors and culture, to analyze their effects on purchasing behaviour.

275-453 ADVERTISING MANAGEMENT. (3) (Prerequisite: 275-452) Surveys advertising and promotion in Canadian context. Examines activities as they relate to advertisers, the advertising agency and media. Stresses advertising by objectives as the approach to developing strategy and tactics. Real examples from current campaigns are the focal point of class discussions.

275-455 SALES FORCE MANAGEMENT. (3) (Prerequisite: 280-352) Responsibilities of the sales manager as they relate to the sales force. These include the selection of process, training alternatives, compensation and incentive plans, supervision and evaluation and budgeting and forecasting. Case studies and discussions of sales force models are used.

275-456 INDUSTRIAL MARKETING. (3) (Prerequisite: 280-352) Decision-making and management of the marketing effort in an industrial product context. Topics include the industrial marketing system; industrial purchasing; researching the industrial market; product, price distribution, selling and advertising decisions; strategies for industrial markets. Lectures and case discussions are used.

275-459 RETAIL MANAGEMENT. (3) (Prerequisite: 280-352) Principles and methods of marketing management as applied to retailing, including strategy and tactics: market structure; consumer behaviour; competition; financial management; human resources planning; promotion; presentation; merchandising; operations; pricing; planning and attaining retail profits. Lectures, text material, outside reading, planned retail visiting, cases.

275-461 ADVERTISING PRACTICUM. (3) (Corequisite: 275-453) Primarily designed as a practical course in measuring advertising effectiveness. Emphasis on understanding the dynamics of persuasion in an advertising context and developing projects focused on specific aspects of campaign strategies. Knowledge of basic techniques of statistical hypothesis testing is essential.

275-483 INTERNATIONAL MARKETING MANAGEMENT. (3) (Prerequisites: 280-382 and 280-352, or permission of instructor) (Formerly 278-483) Marketing management considerations of a company seeking to extend beyond its domestic market. Required changes in product, pricing, channel, and communications policies. Attention to international trade and export marketing in the Canadian context.

275-557 MARKETING RESEARCH II. (3) (Prerequisite: 275-451) The purpose of this course is to look at marketing research at a more advanced level and from a more technical point of view than 275-451.

Strategic Management Courses

276-383 INTERNATIONAL BUSINESS POLICY. (3) (U3 students. Prerequisites: 280-382 and 280-341 or permission of instructor) (Formerly 278-383) Development and application of conceptual approaches to general management policy and strategy formulation in multinational business involvement (exporting, licensing, contractual arrangements, turnkey projects, joint ventures, consortia); technology transfer, location and ownership strategies: competitive multinational relationships. Emphasis on pragmatic analysis, using case studies.

276-434 TOPICS IN POLICY. (3) This is a specialized course covering an advanced topic in strategy and organization.

276-440 STRATEGIES FOR SUSTAINABLE DEVELOPMENT. (3) This course explores the relationship between economic activity, management, and the natural environment. Using readings, discussions and cases, the course will explore the challenges which the goal of sustainable development poses to our existing notions of economic goals, production and consumption practices and the management of organizations.

276-450 ETHICS IN MANAGEMENT. (3) (U2 and U3 students only) An examination of the economic, legal and ethical responsibilities of managers in both private and public organizations. Through readings, case studies, discussions and projects the class evaluates alternative ethical systems and norms of behaviour and draws conclusions as to the right, proper and just decisions and actions in the face of moral dilemmas. The focus of this course is on the decision process, values and consistency of values of the individual and on the impact of systems control and incentives on managerial morality.

276-460 MANAGING INNOVATION. (3) Firms face difficulties in developing new products. This course examines the new product development process to understand why problems occur and what managers can do. Topics include the creative synthesis of market and technology; the coordination of functions; and the strategic connection between the project and the strategy.

276-468 MANAGING ORGANIZATIONAL POLITICS. (3) Power and politics can be mechanisms of control that maintain the status quo or they can be used as a force for change. Students learn how to recognize politics and use power. There is also a strong focus on the ethical implications.

276-469 MANAGING GLOBALIZATION. (3) (Recommended: 280-423) This course exposes students to global competition. Many critical questions will be explored, such as: why do industries globalize? how do firms expand and grow internationally? what are strategies that firms can use to compete internationally? Many industries will be covered, such as: telecommunications, airlines, footwear, and automobiles.

276-470 STRATEGY AND ORGANIZATION. (3) This course explores how strategic change affects the organization and how the organization can be designed to realize its strategy more effectively. It will examine how strategic choices affect organizational structures, processes, culture, human resource policies, leadership styles, etc. and how the organization can be aligned with the organizational mission.

276-562 SEMINAR IN ORGANIZATIONAL STRATEGY. (3) (U3 standing or permission of the instructor) Participants study concepts of

strategy, including: positioning the organization within its environment; evaluating the organization's capabilities in relation to its competitive market environment; and dealing with environmental discontinuities. Participants will be encouraged to introduce original materials and ideas to complement materials assigned by the instructor.

276-567 BUSINESS IN SOCIETY. (3) (U2 and U3 students only) Examines different ideologies; business ethics and values; the corporation and its constituencies; the social impact of corporate decisions. The focus of this course is on the interaction between business organizations and society and on incorporating social impact analysis into strategic management.

Management Science/Operations Management

277-434 TOPICS IN MANAGEMENT SCIENCE. (3) Topics will be selected from current issues in the Management Science Area.

277-600 APPLICATIONS IN OPERATIONS MANAGEMENT. (3) (Prerequisite: 277-631) The students are mainly required to identify and work on projects in actual industrial environments which would expose them to the issues involved in managing the operation in manufacturing and service industries and make them learn and acquire the skill of applying the knowledge accumulated in OM courses to practical problems. Aside from regular seminars on project reports, the class will also meet for discussion of research papers in the area and for seminars in applied OM, mainly by people from industry.

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

277-605 TOTAL QUALITY MANAGEMENT. (3) (Prerequisite: 280-272 or 280-274) The topics include: Top Management Commitment, Leadership Style, Bench Marking, Employee Involvement, Human Resource Utilization, Employee Motivation, Quality Function Deployment, Statistical Techniques for Quality Improvement including the seven tools of quality and statistical process control. New topics of ISO9000, Just-in-Time, "Kaizen" and Return-of Quality are also discussed. Students are encouraged to do industry projects on TQM.

277-631 ANALYSIS OF MANUFACTURING SYSTEMS. (3) (Prerequisite: 280-472) 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.

277-632 SAMPLE SURVEY METHODS AND ANALYSIS. (3) (Prerequisite: 280-272 or 280-274) Practical aspects of study design, including design strategies, measurement, scaling and sampling methods. Collection of data, survey methods, survey instruments, observation and experimentation. Analysis of survey data based on simple random, pps, stratified, systematic, cluster and multi-stage samples. Estimation methods, including ratio, regression and difference methods, methods for population size and for complex survey designs.

277-633 APPLIED DECISION ANALYSIS. (3) (Prerequisites: 280-272, 280-373) Traditional decision model; utility theory including the expected utility axioms, multiattribute utility functions, and preference assessment methods; the role of information in decision-making including Bayesian analysis, valuation of information, and probability assessment methods; group decision-making including group preference functions and game theory; case applications of decision analysis to various areas of management.

277-671 STATISTICS FOR BUSINESS DECISIONS. (3) (Prerequisite: 280-272 or 280-274) Theory, methods of linear statistical models, application to management. Simple, multiple, polynomial regression; matrix approach to regression; diagnostics and remedial measures; indicator variables; model selection, including stepwise regression; autocorrelation, one-and two-factor ANOVA, analysis of covariance; selected topics in experimental design and generalized linear models as time permits. Extensive use of Minitab.

277-675 APPLIED TIME SERIES ANALYSIS FOR MANAGERIAL FORECASTING. (3) (Prerequisite: 280-272 or 280-274) Management applications of time series analysis. Starting with ratio-to-moving average methods, the course deals successively with Census 2, exponential smoothing methods, the methodology introduced by Box and Jenkins, spectral analysis and time-series regression techniques. Computational aspects and applications of the methodology are emphasized.

277-676 APPLIED MULTIVARIATE DATA ANALYSIS. (3) (Prerequisite: 280-272 or 280-274) Statistical methods and applications of multivariate data analysis, including: multivariate analysis of variance (MANOVA), multivariate linear regression, principal components, factor analysis, canonical correlation, discrimination and classification, and clustering. The course makes extensive use of the SAS statistical software package.

277-678 SIMULATION OF MANAGEMENT SYSTEMS. (3) (Prerequisites: 280-272, 280-373) Building simulation models of management systems. Design of simulation experiments and the analysis and implementation of results. Students are expected to design a complete simulation of a real problem using a standard simulation language.

277-679 APPLIED OPTIMIZATION I. (3) (Prerequisite: 280-373) Methodological topics include linear, nonlinear and integer programming. Emphasis on modelling discrete or continuous decision problems that arise in business or industry, using the modern software tools of algebraic modelling (GAMS) that let the user concentrate on the model and on its implementation rather than on solution techniques. Management cases involving energy systems, production and inventory scheduling, logistics and portfolio selection, will be used extensively.

277-680 APPLIED OPTIMIZATION II. (3) (Prerequisites: 277-679 or equivalent, and a working knowledge of a computer language – Fortran, Pascal, Basic...) Optimization methods. Topics include: dynamic programming, markov chain analysis, non-linear optimization and approximate methods. Objectives: skills to formulate problems and recognize situations where these techniques can be applied; apply the techniques to the solution of problems in the management domain. Applied project selected by the student, and related to optimization.

Labour-Management Relations

279-294 INTRODUCTION TO LABOUR-MANAGEMENT RELATIONS. (3) An introduction to labour-management relations, the structure, function and government of labour unions, labour legislation, the collective bargaining process, and the public interest in industrial relations.

279-434 TOPICS IN LABOUR MANAGEMENT RELATIONS. (3) Topics will be selected from current issues in the labour management relations area.

279-449 OCCUPATIONAL SAFETY AND HEALTH. (3) Examines the public policy of occupational health and safety in Canada as well as the dynamics of contemporary occupational health and safety

management. Topics include occupational safety and health, human rights and workers' compensation legislation, accident prevention and investigation, ergonomics, safety training, and workers' compensation claims management.

279-459 INTERNATIONAL LABOUR RELATIONS. (3) Examines industrial relations systems of other nations, including those of the EEC and the Pacific rim. Includes a discussion of the existing institutional structure, the historical and recent developments in these systems, the role of multi-national corporations, as well as the current economic and political context.

279-492 PUBLIC POLICY IN INDUSTRIAL RELATIONS. (3) (Prerequisite: 279-294) Development and structure of legislative framework governing labour-management relations. Court cases, arbitration precedents, labour relations board activities, and public attitudes; the formation of a public policy for labour relations. Major issues in shaping labour policy, and the linkages between policy and experience in labour management relations. The federal and Quebec jurisdictions.

279-494 LABOUR LAW. (3) (Prerequisite: 279-294) (Open to Labour-Management Relations Major students in U3.) Introduction to the basic concepts of labour law relevant to the practice of industrial relations. Historical development of labour law in certain social and legal systems and the culmination in the legislative enactments and jurisprudence of Canadian jurisdictions and certain comparative foreign models.

279-495 LABOUR RELATIONS IN THE PUBLIC SECTOR. (3) (Prerequisite: 279-294) Labour relations in federal, provincial, municipal, and quasi-public services such as hospitals, schools, government agencies and boards. Contentious current issues in public service labour relations and compare and analyze the alternative methods that have been evolved to deal with them.

279-496 COLLECTIVE BARGAINING. (3) (Prerequisite: 279-294) Principles of collective bargaining in Canada and abroad. Problem oriented. Mock collective bargaining sessions provide an opportunity for students to apply knowledge gained.

279-497 CONTRACT ADMINISTRATION. (3) (Prerequisite: 279-294) The processes of grievance handling and arbitration under the terms of collective bargaining agreements. Substantive and procedural issues as well as behavioral and policy aspects of contract administration.

12. Academic Staff

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