



**Desautels Faculty of Management**  
**Programs, Courses and University Regulations**  
**2011-2012**



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

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

## ***Publication Information***

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## 1 About Desautels Faculty of Management

For over a century, the Desautels Faculty of Management has been among the world's top international business schools. The Faculty is home to 10 research centres, four unique executive development programs, and 11 academic programs with 3,500 students at the undergraduate, master's, executive, and Ph.D. levels. Nearly half of the Faculty's students and 80% of its tenured professors come from outside of Canada, creating a truly rich global learning environment.

## 2 History of the Faculty

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

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

## 3 Facilities

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

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

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

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

The Howard Ross Management Library is conveniently located in the Bronfman building and is modernly equipped for studying and research.

## 4 Revisions – Desautels Faculty of Management

### Concentrations (General Management Major)

*section 9.5.2: Bachelor of Commerce (B.Com.) – Concentration in Entrepreneurship (15 credits)*

*section 9.5.10: Bachelor of Commerce (B.Com.) - Concentration in Strategic Management - Global Strategy (15 credits)*

### Majors

*section 9.8.6: Bachelor of Commerce (B.Com.) - Major Labour-Management Relations and Human Resources (30 credits)*

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## 5 About the Desautels Faculty of Management (Undergraduate)

For over a century, the Desautels Faculty of Management has been among the world's top international business schools. The Faculty is home to 10 research centres, four unique executive development programs, and 11 academic programs with 3,500 students at the undergraduate, master's, executive, and Ph.D. levels. Nearly half of the Faculty's students and 80% of its tenured professors come from outside of Canada, creating a truly rich global learning environment.

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### 5.1 Location

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

Telephone: 514-398-4068

Faculty website: [www.mcgill.ca/desautels](http://www.mcgill.ca/desautels)

Degree website: [www.mcgill.ca/desautels/bcom](http://www.mcgill.ca/desautels/bcom)

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

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### 5.2 Administrative Officers

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

**Dean**

Emine Sarigöllü; B.A., M.B.A.(Bogazici), M.A., Ph.D.(Penn.)

**Associate Dean, Student Affairs**

Glenn Zabowski; B.Com., M.B.A.(McG.)

**Director, BCom Program**

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### 5.3 The Bachelor of Commerce Program

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

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

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

In the General Management concentration, you will pursue focused study in two different areas. You must choose one concentration in Management, and for your second area of study, you have two options: 1) choosing a second concentration in Management; or 2) pursuing a minor in another faculty. This option is ideal if you are looking for a general business education, are interested in continuing your education in a related field such as law or industrial relations, or want to pursue a career in a specific sector such as the arts, applied science, or public administration.

Majors and honours programs are available if you want to focus your study in primarily one area in order to get maximum exposure to your chosen field. This option is for students with clearly defined career objectives or those interested in further professional training, such as a CA, CMA, CGA, or CFA designation.

In International Management, you have a chance to pursue interdisciplinary global studies. All students in the Major complete the requirements of the International Business Concentration. You choose to complete social science and humanities courses in one of the following themes: comparative global studies, global politics and economy, or global well-being and development. You are also required to complete at least two levels of a language and 3 credits of research or internship work. Exchanges are recommended.

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

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#### 5.4 BCom Student Affairs Office

The BCom Student Affairs Office provides ongoing advice and guidance on programs and prerequisites, degree requirements, majors, minors and concentrations, registration, course changes, procedures for withdrawal, deferred final examinations, rereads, academic standings, inter-faculty transfers, exchanges or study abroad, transfer credits, scholarships, and graduation. Student advisers offer help managing academic situations during periods of personal, financial, or medical problems, by working with you to identify various possibilities and strategies for making informed decisions.

The BCom Office abides by everything in this publication: prerequisites, concentrations, majors, etc. The BCom Office will not make exceptions for students against this publication in any situation. No exceptions to this publication will be approved by the BCom Office or the Director, BCom program.

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

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#### 5.5 Summer Studies

If you want to make up deficiencies in your background, or to accelerate your progress in your degree, you may do so by taking summer courses at McGill or at another institution.

Each summer, from early May to mid-August, many core courses and several elective courses are offered by the Desautels Faculty of Management for full credit. They are available to Management students, and to students from other faculties and universities who have the necessary course prerequisites. McGill also offers a number of summer courses in various disciplines at different levels. Information on summer courses is available from the BCom Student Affairs Office at 514-398-4068 or [bcom.mgmt@mcgill.ca](mailto:bcom.mgmt@mcgill.ca), or from the Summer Studies Office at 514-398-5212 or [summer.studies@mcgill.ca](mailto:summer.studies@mcgill.ca).

You normally will be allowed to take only 6 credits in each of the two parts of Summer session. If you want to follow a full-time period of study, you will be permitted to enrol for more than 6 credits per part only with special permission of the Director, BCom program. In no circumstance will students be allowed to take more than 12 credits in either part of the Summer session, and students may take no more than 18 credits in a single summer.

If you want to pursue courses at another institution, credit will be granted for such courses only if they fit into your overall program, and if written permission to complete such courses for credit has been obtained in advance from the BCom Student Affairs Office. A course that overlaps with material already completed in your program, or a language course that does not substantially progress beyond corresponding language courses already taken, will not receive credit approval. See [section 5.7: Transfer Credit and Advanced Standing](#) for more information about transferring credits.

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#### 5.6 International Student Exchange Program

You are encouraged to take advantage of opportunities to study abroad for a term or year. The international exposure and academic experience gained by taking part in a student exchange are highly worthwhile. Through this program, you may study and earn academic credits at over 70 universities in countries around the world. Exchange opportunities are open to students in most specializations.

More information can be obtained from the BCom Student Affairs Office at 514-398-4068, [bcom.mgmt@mcgill.ca](mailto:bcom.mgmt@mcgill.ca), or on the McGill website at [www.mcgill.ca/students/international/studyabroad](http://www.mcgill.ca/students/international/studyabroad). At least two-thirds of all departmental program requirements must be completed at McGill and there is a CGPA requirement of 3.0 to be eligible for exchange. Once accepted, you must obtain written faculty authorization for transfer credits before leaving on exchange. For more information about the International Student Exchange program, please visit: [www.mcgill.ca/desautels/bcom/program\\_info/exchange](http://www.mcgill.ca/desautels/bcom/program_info/exchange).

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#### 5.7 Transfer Credit and Advanced Standing

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

- Only courses passed with a grade of C or better at the host institution will be transferred. Grades of C- are not acceptable.
- Grades of P or S are acceptable only if transferred from faculties within McGill.
- The letter grades applied by the former home institution or host institution (for exchanges and study away) take precedence over the numerical grades if provided.
- For exchange or study away purposes, it is required that course and credit approval is obtained before courses are taken at the host institution.
- The four-year program will require a minimum 80-credit residency at McGill.
- The three-year program will require a minimum 60-credit residency at McGill.

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## 6 BCom Degree Admission Requirements

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

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## 7 BCom Degree Requirements

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

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### 7.1 Academic Requirements for Graduation

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

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

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

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

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### 7.2 Cumulative Grade Point Average (CGPA)

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

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### 7.3 Course Requirements

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

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### 7.4 Academic Advising

If you are entering the Desautels Faculty of Management for the first time, you are required to attend an Orientation and Advising Session during the last week of August, at which time the staff from the BCom Student Affairs Office provide information on all aspects of the BCom program. If you have had difficulty registering for your courses, you will have the opportunity to resolve your problems after this session. For a detailed description of advising and registration procedures, you should refer to *section 7.5: Registration*; the website for newly admitted undergraduate students at [www.mcgill.ca/newstudents](http://www.mcgill.ca/newstudents); as well as the BCom website at [www.mcgill.ca/desautels/bcom](http://www.mcgill.ca/desautels/bcom).

Academic advising for all returning students takes place in February and March for the upcoming academic year. "Drop-in" advising is available in the BCom Student Affairs Office from mid-August until the end of the add/drop period in the Fall term, and from the beginning of January until the end of the add/drop period in the Winter term. Appointments to discuss programs of study with student advisers may be made as soon as the add/drop period ends in September and then again in January, respectively. In February or March, an Information Session takes place that helps you to select a course of study for specialization. In April, as a student continuing in the BCom program, you will plan your studies for the following year using the requirements as listed in the Calendar, or in the Degree Evaluation Module available through Minerva, as a guide to your course selection. Advice is available at the BCom Student Affairs Office for students if you are having difficulty. Students register online using Minerva at [www.mcgill.ca/minerva](http://www.mcgill.ca/minerva).

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

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

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

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

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## 7.5 Registration

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

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## 7.6 Course Overlap

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

It is your responsibility to consult with the BCom Student Affairs Office as to whether or not credit can be obtained and to be aware of exclusion clauses specified in the course descriptions in this publication. Please refer to the following website for specific information about advanced standing credits and McGill course exemptions: [www.mcgill.ca/student-records/transferecredits](http://www.mcgill.ca/student-records/transferecredits).

**Credit for Statistics courses** will be given with the following restrictions:

- Credit will be given for **ONLY ONE** of the following Statistics courses: AEMA 310, BIOL 373, ECON 227D1/ECON 227D2 (max. 3 credits), ECON 257D1/ECON 257D2, GEOG 202, GEOG 351, MATH 204, MATH 324, MATH 357, MGCR 271, MGCR 273, MIME 209, PSYC 204, SOCI 350.
- Credit will be given for **ONLY ONE** of the following intermediate Statistics courses: MGSC 272, ECON 257D1/ECON 257D2, ECON 337 & ECON 338, ECON 467.

- For 500-level Statistics courses not listed above, you must consult a student adviser to ensure that no significant overlap exists. Where such overlap exists with a course for which you have already received credit, credit will not be allowed.
- Credit for Statistics courses offered by faculties other than Management requires the permission of the Director, BCom program.
- PSYC 204 may not be taken if a grade of 75% or better was received in an equivalent course completed at CEGEP.

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

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

- A maximum of 6 credits will be granted for Freshman Economics courses.
- A maximum of 6 credits will be granted for ECON 230D1/ECON 230D2, ECON 250D1/ECON 250D2, and MGCR 293.
- A maximum of 6 credits will be granted for ECON 330D1/ECON 330D2, ECON 352D1/ECON 352D2, and ECON 295.
- ECON 208 and ECON 209 are not permitted in the 90-credit program.

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## 7.7 Course Taken Under the Satisfactory/Unsatisfactory Option

You may select or cancel the S/U option only during registration or the add/drop period through a request to the BCom Student Affairs Office. All S/U credits will be excluded when calculating the Grade Point Average. This option may only be used for elective courses, one course per term, to a maximum of 10% of the total credits taken at McGill to fulfil your degree requirements. Careful consideration should be given before using this option as it can affect scholarship and award consideration, where a minimum of 27 graded credits are required, as well as future admission to law or graduate schools.

For more information and restrictions, refer to *Courses Taken under the Satisfactory/Unsatisfactory (S/U) Option* in the *University Regulations and Resources* section of this publication.

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## 7.8 Electives

### 7.8.1 Non-Management Electives

Students completing two concentrations, or Majors in Accounting, Finance, Information Systems, Labour-Management Relations, or Marketing, must take a minimum of 6 credits of non-Management electives. This requirement does not apply to those completing a minor or a major in Economics, Mathematics, Statistics, or Psychology, or an Honours or Joint Honours program.

Non-Management electives may be chosen from a broad range of faculties and departments, subject to the exclusions of [section 7.6: Course Overlap](#) regarding Statistics, Computer, and Economics courses, and the restrictions listed below.

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

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

#### 7.8.1.1 Faculty constraints

##### Agriculture & Environmental Sciences

- All courses require approval by a student adviser in the BCom Student Affairs Office.

##### Arts

- All courses are approved, subject to [section 7.6: Course Overlap](#) and the above notes, with a maximum of 6 credits approved in CEAP, CEEN, C EGL, CESL, and EDEC (combined), or SWRK (approved courses only). ECON 208 and ECON 209 may not be taken for credit within the BCom program.

##### Continuing Studies

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

##### Education

- A maximum 6 credits are approved from the following subject codes (combined): EDEA 201, 204, 205, 296, 304, 305, 307, 496, 497; EDEC 200, 202, 205, 208, 236, 239, 241, 242, 247, 248, 260, 261, 305, 308, 309, 403; EDEE 325; EDEM 220; EDER 207, 209, 309, 394, 395, 461, 473, 494; EDES 366; EDKP 205, 206, 261, 292, 293, 303, 330, 391, 395, 566; EDPC 510; EDPE 377; EDPE 526.

- No courses are approved from subject codes EDET, EDFC, EDFE, EDPT, or EDSL.

##### Engineering

- Most courses in subject codes ARCH, CHEE, CIVE, ECSE, MECH, MIME, URBP with approval of an adviser.

- No courses are approved from subject codes FACC or MPMC.



- The following courses are not approved: CHEE 291, 360, 462; CIVE 210, 432; ECSE 443; MECH 201, 260, 262, 289; MIME 202, 221, 280, 290, 291, 310, 380, 392, 480, 481, 494.

#### School of Environment

- All courses are approved.

#### Music

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

#### Religious Studies

- All courses are approved.

#### Science

- All courses are approved, subject to [section 7.6: Course Overlap](#) and the above note 1, except COMP 102; MATH 111, 112, 122, 123, 133, 139, 140, 141, 150, 151, 152, and 203.  
- A maximum of 6 credits may be taken from the World of Chemistry courses CHEM 180, 181, 182, 183.

### 7.8.2 Electives

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

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## 7.9 Academic Standing

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

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

**If you are not in Satisfactory Standing, you are strongly advised to consult with Naomi Neuburger or Heather McCombie in the BCom Student Affairs Office about your course selection before the withdrawal deadlines.**

### 7.9.1 Satisfactory/Interim Satisfactory Standing

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

- New students are admitted to Satisfactory Standing.
- Students with a CGPA of 2.00 or greater are in Satisfactory Standing.

### 7.9.2 Probationary/Interim Probationary Standing

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

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

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

### 7.9.3 Unsatisfactory Readmitted Standing

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

### 7.9.4 Unsatisfactory/Interim Unsatisfactory Standing

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

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

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

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

### 7.9.5 Incomplete Standings

Standing awaits deferred exam.

Standing Incomplete

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

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

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

If you need 90 or fewer credits to complete your degree requirements, you are expected to complete your degree in no more than eight terms after your initial registration for the BCom degree. If you are a student in the Freshman program, you become subject to these regulations one year after your initial registration. If you want to exceed this time limit or want to exceed the minimum credit requirement for your degree, you must apply in writing to the Director, BCom program, for permission to continue your studies. Permission for exceeding the time and/or credit limit will normally be granted only for valid academic reasons. Elective credits over the credit limit will be flagged for no credit and the grades will not count in your CGPA.

If you are readmitted after interrupting your studies for a period of one year or more, you must apply in writing to the Director, BCom program. When you are readmitted after a period of absence, you are normally subject to the program and degree requirements in effect at the time of readmission.

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## 8 Grading and Credit

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

- A description of the topics to be considered in the course;
- A list of required or recommended textbooks and reading materials;
- A grading scheme or description of the methods of evaluation to be used in the course, along with due dates for assignments and dates/times of exams. All term work must be assigned early enough in the term for students to complete the assignment(s) by the last day of class. The due date for term work must be no later than the last day of classes. Changes in the distributed grading scheme are permitted only with the unanimous consent of all students registered in the course. In practice, therefore, the grading scheme is almost never changed during the term;
- The instructor's office hours for students, office location, telephone number for office appointments, and secretarial contact information;



- Academic Integrity statement: **McGill University values academic integrity. Therefore, all students must understand the meaning and consequences of cheating, plagiarism, and other academic offences under the Code of Student Conduct and Disciplinary Procedures (see [www.mcgill.ca/students/srr/honest](http://www.mcgill.ca/students/srr/honest) for more information).**

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## 8.1 Examinations

For information about final examinations and deferred examinations, see also *University Regulations and Resources > Examinations*. Final examinations are centrally administered by Enrolment Services. Around the beginning of November and March, a final examination schedule will be posted on the McGill website ([www.mcgill.ca](http://www.mcgill.ca)) by Enrolment Services. The seating arrangements are posted on the McGill website toward the end of the last week of classes.

BCom students and non-Management students taking BCom courses are contacted by Enrolment Services via McGill email regarding final exam conflicts. Arrangements to resolve final exam conflicts are made and communicated by Enrolment Services via McGill email as well. You should also refer to the BCom website at [www.mcgill.ca/desautels/bcom](http://www.mcgill.ca/desautels/bcom) for more information. Students are warned not to make travel arrangements to leave Montreal prior to the posting of the official final examination schedule.

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

### 8.1.1 Supplemental Examinations

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

### 8.1.2 Deferred Examinations

For missed final examinations, whatever the reason may be, professors and students are **not** to make alternate arrangements. You must complete an *Application for Deferred Final Exam* through your Minerva account as well as provide supporting documentation to the BCom Office. This online application must be completed within five working days of the date of the exam, and the supporting documentation must be submitted to the BCom Office within this time frame as well. The BCom Office will then review the reasons for the exam having been missed and will either give you permission to write a deferred final exam, or not. If approved, you will write the final exam during the University's official deferred exam period—specific dates in May (Fall terms) and August (Winter and Summer terms). It is up to you to verify the deferral schedule, which the Registrar makes up and administers.

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## 8.2 Verification of Grades and Rereads

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

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

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

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

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

### 8.2.1 Reread of Coursework

You may apply to the BCom Student Affairs Office for rereads of written coursework. You are assessed a fee of \$35.00 for such rereads. Requests for rereads involving group work require the consent of all members of the group, but only one reread fee will be assessed. It is strongly recommended that you consult with the instructor of the course before requesting a reread of coursework. Requests for rereads must be made within 10 working days of the date of return of the graded materials. Reassessments should normally be completed within 20 working days of the request.

### 8.2.2 Rereads of Final Exams

These rereads are administered by the BCom Student Affairs Office. You must apply in writing to the BCom Student Affairs Office by March 31 for courses in the Fall term and by September 30 for courses in the Winter or Summer terms (these deadlines are strictly enforced, and no requests will be accepted past

them). You are assessed a fee of \$35.00 for such rereads. It is strongly recommended, but not required, that you consult with the instructor of the course before requesting a reread of a final exam.

Reassessments and rereads in courses not in the Desautels Faculty of Management are subject to the deadlines, rules, and regulations of the relevant faculty.

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

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

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

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

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### 8.4 Awards and Honorary Designations: Distinction

For information on the designation of Distinction awarded at graduation, see *Distinction* in the *University Regulations and Resources* section of this publication.

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

For information on the designation of Dean's Honour List awarded at graduation, see *Dean's Honour List* in the *University Regulations and Resources* section of this publication.

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

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

As a registered student, you are automatically considered by the Undergraduate Scholarships Committee for each award for which you are eligible, with the following exceptions for in-course scholarships: James Hartt Schurman Memorial Award, Rio Tinto Alcan – Richard Evans International Exchange Award, Danny and Monica Gold Award for Academic Excellence, Hundredth Anniversary MUS Graduating Class of 2007 Scholarship, Sheila Wellington BMO Financial Group Awards, KPMG Scholarship, Commerce '55 Scholarships, Hyman Herbert Stein Award, Donald R. McRobie Award, Great-West Life & London Life Scholarship, Hugh Howson Memorial Prize, Dr. Alex Paterson Scholarship, Paul-Hervé Desrosiers Scholarship in Entrepreneurial Studies, Shirin Yeganegi Memorial Scholarship, HSBC Bank Canada Management Awards, Bruce and Jocelyn Pearson Scholarship, and RSM Richter Scholarship in Accounting. The Stephen S. Goldbloom Memorial Prize is the exception for a graduating student. For these, the Undergraduate Scholarships Committee welcomes applications and recommendations, substantiated by curriculum vitae, from individual students, student groups, and clubs. Such information should be forwarded to Heather McCombie in the BCom Student Affairs Office. A minimum of 27 graded credits must have been completed in the year to be eligible; 14 credits in one term.

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## 9 Overview of Programs Offered by the Desautels Faculty of Management

120-Credit Program, Freshman Course Distribution

Management Core

General Management Program (Concentrations)

Minors for Management Students

Minors for Non-Management Students

Majors

Honours

**9.1 BCom Program Credit Structure: General Management Program (Concentrations)**

<b>2 Concentrations</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	18
Core	36	36
2 Concentrations	30	30
Non-Mgmt Electives	6	12
Electives	18	24
<b>Total</b>	<b>90</b>	<b>120</b>

<b>1 Concentration &amp; 1 Minor (18 credits)</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	18
Core	36	36
1 Concentration + 1 Minor (18 credits)	33	33
Non-Mgmt Electives	0	12
Electives	21	21
<b>Total</b>	<b>90</b>	<b>120</b>

<b>1 Concentration &amp; 1 Minor (24 credits)</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	18
Core	36	36
1 Concentration + 1 Minor (24 credits)	39	39
Non-Mgmt Electives	0	12
Electives	15	15
<b>Total</b>	<b>90</b>	<b>120</b>

**Concentrations**

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

**9.1.1 Minors/Minor Concentrations for Management Students**

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

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

**9.2 BCom Program Credit Structure: Major or Honours Programs**

<b>Majors in Management</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	18
Core	36	36
Major	30	30
Non-Mgmt Electives	6	12
Electives	18	24
Total	90	120

<b>Major Concentrations in Mathematics or Statistics</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	18
Core	36	36
Major	39	39
Non-Mgmt Electives	0	12
Electives	15	15
Total	90	120

<b>Major in Economics</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	18
Core*	27	27
Major**	36	36
Non-Mgmt Electives	0	12
Electives	27	27
Total	90	120

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

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

<b>Major in International Management</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	18
Core	36	36
International Business Concentration Component	15	15
Area of Study Component: Minor Concentration	18	18
Language Component	9-12	9-12
Experiential Learning Component	0-3	0-3
Non-Mgmt Electives	0	12
Electives	6-15	6-15
Total	90	120

<b>Major in Psychology</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	18
Core	36	36
Major	30	30
Non-Mgmt Electives	0	12

<b>Major in Psychology</b>	<b>90 credits</b>	<b>120 credits</b>
Electives	24	24
Total	90	120

<b>Honours in Economics</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	18
Core*	27	27
Honours	42	42
Non-Mgmt Electives	0	12
Electives	21	21
Total	90	120

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

<b>Joint Honours in Economics &amp; Finance or Joint Honours in Economics and Accounting</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	18
Core*	27	27
Economics	30	30
Accounting or Finance	24	24
Non-Mgmt Electives	0	12
Electives	9	9
Total	90	120

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

<b>Honours in Investment Management</b>	<b>90 credits</b>	<b>120 credits</b>
Freshman Requirements	0	18
Core	36	36
Honours	42	42
Non-Mgmt Electives	6	12
Electives	6	12
Total	90	120

**Majors**

- Accounting
- Economics
- Finance
- Information Systems
- International Management
- Labour-Management Relations
- Marketing
- Mathematics (Major concentration)
- Psychology
- Statistics (Major concentration)

**Honours**

- Economics
- Economics/Accounting
- Economics/Finance
- Investment Management

### 9.3 120-Credit Program, Freshman Course Distribution

Students admitted to a program requiring 97-120 credits (four years) register in a Freshman Year in which they must complete MATH 122 and MATH 123 (or equivalents) as well as the 12 credits of complementary courses specified below.

A minimum grade of C is required for all MATH and Freshman complementary courses.

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

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

#### U0 Required Courses (12 credits)

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

#### U0 Complementary Courses (9 credits)

9 credits chosen from the following three categories, but no more than 6 credits may be taken in one category:

**C1. Society, Culture & Language**

**C2. Critical Thinking & Analysis**

**C3. Global Perspective & Environment**

Course listings can be found at the Desautels Faculty of Management's website at:

[www.mcgill.ca/desautels/bcom/program\\_info/program\\_structure/120\\_credit\\_program/approved](http://www.mcgill.ca/desautels/bcom/program_info/program_structure/120_credit_program/approved).

Students pursuing a 9-credit language course would count 6 credits toward their C1 requirement, while the remaining 3 credits would be elective.

Courses chosen from the categories above need to be approved by the offering department. Any language courses offered through the Faculty of Arts may be taken, with approval from the appropriate department. Additional courses may be taken with approval of a faculty adviser.

#### U0 Elective Courses (9 credits)

Subject to the restrictions for non-Management electives

#### Program Footnote:

- Students considering a major or minor in Mathematics, or an honours or joint honours program in Economics, replace MATH 122 and MATH 123 with three of the following courses, or demonstrate proficiency through appropriate McGill Placement Tests.
  - MATH 122 is replaced with MATH 139 (4) Calculus 1 with Precalculus, or MATH 140 (3) Calculus 1 and MATH 141 (4) Calculus 2.
  - MATH 123 is replaced with MATH 133 (3) Vectors, Matrices and Geometry.
  - 6 of these credits would be counted in the U0 Required Courses and the remaining 3 credits would count toward C2. Critical Thinking & Analysis.



**Note:** Management students cannot receive credit for ARET 150, COMP 102, ECON 208, ECON 209, ECON 217, ECON 227, ECON 230, ECON 250, ECON257, MATH 112, MATH 203, or MATH 204 as elective courses.

### 9.4 Management Core

All BCom students take the 36-credit core curriculum set out below, except where modifications are specifically required by a major or honours program.

A grade of C or better is required for all core courses. If a D is obtained in a core course, the course must be repeated.

#### 9.4.1 Core Course Distribution

##### Required Courses (36 credits)

ECON 295 <sup>2</sup>	(3)	Macroeconomic Policy
MGCR 211	(3)	Introduction to Financial Accounting
MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 271 <sup>1</sup>	(3)	Business Statistics

**Required Courses (36 credits)**

MGCR 293 <sup>2</sup>	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 341	(3)	Finance 1
MGCR 352	(3)	Marketing Management 1
MGCR 360	(3)	Social Context of Business
MGCR 382	(3)	International Business
MGCR 423	(3)	Organizational Policy
MGCR 472	(3)	Operations Management

**Program Footnotes:**

1. Students considering a major concentration in Mathematics, a major concentration in Statistics, or a minor in Statistics are exempted from MGCR 271 by MATH 324. Students considering an honours or joint honours program in Economics replace MGCR 271 with ECON 257D1/ECON 257D2. Students entering the Major in Economics will only count the 3 credits of MGCR 271 in core.
2. Students entering an Economics program are exempted from MGCR 293 by either ECON 230D1/ECON 230D2 (for the Majors program) or ECON 250D1/ECON 250D2 (for the Honours program), and are exempted from ECON 295 in U2 by either ECON 330D1/ ECON 330D2 (for the Majors program) or ECON 352D1/ ECON 352D2 (for the Honours program) taken in U2.

**Also note that:**

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

## 9.5 Concentrations (General Management Major)

In order to complete a concentration, students must achieve a grade of C or better in all the courses that comprise the concentration. Students who have failed to earn 15 satisfactory credits will be required to embark on a new concentration, repeat the course(s) in question or, where possible, replace the course(s) with a satisfactory substitution from the complementary courses of the concentration.

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

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

**Second Concentration:**

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

### 9.5.1 Bachelor of Commerce (B.Com.) — Concentration in Accounting (15 credits)

Mentor: Professor J. Scott

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

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

**Required Courses (6 credits)**

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

**Complementary Courses (9 credits)**

Selected from the following:

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

### 9.5.2 Bachelor of Commerce (B.Com.) – Concentration in Entrepreneurship (15 credits)

#### Revision, August 2011. Start of revision.

Mentors: Professors A. Burlton, G. Vit

The Entrepreneurship 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.

#### Complementary Courses

At least 6 credits from the following:

BUSA 462	(3)	Management of New Enterprises
BUSA 464	(3)	Management of Small Enterprises
BUSA 465	(3)	Technological Entrepreneurship

Remaining credits to be selected from:

ACCT 361	(3)	Intermediate Management Accounting 1
ACCT 385	(3)	Principles of Taxation
BUSA 364	(3)	Business Law 1
FINE 442	(3)	Capital Markets and Institutions
INSY 332	(3)	Accounting Information Systems
INSY 432	(3)	IT in Business
INSY 454	(3)	Technological Foundation for E-Commerce
MGPO 365	(3)	Business-Government Relations
MGPO 445	(3)	Industry Analysis & Competitive Strategy
MGPO 450	(3)	Ethics in Management
MGPO 460	(3)	Managing Innovation
MGPO 567	(3)	Business in Society
MGSC 578	(3)	Simulation of Management Systems
MRKT 438	(3)	Brand Management
MRKT 452	(3)	Consumer Behaviour
MRKT 453	(3)	Advertising Management
MRKT 483	(3)	International Marketing Management
ORGB 380	(3)	Cross Cultural Management



Revision, August 2011. End of revision.

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

Mentors: Professors L. Barras, M. Bouvard, A. Malkhozov, S. Betermier

International Stream Mentor: A. Durnev

Case Competition Mentors: Professors M. Chaudhury, V. di Pietro

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

#### Required Courses (9 credits)

FINE 342	(3)	Finance 2
FINE 441	(3)	Investment Management
FINE 443	(3)	Applied Corporate Finance

#### Complementary Courses (6 credits)

Selected from the following:

FINE 434	(3)	Topics in Finance 1
FINE 442	(3)	Capital Markets and Institutions
FINE 445	(3)	Real Estate Finance
FINE 448	(3)	Financial Derivatives
FINE 449	(3)	Market Risk Models
FINE 451	(3)	Fixed Income Analysis
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 492	(3)	International Finance 2
FINE 541	(3)	Applied Investments
FINE 547	(3)	Advanced Finance Seminar

### 9.5.4 Bachelor of Commerce (B.Com.) — Concentration in Information Systems (15 credits)

The Information Systems (IS) concentration is flexible and represents an ideal complement to the majors and concentrations of other areas, as information technology (IT) has the capacity to transform and improve all functions of organizations in every economic sector. This concentration emphasizes the importance of the interrelationships across technology, management, and strategy. The objective is to prepare students to be effective planners, users, and managers of IT in the digital economy. It provides students with assets that award them a unique competitive advantage.

Students with an IS concentration are well positioned to participate in IT-driven changes that continue to affect knowledge work, business processes, organizational design, and the operation of markets and industries. Former graduates have secured jobs in consulting, IT management, business analysis, etc. in various industries, e.g., banking, healthcare, finance, education, government, etc.

#### Required Course (3 credits)

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

Selected from the following:

INSY 331	(3)	Managing Information Technology
INSY 332	(3)	Accounting Information Systems
INSY 339	(3)	IT Consulting

INSY 341	(3)	Developing Business Applications
INSY 430	(3)	IT in Financial Markets
INSY 431	(3)	IT Implementation Management
INSY 432	(3)	IT in Business
INSY 434	(3)	Topics in Information Systems 1
INSY 437	(3)	Managing Data & Databases
INSY 440	(3)	E-Business
INSY 444	(3)	Managing Knowledge with Information Technology
INSY 450	(3)	Information Systems Project Management
INSY 454	(3)	Technological Foundation for E-Commerce

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

Mentors: Professors H. Etemad, M.S. Jo, E. Sarigöllü

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

#### Required Courses (3 credits)

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

Selected from the following:

ACCT 356	(3)	International Accounting
BUSA 391	(3)	International Business Law
BUSA 394	(3)	Managing in Asia
BUSA 395	(3)	Managing in Europe
BUSA 401	(3)	Independent Studies in International Business
BUSA 433	(3)	Topics in International Business 1
BUSA 481	(3)	Managing in North America
BUSA 493	(3)	Global Economic Competitiveness
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 492	(3)	International Finance 2
INDR 459	(3)	International Employment Relations
MGPO 383	(3)	International Business Policy
MGPO 469	(3)	Managing Globalization
MGPO 475	(3)	Strategies for Developing Countries
MRKT 451	(3)	Marketing Research
MRKT 483	(3)	International Marketing Management
ORGB 380	(3)	Cross Cultural Management

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

Mentor: Professor R. Hebdon

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

**Required Courses (9 credits)**

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

**Complementary Courses (6 credits)**

Selected from the following:

INDR 434	(3)	Topics in Labour Management Relations 1
INDR 449	(3)	Occupational Health and Safety
INDR 459	(3)	International Employment Relations
INDR 492	(3)	Globalization and Labour Policy
INDR 494	(3)	Labour Law
INDR 495	(3)	Labour Relations: Public Sector
INDR 497	(3)	Contract Administration
ORGB 321	(3)	Leadership
ORGB 325	(3)	Negotiations and Conflict Resolution
ORGB 421	(3)	Managing Organizational Change
ORGB 440	(3)	Career Theory and Development

**9.5.7 Bachelor of Commerce (B.Com.) — Concentration in Marketing (15 credits)**

Mentors: Professors M.S. Jo, A. Mukherjee

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

**Required Courses (12 credits)**

MRKT 354	(3)	Marketing Management 2
MRKT 357	(3)	Marketing Planning 1
MRKT 451	(3)	Marketing Research
MRKT 452	(3)	Consumer Behaviour

**Complementary Course (3 credits)**

One course selected from:

MRKT 351	(3)	Marketing and Society
MRKT 355	(3)	Services Marketing
MRKT 365	(3)	New Products
MRKT 434	(3)	Topics in Marketing 1

MRKT 438	(3)	Brand Management
MRKT 453	(3)	Advertising Management
MRKT 455	(3)	Sales Management
MRKT 456	(3)	Business to Business Marketing
MRKT 459	(3)	Retail Management
MRKT 461	(3)	Advertising Practicum
MRKT 483	(3)	International Marketing Management
MRKT 557	(3)	Marketing Productivity

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

Mentors: Professors T. Boyaci, M. Gumus, S. Li, S. Ray, M. Yalovsky

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

#### Required Courses (6 credits)

MGSC 373	(3)	Operations Research 1
MGSC 431	(3)	Operations Analysis

#### Complementary Courses (9 credits)

Selected from the following:

MGSC 372	(3)	Advanced Business Statistics
MGSC 402	(3)	Operations Strategy
MGSC 403	(3)	Introduction to Logistics Management
MGSC 405	(3)	Quality Management
MGSC 415	(3)	Supplier Management
MGSC 434	(3)	Topics in Management Science 1
MGSC 479	(3)	Applied Optimization
MGSC 575	(3)	Applied Time Series Analysis Managerial Forecasting
MGSC 578	(3)	Simulation of Management Systems

or approved courses in other areas or faculties.

### 9.5.9 Bachelor of Commerce (B.Com.) — Concentration in Organizational Behaviour (15 credits)

Mentor: Professor A. Jaeger

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

#### Complementary Courses (15 credits)

Selected from the following:

ORGB 321	(3)	Leadership
ORGB 325	(3)	Negotiations and Conflict Resolution
ORGB 380	(3)	Cross Cultural Management

ORGB 409	(3)	Organizational Research Methods
ORGB 420	(3)	Managing Organizational Teams
ORGB 421	(3)	Managing Organizational Change
ORGB 423	(3)	Human Resources Management
ORGB 429D1*	(3)	Organizational Behaviour for Course Counsellors
ORGB 429D2*	(3)	Organizational Behaviour for Course Counsellors
ORGB 434	(3)	Topics in Organizational Behaviour 1
ORGB 435	(3)	Women as Global Leaders and Managers
ORGB 440	(3)	Career Theory and Development
ORGB 525	(3)	Compensation Management

\* If ORGB 429 is taken, only 3 credits will count toward the Concentration; the other 3 will be counted as electives.

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

#### Revision, August 2011. Start of revision.

Mentors: Professors L. Chauvin, P. Perez-Aleman

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

The Global Strategy Option is intended for students who want to learn strategic management and analysis in the context of globalization. Globalization is no longer the concern of a few large enterprises and financial institutions; it has consequences that affect all kinds of businesses and the environments in which they operate - economic, social, political, and ecological. Global Strategy allows students to assess the various opportunities and threats inherent in globalization, and requires them to explore the consequences and implications of business decisions for society and the environment. It also enables them to think through the requirements of doing business in different economic and political systems. Finally, it offers them the opportunity to understand and analyze industry structures and the kinds of business opportunities they either create or destroy.

#### Complementary Courses

At least 9 credits selected from the following:

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

The remaining credits to be chosen from:

BUSA 391	(3)	International Business Law
ECON 305	(3)	Industrial Organization
MGPO 365	(3)	Business-Government Relations
MGPO 434	(3)	Topics in Policy 1
MGPO 435	(3)	International Business History
MGPO 440	(3)	Strategies for Sustainability
MGPO 450	(3)	Ethics in Management
MGPO 468	(3)	Managing Organizational Politics
MGPO 475	(3)	Strategies for Developing Countries
MGSC 578	(3)	Simulation of Management Systems

#### Revision, August 2011. End of revision.

**9.5.11 Bachelor of Commerce (B.Com.) - Concentration in Strategic Management - Social Context (15 credits)**

Mentors: Professors L. Chauvin, P. Perez-Aleman

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

The Social Context option is intended for students who want to learn strategic management and analysis with special attention to the not-for-profit or civil sectors, or who want to focus on broader or more complex social issues within the for-profit sector. The civil sector, made up of voluntary and non-governmental organizations and foundations, is the sector that has been the fastest growing employer for the past decade. Students who focus on this stream will be challenged to place a high priority on environmental issues, as well as issues of sustainability, corporate social responsibility, and social impact. They will also investigate the social tools and mechanisms necessary to employ cross-sectoral collaboration to achieve desired social outcomes.

**Complementary Courses**

At least 9 credits selected from the following:

MGPO 365	(3)	Business-Government Relations
MGPO 440	(3)	Strategies for Sustainability
MGPO 450	(3)	Ethics in Management
MGPO 468	(3)	Managing Organizational Politics
MGPO 475	(3)	Strategies for Developing Countries

The remaining credits to be chosen from:

BUSA 391	(3)	International Business Law
MGPO 383	(3)	International Business Policy
MGPO 434	(3)	Topics in Policy I
MGPO 445	(3)	Industry Analysis & Competitive Strategy
MGPO 460	(3)	Managing Innovation
MGPO 469	(3)	Managing Globalization
MGPO 470	(3)	Strategy and Organization
MGPO 567	(3)	Business in Society

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**9.6 Minors for Management Students**

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

Students doing a Minor program must have a Desautels Faculty of Management Minor Approval Form, listing the courses being applied to the Minor, signed by the Minor adviser in the relevant department.

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

The Minor in Mathematics and the Minor in Statistics are detailed in this publication. For all other Minors, please refer to *Faculty of Arts* and *Faculty of Science* sections of this publication. Students should begin the Minor in Mathematics or the Minor in Statistics no later than the second-to-last year and should immediately consult the appropriate adviser in the Department of Mathematics and Statistics.

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

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

Mentors: Professors A. Hundemer and A. Kelome, Department of Mathematics and Statistics, Faculty of Science

**Program Prerequisites**

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

or their equivalents

**Required Courses (12 credits)**

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

**Complementary Courses (6 credits)**

Maximum of 3 credits from:

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

The remaining 3 credits selected from:

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

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

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

**Program Prerequisites**

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

or their equivalents

**Required Courses (15 credits)**

MATH 222	(3)	Calculus 3
MATH 223	(3)	Linear Algebra
MATH 323	(3)	Probability
MATH 324*	(3)	Statistics

MATH 423	(3)	Regression and Analysis of Variance
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\* Credits for MATH 324 are counted in the Management core, where they replace MGCR 271. MATH 324 is a required course in the program and may be double-counted for this Minor.

### Complementary Courses (6 credits)

6 credits selected from:

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

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

## 9.7 Minors for Non-Management Students

The Desautels Faculty of Management has introduced four minors that allow undergraduates to develop a variety of managerial skills that will serve them throughout their chosen careers. The minors have limited enrolment. Applicants for the minors must have a minimum CGPA of 3.0 **although successful completion of the minimum requirements does not guarantee acceptance**. All minors are 18 credits split between a fixed set of required courses and a choice amongst complementary courses. Students can only pursue one of the minors offered by the Desautels Faculty of Management. On an exceptional basis, students may be permitted a maximum of one Continuing Studies course for credit within their chosen Management minor. All minors for non-Management students require an application. The form may be found at [www.mcgill.ca/desautels/bcom/prospective\\_students/minors](http://www.mcgill.ca/desautels/bcom/prospective_students/minors); hard copies of application forms are also available in the BCom Student Affairs Office, Bronfman 110. Applications must be submitted to the BCom Student Affairs Office by January 30 and decisions will be made by February 15, whereby students will be informed via their McGill email addresses. Courses for minors must be passed with grades of C or better. Courses for minors cannot be taken under the Satisfactory/Unsatisfactory option.

### 9.7.1 Minor Finance (For Non-Management Students) (18 credits)

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

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

#### Required Courses (9 credits)

FINE 342	(3)	Finance 2
FINE 441	(3)	Investment Management
MGCR 341*	(3)	Finance 1

#### Complementary Courses (9 credits)

9 credits selected from:

FINE 442	(3)	Capital Markets and Institutions
FINE 443	(3)	Applied Corporate Finance
FINE 444	(3)	Risk Management and Insurance
FINE 445	(3)	Real Estate Finance
FINE 448	(3)	Financial Derivatives
FINE 449	(3)	Market Risk Models
FINE 451	(3)	Fixed Income Analysis



FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 492	(3)	International Finance 2
FINE 541	(3)	Applied Investments
FINE 547	(3)	Advanced Finance Seminar

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

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

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

### 9.7.2 Minor Management (For Non-Management Students) (18 credits)

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

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

#### Complementary Courses (18 credits)

Selected from categories A, B, and C:

##### Category A

3 credits selected from:

MGCR 211	(3)	Introduction to Financial Accounting
MGCR 341*	(3)	Finance 1

##### Category B

9 credits selected from:

MGCR 222	(3)	Introduction to Organizational Behaviour
MGCR 271**	(3)	Business Statistics
MGCR 293***	(3)	Managerial Economics
MGCR 331	(3)	Information Systems
MGCR 352	(3)	Marketing Management 1
MGCR 382	(3)	International Business
MGCR 472*	(3)	Operations Management

##### Category C

6 credits selected from:

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

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

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

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

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

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

**9.7.3 Minor in Management for Economics Students**

This Minor is no longer available and has been replaced by the *Minor in Management (For Non-Management Students)*.

**9.7.4 Minor in Management for Engineering Students**

This Minor is no longer available and has been replaced by the *Minor in Management (For Non-Management Students)*.

**9.7.5 Minor in Management for Science Students**

This Minor is no longer available and has been replaced by the *Minor in Management (For Non-Management Students)*.

**9.7.6 Minor Marketing (For Non-Management Students) (18 credits)**

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

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

**Required Courses (9 credits)**

MGCR 352	(3)	Marketing Management 1
MRKT 354	(3)	Marketing Management 2
MRKT 451	(3)	Marketing Research

**Complementary Courses (9 credits)**

3 credits selected from:

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

MRKT 357	(3)	Marketing Planning 1
MRKT 365	(3)	New Products
MRKT 438	(3)	Brand Management
MRKT 452	(3)	Consumer Behaviour
MRKT 453	(3)	Advertising Management
MRKT 455	(3)	Sales Management
MRKT 459	(3)	Retail Management
MRKT 461	(3)	Advertising Practicum
MRKT 483	(3)	International Marketing Management

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

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

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

**9.7.7 Minor Operations Management (For Non-Management Students) (18 credits)**

Mentor: Professor V. Verter

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

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

**Required Courses (6 credits)**

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

**Complementary Courses (12 credits)**

3 credits selected from:

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

MGSC 372	(3)	Advanced Business Statistics
MGSC 402	(3)	Operations Strategy
MGSC 403	(3)	Introduction to Logistics Management
MGSC 405	(3)	Quality Management
MGSC 415	(3)	Supplier Management
MGSC 431	(3)	Operations Analysis
MGSC 434	(3)	Topics in Management Science 1
MGSC 479	(3)	Applied Optimization
MGSC 575	(3)	Applied Time Series Analysis Managerial Forecasting
MGSC 578	(3)	Simulation of Management Systems

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

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

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

**9.7.8 Minor in Technological Entrepreneurship for Engineering Students**

Detailed information on this Minor can be found under *Faculty of Engineering*; see the *Technological Entrepreneurship Minor* section.

**9.7.9 Minor in Technological Entrepreneurship for Science Students**

Detailed information on this Minor can be found under *Faculty of Science*; see the *Technological Entrepreneurship for Science Students* section.

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**9.8 Majors**

Major programs are available in Accounting, Economics, Finance, Information Systems, International Management, 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. Only grades of C or better may count towards the Major requirements.

**9.8.1 Bachelor of Commerce (B.Com.) — Major Accounting (30 credits)**

Mentors: Professors L. Goldsman, R. Cecere

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

**Required Courses (18 credits)**

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

**Complementary Courses (12 credits)**

Selected from the following:

ACCT 354	(3)	Financial Statement Analysis
ACCT 356	(3)	International Accounting
ACCT 434	(3)	Topics in Accounting 1
ACCT 452	(3)	Financial Reporting Valuation
ACCT 453	(3)	Advanced Financial Accounting
ACCT 454	(3)	Financial Reporting
ACCT 463	(3)	Advanced Management Accounting
ACCT 471	(3)	Non-Profit Accounting
ACCT 475	(3)	Principles of Auditing
ACCT 476	(3)	Internal Auditing
ACCT 477	(3)	External Auditing
ACCT 486	(3)	Business Taxation 2

**9.8.2 Bachelor of Commerce (B.Com.) - Major Economics for Management Students (36 credits)**

Mentors: Professors P. Dickinson, J Kurien, and M. Chemin; Department of Economics, Faculty of Arts

Please consult the Economics Department website.

This Major is comprised of 36 credits of Economics courses (9 credits of which are counted as core credits).

**Required Courses (18 credits)**

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

\* 3 of the 6 credits for Microeconomic Theory exempt MGCR 293 in Core.

\*\* 3 of the 6 credits for Macroeconomic Theory exempt ECON 295 in Core.

\*\*\* 3 of the 3 credits for MGCR 271 will count in Core.

**Complementary Courses (18 credits)**

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

**9.8.3 Bachelor of Commerce (B.Com.) - Major Finance (30 credits)**

Mentors: Professors L. Barras, M. Bouvard, A. Malkhozov, S. Betermier

International Stream Mentor: A. Durnev

Case Competition Mentors: Professors M. Chaudhury, V. di Pietro

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

**Required Courses (15 credits)**

FINE 342	(3)	Finance 2
FINE 441	(3)	Investment Management
FINE 443	(3)	Applied Corporate Finance
FINE 448	(3)	Financial Derivatives
FINE 482	(3)	International Finance 1

**Complementary Courses (15 credits)**

At least 9 credits from:

FINE 434	(3)	Topics in Finance 1
FINE 442	(3)	Capital Markets and Institutions
FINE 449	(3)	Market Risk Models
FINE 451	(3)	Fixed Income Analysis
FINE 480	(3)	Global Investments
FINE 492	(3)	International Finance 2
FINE 541D1	(1.5)	Applied Investments
FINE 541D2	(1.5)	Applied Investments
FINE 547	(3)	Advanced Finance Seminar

The remainder, if any, from:

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

**9.8.4 Bachelor of Commerce (B.Com.) — Major Information Systems (30 credits)**

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

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

**Required Courses (18 credits)**

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

**Complementary Courses (12 credits)**

Selected from the following:

BUSA 499*	(3)	Case Analysis and Presentation
INSY 332	(3)	Accounting Information Systems
INSY 339	(3)	IT Consulting
INSY 342	(3)	Enterprise Applications
INSY 430	(3)	IT in Financial Markets
INSY 431	(3)	IT Implementation Management
INSY 434	(3)	Topics in Information Systems 1
INSY 438	(3)	Designing and Developing IT
INSY 440	(3)	E-Business
INSY 444	(3)	Managing Knowledge with Information Technology
INSY 454	(3)	Technological Foundation for E-Commerce

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

**9.8.5 Bachelor of Commerce (B.Com.) - Major International Management (48 credits)**

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

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

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

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

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

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

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

Selected from the following:

ACCT 356	(3)	International Accounting
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BUSA 391	(3)	International Business Law
BUSA 394	(3)	Managing in Asia
BUSA 395	(3)	Managing in Europe
BUSA 401	(3)	Independent Studies in International Business
BUSA 433	(3)	Topics in International Business 1
BUSA 481	(3)	Managing in North America
BUSA 493	(3)	Global Economic Competitiveness
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 492	(3)	International Finance 2
INDR 459	(3)	International Employment Relations
MGPO 383	(3)	International Business Policy
MGPO 469	(3)	Managing Globalization
MGPO 475	(3)	Strategies for Developing Countries
MRKT 451	(3)	Marketing Research
MRKT 483	(3)	International Marketing Management
ORGB 380	(3)	Cross Cultural Management

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

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

**Theme 1: Comparative Global Studies**

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

B.A. Minor Concentration in African Studies (18 credits)

B.A. Minor Concentration in Canadian Studies (18 credits)

B.A. Minor Concentration in Comparative Politics (18 credits)

B.A. Minor Concentration in East Asian Cultural Studies (18 credits)

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

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

B.A. Minor Concentration in Islamic Studies (18 credits)

B.A. Minor Concentration in Jewish Studies (18 credits)

B.A. Minor Concentration in Middle East Studies (18 credits)

B.A. Minor Concentration in North American Studies (18 credits)

B.A. Minor Concentration in Quebec Studies (18 credits)

B.A. Minor Concentration in Russian Culture (18 credits)

B.A. Minor Concentration in South Asia (18 credits)

B.A. Minor Concentration in World Religions (18 credits)

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

**Theme 2: Global Politics and Economy**

This theme focuses on aspects of public policy from the perspective of global transactions and finance. Students may select a minor concentration in the area of international relations and investigate policy on a global scale and its operations in the context of policy, war and peace, the economy, security, trade, human rights, and international organizations. Graduates with this option would be poised to apply their educational background to careers with world

government, trade, or economic organizations, NGOs, national governments, or businesses with global interests. The choices of programs include Economics, Geography, Political Science, or a selected group of courses.

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

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

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

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

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

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

OR

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

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

ANTH 212	(3)	Anthropology of Development
ANTH 214	(3)	Violence, Warfare, Culture
ANTH 222	(3)	Legal Anthropology
ANTH 333	(3)	Class and Ethnicity
CANS 307	(3)	Canada in the World
CANS 412	(3)	Canada and Americas Seminar
COMS 230	(3)	Communication and Democracy
COMS 320	(3)	Media and Empire
HIST 221	(3)	United States since 1865
HIST 302	(3)	International Relations History 1: 1750-1950
HIST 304	(3)	International Relations History 2: Cold War
HIST 339	(3)	Arab-Israeli Conflict
HIST 371	(3)	American Civil Rights 1877-1940
HIST 387	(3)	The First World War
HIST 388	(3)	The Second World War
HIST 438	(3)	Topics in Cold War History
JWST 240	(3)	The Holocaust
PHIL 237	(3)	Contemporary Moral Issues
PHIL 334	(3)	Ethical Theory
POLI 212	(3)	Government and Politics - Developed World
POLI 244	(3)	International Politics: State Behaviour
POLI 322	(3)	Political Change in South Asia
POLI 345	(3)	International Organizations
POLI 351	(3)	The Causes of Major Wars
POLI 360	(3)	Security: War and Peace
POLI 440	(3)	Civil-Military Relations
POLI 450	(3)	Peacebuilding
RELG 370	(3)	Religion and Human Rights
RELG 371	(3)	Ethics of Violence/Non-Violence
SOCI 210	(3)	Sociological Perspectives
SOCI 230	(3)	Sociology of Ethnic Relations
SOCI 265	(3)	War, States and Social Change



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

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

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

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

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

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

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

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

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

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

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

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

B.Sc. Field Study Minor (18 credits)

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

### Language Component (9-12 credits)

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

or

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

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

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

OR

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

CLAS (Classics) [Modern Greek]

EAST (East Asian) - Third and Fourth Level

FREN (French)

FRSL (French as a Second Language)

GERM (German Studies) [German]

HISP (Hispanic Studies) [Spanish, Portuguese]

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

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

JWST (Jewish Studies) [Hebrew, Yiddish]

RUSS (Russian) [Russian]

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

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

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

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

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

OR

**Internship Component**

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

BUSA 497 (3) Internship in International Business

OR

**Research Component**

BUSA 401 (3) Independent Studies in International Business

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

**9.8.6 Bachelor of Commerce (B.Com.) - Major Labour-Management Relations and Human Resources (30 credits)****Revision, August 2011. Start of revision.**

Mentor: Professor R. Hebdon

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

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

**Required Courses (12 credits)**

INDR 294	(3)	Introduction to Labour-Management Relations
INDR 494	(3)	Labour Law
INDR 496	(3)	Collective Bargaining
ORGB 423	(3)	Human Resources Management

**Complementary Courses (18 credits)**

Selected from:

ECON 306	(3)	Labour Markets and Wages
INDR 449	(3)	Occupational Health and Safety
INDR 459	(3)	International Employment Relations
INDR 492	(3)	Globalization and Labour Policy
INDR 495	(3)	Labour Relations: Public Sector
INDR 497	(3)	Contract Administration
ORGB 321	(3)	Leadership
ORGB 325	(3)	Negotiations and Conflict Resolution
ORGB 380	(3)	Cross Cultural Management

ORGB 420	(3)	Managing Organizational Teams
ORGB 421	(3)	Managing Organizational Change
ORGB 435	(3)	Women as Global Leaders and Managers
ORGB 440	(3)	Career Theory and Development
ORGB 525	(3)	Compensation Management
SOCI 312	(3)	Sociology of Work and Industry
SOCI 321	(3)	Gender and Work

**Revision, August 2011. End of revision.**

### 9.8.7 Bachelor of Commerce (B.Com.) — Major Marketing (30 credits)

Mentors: Professors M.S. Jo, A. Mukherjee

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

#### Required Courses (15 credits)

MRKT 354	(3)	Marketing Management 2
MRKT 357	(3)	Marketing Planning 1
MRKT 451	(3)	Marketing Research
MRKT 452	(3)	Consumer Behaviour
MRKT 453	(3)	Advertising Management

#### Complementary Courses (15 credits)

Five courses selected from:

BUSA 464	(3)	Management of Small Enterprises
MRKT 351	(3)	Marketing and Society
MRKT 355	(3)	Services Marketing
MRKT 365	(3)	New Products
MRKT 438	(3)	Brand Management
MRKT 455	(3)	Sales Management
MRKT 456	(3)	Business to Business Marketing
MRKT 459	(3)	Retail Management
MRKT 461	(3)	Advertising Practicum
MRKT 483	(3)	International Marketing Management
MRKT 557	(3)	Marketing Productivity

### 9.8.8 Bachelor of Commerce (B.Com.) - Major Concentration Mathematics for Management Students (39 credits)

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

This program is comprised of 39 credits.

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

#### Required Courses (30 credits)

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

\* Credits for MATH 324 are counted toward Management Core, where they replace MGCR 271.

### **Complementary Courses (9 credits)**

6 credits selected from:

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

3 credits selected from:

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

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

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

### **9.8.9 Bachelor of Commerce (B.Com.) - Major Psychology for Management Students (30 credits)**

Mentor: Professor H. Vough

This Major is comprised of 30 credits, of which 24 are taken in Psychology and 6 are taken in Management.

The Desautels 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)**

PSYC 213	(3)	Cognition
PSYC 215	(3)	Social Psychology

PSYC 301	(3)	Animal Learning & Theory
PSYC 333	(3)	Personality and Social Psychology

**Complementary Courses (18 credits)**

12 credits selected from:

PSYC 211	(3)	Introductory Behavioural Neuroscience
PSYC 212	(3)	Perception
PSYC 310	(3)	Intelligence
PSYC 328	(3)	Health Psychology
PSYC 331	(3)	Inter-Group Relations
PSYC 332	(3)	Introduction to Personality
PSYC 340	(3)	Psychology of Language
PSYC 341	(3)	The Psychology of Bilingualism
PSYC 351	(3)	Research Methods in Social Psychology
PSYC 352	(3)	Cognitive Psychology Laboratory
PSYC 403	(3)	Modern Psychology in Historical Perspective
PSYC 406	(3)	Psychological Tests
PSYC 408	(3)	Principles of Cognitive Behaviour Therapy
PSYC 451	(3)	Human Factors Research and Techniques
PSYC 471	(3)	Human Motivation
PSYC 473	(3)	Social Cognition and the Self
PSYC 474	(3)	Interpersonal Relationships
PSYC 510	(3)	Statistical Analysis of Tests
PSYC 535	(3)	Advanced Topics in Social Psychology

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

**Organizational Psychology Option**

6 credits selected from:

INDR 294	(3)	Introduction to Labour-Management Relations
ORGB 321	(3)	Leadership
ORGB 325	(3)	Negotiations and Conflict Resolution
ORGB 380	(3)	Cross Cultural Management
ORGB 409	(3)	Organizational Research Methods
ORGB 420	(3)	Managing Organizational Teams
ORGB 421	(3)	Managing Organizational Change
ORGB 423	(3)	Human Resources Management
ORGB 434	(3)	Topics in Organizational Behaviour 1
ORGB 435	(3)	Women as Global Leaders and Managers

OR

**Consumer Psychology Option**

6 credits selected from:

MRKT 451	(3)	Marketing Research
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MRKT 452	(3)	Consumer Behaviour
MRKT 453	(3)	Advertising Management

### 9.8.10 Bachelor of Commerce (B.Com.) - Major Concentration Statistics for Management Students (39 credits)

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

This program is comprised of 39 credits.

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

#### Required Courses (27 credits)

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

\* Credits for MATH 324 are counted toward Management Core, where they replace MGCR 271.

#### Complementary Courses (12 credits)

6 credits selected from:

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

6 credits selected from:

MATH 204**	(3)	Principles of Statistics 2
MATH 315	(3)	Ordinary Differential Equations
MATH 340	(3)	Discrete Structures 2
MATH 410	(3)	Majors Project
MATH 447	(3)	Introduction to Stochastic Processes
MATH 523	(4)	Generalized Linear Models
MATH 524	(4)	Nonparametric Statistics
MATH 525	(4)	Sampling Theory and Applications

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

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## 9.9 Honours

An Honours program is available in Economics and in Investment Management. Joint Honours programs are available 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 normally register for the Honours programs in U1 but special arrangements may be made for students wishing to enter the program at the beginning of U2.

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

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

### 9.9.1 Bachelor of Commerce (B.Com.) - Honours Economics (42 credits)

Mentors in Economics: Professors M. Sinitsyn, E. Strumpf, and J-M Dufour; Department of Economics, Faculty of Arts

Please consult the Economics Department website at: <http://www.mcgill.ca/economics>.

This program is comprised of 42 credits of Honours Economics courses (9 credits of which are counted as core credits). Graduation with an Honours standing requires a minimum CGPA of 3.00 and a minimum program GPA of 3.00.

Calculus 1 and 2 are required for entering this Honours program. Please see section "120-credit program, Freshman course distribution" for a detailed explanation regarding Calculus 1 and 2. It is also important to check on its Statistics requirements, which are listed on the Department's website at: <http://www.mcgill.ca/economics>.

#### Required Courses (27 credits)

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

\* 3 of the 6 credits for ECON 250D1/D2 exempt MGCR 293 in Management Core.

\*\* 3 of the 6 credits for ECON 257D1/D2 exempt MGCR 271 in Management Core.

\*\*\* 3 of the 6 credits for ECON 352D1/D2 exempt ECON 295 in Management Core.

#### Complementary Courses (15 credits)

3 credits from the following:

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

and 12 credits of Economics courses at the 300, 400, or 500 level, approved by an Honours adviser. Normally at least 9 of the 12 will be at the 400 or 500 level.

Note: Honours students are not permitted to register for general Economics courses where an Honours course in the same field is offered.

### 9.9.2 Bachelor of Commerce (B.Com.) - Honours Investment Management (45 credits)

Mentors: Professors J. Ericsson and K. Lester

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

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

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

#### Required Courses (45 credits)

ACCT 354	(3)	Financial Statement Analysis
ACCT 452	(3)	Financial Reporting Valuation
FINE 342	(3)	Finance 2
FINE 440	(3)	Honours Investment Management Research Project 1
FINE 441	(3)	Investment Management
FINE 443	(3)	Applied Corporate Finance
FINE 448	(3)	Financial Derivatives
FINE 449	(3)	Market Risk Models
FINE 450	(3)	Honours Investment Management Research Project 2
FINE 451	(3)	Fixed Income Analysis
FINE 455	(3)	Alternative Investments
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 541	(3)	Applied Investments
MGSC 372	(3)	Advanced Business Statistics

#### 9.9.3 Bachelor of Commerce (B.Com.) - Joint Honours Economics and Accounting (54 credits)

Mentor in Accounting: Professor P. Levy

Mentor in Economics: Professors M. Sinitsyn, E. Strumpf and J-M Dufour; Department of Economics, Faculty of Arts

Please consult the Economics Department website.

The B.Com. Joint Honours in Economics and Accounting requires the completion of 30 specified credits of Honours courses listed in the Economics Honours Program (9 credits of which are counted as core credits) and 24 specified credits for Accounting. This program is designed to take advantage of both McGill's Accounting and Economics course offerings to produce a student who is well trained in these two complementary areas.

Calculus 1 and 2 are required for entering this Honours program. Please consult the "120-credit program, Freshman course distribution" section for a detailed explanation regarding Calculus 1 and 2. It is also important to check on its statistics requirements, which are listed on the Department's website.

To earn the Joint Honours in Economics and Accounting designation, students must maintain a minimum CGPA of 3.00 and maintain a minimum program GPA of 3.00. Students must achieve a grade of B- or better in all Accounting courses.

#### Required Courses (39 credits)

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



\* 3 of the 6 credits for ECON 250D1/D2 exempt MGCR 293 in Management Core.

\*\* 3 of the 6 credits for ECON 257D1/D2 exempt MGCR 271 in Management Core.

\*\*\* 3 of the 6 credits for ECON 352D1/D2 exempt ECON 295 in Management Core.

### Complementary Courses (15 credits)

3 credits from the following:

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

12 credits from the following:

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

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

Mentors in Economics: Professors M. Sinitsyn, E. Strumpf, and J-M Dufour; Department of Economics, Faculty of Arts

Mentors in Finance: Professors L. Barras, M. Bouvard, A. Malkhozov, and S. Betermier

International Stream Mentor: Professor A. Durnev

Finance Case Competition Mentors: Professors M. Chaudhury and V. di Pietro

Please consult the Economics department website.

The B.Com. Joint Honours in Economics and Finance requires the completion of 30 credits of Honours Economics courses (9 credits of which are counted as core credits) and 24 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.

Calculus 1 and 2 are required for entering this Honours program. Please consult the section "120-credit program, Freshman course distribution" for a detailed explanation regarding Calculus 1 and 2. It is also important to check on its statistics requirements, which are listed on the Department's website at <http://www.mcgill.ca/economics>.

To earn the Honours in Economics and Finance designation, students must maintain a minimum CGPA of 3.00 and maintain a minimum program GPA of 3.00. Students must achieve a grade of B- or better in all Finance courses.

### Required Courses (39 credits)

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

FINE 342	(3)	Finance 2
FINE 441	(3)	Investment Management
FINE 443	(3)	Applied Corporate Finance
FINE 547	(3)	Advanced Finance Seminar

\* 3 of the 6 credits for ECON 250D1/D2 exempt MGCR 293 in Management Core.

\*\* 3 of the 6 credits for ECON 257D1/D2 exempt MGCR 271 in Management Core.

\*\*\* 3 of the 6 credits for ECON 352D1/D2 exempt ECON 295 in Management Core.

### Complementary Courses (15 credits)

3 credits from the following:

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

12 credits from the following:

FINE 434	(3)	Topics in Finance 1
FINE 448	(3)	Financial Derivatives
FINE 449	(3)	Market Risk Models
FINE 451	(3)	Fixed Income Analysis
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 492	(3)	International Finance 2
FINE 541D1	(1.5)	Applied Investments
FINE 541D2	(1.5)	Applied Investments

## 10 Academic Staff

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