



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

This PDF excerpt of *Programs, Courses and University Regulations* is an archived snapshot of the web content on the date that appears in the footer of the PDF.

Archival copies are available at www.mcgill.ca/study.

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

- 1 . McGill University reserves the right to make changes to the information contained in this online publication - including correcting errors, altering fees, schedules of admission, and credit requirements, and revising or cancelling particular courses or programs - without prior notice.
- 2 . In the interpretation of academic regulations, the Senate is the final authority.
- 3 . Students are responsible for informing themselves of the University's procedures, policies and regulations, and the specific requirements associated with the degree, diploma, or certificate sought.
- 4 . All students registered at McGill University are considered to have agreed to act in accordance with the University procedures, policies and regulations.
- 5 . Although advice is readily available on request, the responsibility of selecting the appropriate courses for graduation must ultimately rest with the student.
- 6 . Not all courses are offered every year and changes can be made after publication. Always check the Minerva Class Schedule link at https://banweb.mcgill.ca/pban1/bwckschd.p_disp_dyn_sched for the most up-to-date information on whether a course is offered.
- 7 . The academic publication year begins at the start of the Fall semester and extends through to the end of the Winter semester of any given year. Students who begin study at any point within this period are governed by the regulations in the publication which came into effect at the start of the Fall semester.
- 8 . Notwithstanding any other provision of the publication, it is expressly understood by all students that McGill University accepts no responsibility to provide any course of instruction, program or class, residential or other services including the normal range of academic, residential and/or other services in circumstances of utility interruptions, fire, flood, strikes, work stoppages, labour disputes, war, insurrection, the operation of law or acts of God or any other cause (whether similar or dissimilar to those enumerated) which reasonably prevent their provision.

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

Publication Information

Published by

Enrolment Services

McGill University
3415 McTavish Street
Montreal, Quebec, H3A 1Y1
Canada

All contents copyright © 2011 by McGill University. All rights reserved, including the right to reproduce this publication, or portions thereof, in any form.

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

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

-
- 1 Dean's Welcome, page 9
 - 2 Graduate and Postdoctoral Studies, page 9
 - 2.1 Administrative Officers, page 9
 - 2.2 Location, page 9
 - 2.3 General Statement Concerning Higher Degrees, page 10
 - 3 Important Dates 2011-2012, page 10
 - 4 Graduate Studies at a Glance, page 10
 - 4.1 Graduate Diplomas and Certificates, page 12
 - 4.2 Master's Degrees, page 13
 - 4.3 Doctoral Degrees, page 17
 - 4.4 Postdoctoral Research, page 19
 - 5 Program Requirements, page 19
 - 5.1 Master's Degrees, page 19
 - 5.2 Doctoral Degrees, page 20
 - 5.3 Ad Hoc Programs, page 21
 - 5.4 Ad Personam Programs (Thesis Option only), page 21
 - 5.5 Coursework for Graduate Programs, Diplomas, and Certificates, page 21
 - 6 General Admission for Graduate Studies, page 21
 - 6.1 Application for Admission, page 21
 - 6.2 Admission Requirements (minimum requirements to be considered for admission), page 22
 - 6.3 Admission Tests, page 22
 - 6.4 Competency in English, page 22
 - 6.5 Admission to a Qualifying Program, page 23
 - 6.6 Admission to a Second Degree Program, page 23
 - 6.7 Admission to Two Degree Programs, page 23
 - 6.8 Admission to an Ad Personam Joint Program, page 24
 - 6.9 Admission to an Ad Hoc Program (Thesis), page 24
 - 6.10 Reinstatement and Admission of Former Students, page 24
 - 6.11 Deferral of Admission, page 24
 - 7 Fellowships, Awards, and Assistantships, page 24
 - 8 Postdoctoral Research, page 25
 - 8.1 Postdocs, page 25
 - 8.2 Guidelines and Policy for Academic Units on Postdoctoral Education, page 25
 - 8.3 Vacation Policy for Graduate Students and Postdocs, page 27
 - 8.4 Leave of Absence for Health and Parental/Familial Reasons, page 27
 - 8.5 Postdoctoral Research Trainees, page 27
 - 9 Graduate Studies Guidelines and Policies, page 28
 - 9.1 Guidelines and Regulations for Academic Units on Graduate Student Advising and Supervision, page 28
 - 9.2 Policy on Graduate Student Research Progress Tracking, page 30
 - 9.3 Vacation Policy for Graduate Students and Postdocs, page 30

-
- 9.4 Ph.D. Comprehensives Policy, page 30
 - 9.5 Graduate Studies Reread Policy, page 32
 - 9.6 Health and Parental/Familial Leave of Absence Policy, page 33
 - 9.7 Failure Policy, page 34
 - 9.8 Guideline on Hours of Work, page 34
 - 10 Research Policy and Guidelines, Patents, Postdocs, Associates, Trainees, page 34
 - 10.1 Policy on Research Ethics, page 34
 - 10.2 Regulations on Research Policy, page 34
 - 10.3 Policy on Research Integrity, page 34
 - 10.4 Guidelines for Research Involving Human Subjects, page 34
 - 10.5 Guidelines for Research with Animal Subjects, page 35
 - 10.6 Policy on Intellectual Property, page 35
 - 10.7 Regulations Governing Conflicts of Interest, page 35
 - 10.8 Safety in Field Work, page 35
 - 10.9 Office of Sponsored Research, page 35
 - 10.10 Postdocs, page 35
 - 10.11 Research Associates, page 35
 - 11 Desautels Faculty of Management, page 35
 - 11.1 Location, page 35
 - 11.2 About Desautels Faculty of Management, page 36
 - 12 M.B.A. Program, page 36
 - 12.1 Procedure for accepting an Offer of Admission to the M.B.A. Program, page 38
 - 12.2 Policies and Regulations of the M.B.A., page 38
 - 12.3 M.B.A. International Exchange Program, page 39
 - 12.4 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Finance (51 credits) , page 40
 - 12.5 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Global Strategy and Leadership (51 credits) , page 41
 - 12.6 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Marketing (51 credits) , page 42
 - 12.7 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Technology and Innovation Management (51 credits) , page 43
 - 12.8 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) Admission Requirements and Application Procedures, page 44
 - 12.8.1 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) (138 credits) , page 44
 - 12.9 M.D./M.B.A. Program Admission Requirements and Application Procedures, page 46
 - 12.9.1 M.D./M.B.A.; Management (Non-Thesis) (45 credits) , page 47
 - 12.10 M.B.A./Japan Admission Requirements and Application Procedures, page 48
 - 12.10.1 Master of Business Administration (M.B.A.); M.B.A./Japan (Non-Thesis) (51 credits) , page 48
 - 12.11 Joint Executive M.B.A. Admission Requirements and Application Procedures, page 48

-
- 12.11.1 Executive Master of Business Administration (E.M.B.A.); Joint Executive M.B.A. (Non-Thesis) (45 credits) , page 48
 - 13 Master of Management Programs Admission Requirements and Application Procedures, page 49
 - 13.1 Master of Management (M.M.M.); Manufacturing Management (Non-Thesis) (57 credits) , page 49
 - 13.2 Master of Management (M.M.); IMPM (Non-Thesis) (45 credits) , page 51
 - 13.3 Master of Management (M.M.); IMPMHL (Non-Thesis) (45 credits) , page 51
 - 14 Joint Ph.D. in Management Admission Requirements and Application Procedures, page 51
 - 14.1 Doctor of Philosophy (Ph.D.); Management , page 53
 - 15 Post-M.B.A. Certificate Admission Requirements and Application Procedures, page 54
 - 15.1 Graduate Certificate: Post-M.B.A. (15 credits) , page 54
 - 16 Diploma in Public Accountancy (Chartered Accountancy) Admission Requirements and Application Procedures, page 54
 - 16.1 Diploma in Public Accountancy (Chartered Accountancy) (30 credits) , page 56
 - 17 Desautels Faculty of Management Faculty, page 57

1 Dean's Welcome

To Graduate Students and Postdoctoral Fellows:

I am extremely pleased to welcome you to McGill University. With over 250 doctoral and master's degree programs, McGill is committed to providing world-class graduate education and postdoctoral training in a full range of academic disciplines and professions. Graduate and Postdoctoral Studies (GPS) provides strategic leadership and works in collaboration with the Faculties and other administrative and academic units to deliver the very highest level of teaching and research across the University. GPS is responsible for the admission and registration of graduate students, disbursing graduate fellowships, supporting postdoctoral fellows, and facilitating the graduation process, including the examination of theses.

As a student-centred research institution, McGill places singular importance upon the quality of graduate education and postdoctoral training. As Associate Provost (Graduate Education), as well as Dean of Graduate and Postdoctoral Studies, I work closely with the central administration, Faculties, graduate students, professors, researchers, postdoctoral fellows, and staff to enhance the graduate and postdoctoral experience and provide a supportive, stimulating, and enriching academic environment.

McGill is ranked as one of Canada's most intensive research universities and among the world's top 25. We recognize that these successes come not only from our outstanding faculty members, but also from the quality of our graduate students and postdoctoral fellows - a community into which we are very happy to welcome you.

I invite you to join us in advancing this heritage of excellence at McGill.

Martin Kreiswirth, Ph.D.

Associate Provost (Graduate Education)

Dean, Graduate and Postdoctoral Studies

2 Graduate and Postdoctoral Studies

2.1 Administrative Officers

Martin Kreiswirth; B.A.(Hamilton), M.A.(Chic.), Ph.D.(Tor.)	Associate Provost (Graduate Education) and Dean (Graduate and Postdoctoral Studies)
Heather Durham; M.Sc.(W. Ont.), Ph.D.(Alta.)	Associate Dean (Graduate and Postdoctoral Studies) (until Sept. 2011)
Meyer Nahon; B.Sc.(Qu.), M.Sc.(Tor.), Ph.D.(McG.), Eng.	Associate Dean (Graduate and Postdoctoral Studies)
Lisa deMena Travis; B.A.(Yale), Ph.D.(MIT)	Associate Dean (Graduate and Postdoctoral Studies) (as of Sept. 2011)
Shari Baum; B.A.(C'neil), M.Sc.(Vermont), Ph.D.(Brown)	Associate Dean (Graduate and Postdoctoral Studies)
Charlotte E. Légaré; B.Sc.(Montr.), M.Sc.(Sher.), M.B.A.(McG.)	Director (Graduate and Postdoctoral Affairs)
Lissa B. Matyas; B.F.A., M.Sc.(C'odia)	Director (Recruitment and Retention)

2.2 Location

James Administration Building, Room 400
845 Sherbrooke Street West
Montreal, QC H3A 2T5

Telephone: 514-398-3990

Fax: 514-398-1626

Email: servicepoint@mcgill.ca

Website: www.mcgill.ca/gps



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

2.3 General Statement Concerning Higher Degrees

Graduate and Postdoctoral Studies (GPS) administers all programs leading to graduate diplomas, certificates and higher degrees. It is responsible for the admission of candidates, the supervision of their work and for recommending to Senate those who may receive the degrees, diplomas and certificates.

3 Important Dates 2011-2012

For all dates relating to the academic year, consult www.mcgill.ca/importantdates.

4 Graduate Studies at a Glance

McGill University offers graduate and postdoctoral programs in the following units (organized by their administering home faculty):

Agricultural and Environmental Sciences

- : *Agricultural Economics*
- : *Animal Science*
- : *Bioresource Engineering*
- : *Dietetics and Human Nutrition*
- : *Food Science and Agricultural Chemistry*
- : *Natural Resource Sciences*
- : *Parasitology*
- : *Plant Science*

Arts

- : *Anthropology*
- : *Art History*
- Classics, see : *History and Classical Studies*
- : *Communication Studies*
- : *East Asian Studies*
- : *Economics*
- : *English*
- : *French Language and Literature*
- : *Geography*
- : *German Studies*
- : *Hispanic Studies*
- : *History and Classical Studies*
- : *Institute for the Study of International Development*
- : *Islamic Studies*
- : *Italian Studies*
- : *Jewish Studies*
- : *Linguistics*
- : *Mathematics and Statistics*
- : *Philosophy*

Arts

- : Political Science*
- : Psychology*
- : Russian and Slavic Studies*
- : Social Studies of Medicine*
- : Social Work*
- : Sociology*

Dentistry

- : Dentistry*

Desautels Faculty of Management

section 11: Desautels Faculty of Management

Education

- : Educational and Counselling Psychology*
- : Information Studies*
- : Integrated Studies in Education*
- : Kinesiology and Physical Education*

Engineering

- : Architecture*
- : Chemical Engineering*
- : Civil Engineering and Applied Mechanics*
- : Electrical and Computer Engineering*
- : Mechanical Engineering*
- : Mining and Materials Engineering*
- : Urban Planning*

Law

- : Law*

McGill School of Environment

- : Environment*

Medicine

- : Anatomy and Cell Biology*
- : Biochemistry*
- : Bioethics*
- : Biomedical Engineering*
- : Communication Sciences and Disorders*
- : Epidemiology and Biostatistics*
- Experimental Medicine, see *: Medicine, Experimental*
- : Human Genetics*
- : Medical Physics*

Medicine

- : Microbiology and Immunology*
- : Neuroscience (Integrated Program in)*
- : Nursing*
- : Occupational Health*
- : Otolaryngology – Head and Neck Surgery*
- : Pathology*
- : Pharmacology and Therapeutics*
- : Physical and Occupational Therapy*
- : Physiology*
- : Psychiatry*
- : Surgical Research*

Religious Studies

- : Religious Studies*

Schulich School of Music

- : Schulich School of Music*

Science

- : Atmospheric and Oceanic Sciences*
- : Biology*
- : Chemistry*
- : Computer Science*
- : Earth and Planetary Sciences*
- : Geography*
- : Mathematics and Statistics*
- : Physics*
- : Psychology*

4.1 Graduate Diplomas and Certificates

Graduate diplomas and graduate certificates are programs of study under the academic supervision of Graduate and Postdoctoral Studies. They have as a prerequisite an undergraduate degree in the same discipline.

McGill University offers other diploma and certificate programs under the supervision of the relevant faculties and their Calendars should be consulted for further details.

Graduate Diplomas are offered in:

Clinical Research (Experimental Medicine)	Primary Care Nurse Practitioner
Epidemiology and Biostatistics	Professional Performance
Islamic Studies	Public Accountancy (C.A.)
Library and Information Studies	Registered Dietician Credentialing (R.D.)
Mining Engineering	School and Applied Child Psychology (post-Ph.D.)
Nursing	Surgical Health Care Research

These diploma programs consist of at least two terms of full-time study or the equivalent.

Graduate Certificates are offered in:

Assessing Driving Capabilities	Educational Leadership 2
Air and Space Law	Library and Information Studies
Bioresource Engineering (IWRM)	Post-M.B.A.
Biotechnology	Teaching English as a Second Language
Comparative Law	Theory in Primary Care
Educational Leadership 1	Theory in Neonatology

All graduate regulations apply to graduate diploma and certificate candidates.

4.2 Master's Degrees

Two categories of programs lead to higher degrees at McGill University, master's programs, and doctoral programs.

The following master's degrees are offered (see below for more information about sub-specializations):	Prerequisites:
Master of Architecture (M.Arch)	M.Arch. (professional degree) – McGill B.Sc.(Arch.) degree, or equivalent; M.Arch. (post-professional degree) – an M.Arch. (professional degree) or equivalent professional degree.
Master of Arts (M.A.)	Bachelor of Arts in the subject selected for graduate work. See appropriate unit.
Master of Business Administration (M.B.A.)	An undergraduate degree from an approved university. See Management.
Joint program: Master of Business Administration (M.B.A.) with integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.)	See Management.
Concurrent Master of Business Administration with Doctor of Medicine / Master of Surgery (M.B.A. with M.D.,C.M.)	See Management.
Master of Manufacturing Management (M.M.M.)	See Management.
Master of Education (M.Ed.)	A bachelor's degree with specialization related to the subject chosen for graduate work, plus a Permanent Quebec Teaching Diploma or its equivalent for some of the above degrees. See appropriate department.
Master of Engineering (M.Eng.)	Bachelor of Engineering or equivalent, with specialization appropriate for the subject selected for graduate study. See appropriate department.
Master of Laws (LL.M.)	An acceptable degree in Law or equivalent qualifications. See Law.
Master of Library and Information Studies (M.L.I.S.)	At least a bachelor's degree from a recognized university. See Library and Information Studies.
Master of Management (M.M.)	See Management.
Master of Music (M.Mus.)	Bachelor of Music or Bachelor of Arts with concentration in the area selected for graduate study. See Music.
Master of Sacred Theology (S.T.M.)	B.A. with specialization in religious studies or theology. See Religious Studies.
Master of Science (M.Sc.)	Bachelor of Science in the subject selected for graduate work. See appropriate unit.
Master of Science, Applied (M.Sc.A.)	A bachelor's degree in the subject selected for graduate work. See appropriate unit.
Master of Science, Applied (OT) (M.Sc.A. (OT))	A bachelor's degree in the subject selected for graduate work. See appropriate unit.
Master of Science, Applied (PT) (M.Sc.A. (PT))	A bachelor's degree in the subject selected for graduate work. See appropriate unit.
Master of Social Work (M.S.W.)	Bachelor's degree in Social Work including courses in statistics and social science research methods. See Social Work.
Joint program: Master of Social Work (M.S.W.) with integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.)	See School of Social Work.
Master of Urban Planning (M.U.P.)	Bachelor's degree in any one of the following: Anthropology, Architecture, Economics, Civil Engineering, Geography, Law, Management, Political Science, Social Work, Sociology or Urban Planning, with adequate knowledge of quantitative techniques. See Urban Planning.

Master of Architecture Degrees

M.Arch. programs offered:

M.Arch. (professional degree) (Non-Thesis) in Design Studio and Design Studio – Directed Research

M.Arch. (post-professional degree) (Non-Thesis); specializations in Architectural History and Theory, Cultural Mediations and Technology, Urban Design and Housing

Master of Arts Degrees

Programs leading to the degree of Master of Arts are offered in the following areas:

Anthropology (Thesis and Non-Thesis); options in Development Studies, Environment, Gender and Women's Studies, Medical Anthropology

Art History (Non-Thesis); option in Gender and Women's Studies (Non-Thesis)

Classics (Thesis and Non-Thesis)

Communication Studies (Thesis and Non-Thesis); option in Gender and Women's Studies

Economics (Thesis and Non-Thesis); options in Development Studies (Non-Thesis) and Social Statistics (Non-Thesis)

Education (Thesis and Non-Thesis)

English (Thesis and Non-Thesis)

French (Thesis and Non-Thesis); option in Gender and Women's Studies

Geography; options in Development Studies, Environment, Gender and Women's Studies, Neotropical Environment, Social Statistics

German Studies (Thesis and Non-Thesis)

Hispanic Studies (Thesis and Non-Thesis)

History (Thesis and Non-Thesis); options in Development Studies (Thesis and Non-Thesis), European Studies (Thesis and Non-Thesis), Gender and Women's Studies (Thesis and Non-Thesis), History of Medicine (Non-Thesis)

Islamic Studies; option in Gender and Women's Studies

Italian Studies (Thesis and Non-Thesis)

Jewish Studies (Thesis and Non-Thesis)

Kinesiology and Physical Education (Thesis and Non-Thesis)

Linguistics (Non-Thesis)

Mathematics and Statistics (Thesis and Non-Thesis)

Music (Thesis and Non-Thesis)

Philosophy; option in Bioethics

Political Science (Thesis and Non-Thesis); options in Development Studies (Thesis and Non-Thesis), European Studies (Thesis and Non-Thesis), Gender and Women's Studies (Non-Thesis), Social Statistics (Non-Thesis)

Psychology

Religious Studies (Thesis and Non-Thesis); options in Bioethics and Gender and Women's Studies

Russian

Sociology (Thesis and Non-Thesis); options in Development Studies (Thesis and Non-Thesis), Environment, Gender and Women's Studies (Thesis and Non-Thesis), Medical Sociology (Thesis and Non-Thesis), Social Statistics (Non-Thesis), Neotropical Environment

Master of Business Administration Degrees

A program leading to the degree of Master of Business Administration (M.B.A.) is offered in the following concentrations:

Finance

Global Strategy and Leadership

Marketing

Technology and Innovation Management

An E.M.B.A. is also offered (joint with HEC).

Special programs:

M.B.A. with M.D.,C.M.

M.B.A. with B.C.L. and LL.B.

Master of Manufacturing Management (see Management and Mechanical Engineering)

Master's Degrees in Education

Three types of master's degrees are offered: M.A. (Thesis and Non-Thesis), M.Ed. (Non-Thesis) and M.Sc. (Thesis and Non-Thesis).

The M.A. may be taken in the following areas:

Counselling Psychology (Thesis and Non-Thesis): Counselling Psychology – Professional/Internship (Non-Thesis), Counselling Psychology – Project (Non-Thesis)

Education and Society (Thesis and Non-Thesis); options in Gender and Women's Studies (Thesis and Non-Thesis) and Jewish Studies (Thesis and Non-Thesis)

Educational Psychology (Thesis and Non-Thesis)
 Educational Leadership (Thesis, Non-Thesis, and Non-Thesis Coursework); option in Gender and Women's Studies (Thesis and Non-Thesis)
 Kinesiology and Physical Education (Thesis and Non-Thesis)
 Second Language Education (Thesis and Non-Thesis); option in Gender and Women's Studies (Thesis and Non-Thesis)
 Teaching and Learning (MATL) (Non-Thesis)

The M.Ed. may be taken in the following area:

Educational Psychology

The M.Sc. may be taken in the following area:

Kinesiology and Physical Education (Thesis and Non-Thesis)

Master's Degree in Engineering

Programs leading to the degree of Master of Engineering are offered in the following areas:

Aerospace Engineering (Project)
 Biomedical Engineering; option in Bioinformatics
 Chemical Engineering (Thesis and Project); option in Environmental Engineering (Project)
 Civil Engineering and Applied Mechanics (Thesis and Project); option in Environmental Engineering (Project)
 Electrical Engineering (Thesis and Project); option in Computational Science and Engineering
 Mechanical Engineering (Thesis and Project); option in Computational Science and Engineering
 Mining and Materials Engineering (Thesis and Non-Thesis); options in Environmental Engineering (Non-Thesis), Mining (Non-Thesis), and Metals and Materials (Non-Thesis)

Other degrees:

Master of Management (M.M.) is offered in Manufacturing Management (see Department of Mechanical Engineering and Faculty of Management).
 Master of Science (M.Sc.) is offered in Chemical Engineering, Civil Engineering, Mechanical Engineering, and Mining and Materials.

Master's Degrees in Law

The degree of Master of Laws is offered in:

Law (Thesis and Non-Thesis); options in Bioethics, Comparative Law (Thesis and Non-Thesis), Environment (Thesis and Non-Thesis), and European Studies
 Air and Space Law (Thesis and Non-Thesis)

Master of Library and Information Studies Degree

The Graduate School of Library and Information Studies offers a postgraduate professional program in librarianship. Two years of full-time study or the equivalent are required.

Master's Degrees in Music

Programs leading to the degrees of Master of Arts and Master of Music are offered in the Faculty of Music.

The M.A. may be taken in:

Music Technology
 Musicology (Thesis and Non-Thesis); option in Gender and Women's Studies
 Music Education (Thesis and Non-Thesis)
 Theory (Thesis and Non-Thesis); option in Gender and Women's Studies

The M.Mus. may be taken in:

Composition
 Performance (various options) (Non-Thesis)
 Sound Recording (Non-Thesis)

Applicants to the Performance program are required to pass auditions in their speciality.

Master's Degrees in Nursing

Two types of master's degrees are offered: Master of Science (Applied) and Master of Science (with thesis). These two-year programs are designed to prepare clinicians and researchers for the expanding function of nursing within the health care delivery system.

Master's Degrees in Religious Studies

A program leading to the degree of Sanctae Theologiae Magister (S.T.M.) is given in the Faculty of Religious Studies. This degree is primarily for those who intend to enter the ministry of the Christian Church or another religious institution, or to proceed to teaching in schools. A Master of Arts program (thesis and non-thesis) is also available.

Master of Science Degrees

Programs leading to the degree of Master of Science are provided in the following areas:

Agricultural Economics
 Animal Science
 Atmospheric and Oceanic Science; options in Computational Science and Engineering, and Environment
 Biochemistry; options in Bioinformatics, and Chemical Biology
 Biology; options in Bioinformatics, Environment, and Neotropical Environment
 Bioresource Engineering; options in Environment, Integrated Water Resource Management (Non-Thesis), and Neotropical Environment
 Cell Biology and Anatomy
 Chemical Engineering
 Chemistry; option in Chemical Biology
 Civil Engineering and Applied Mechanics
 Communication Sciences and Disorders
 Computer Science (Thesis and Non-Thesis); options in Bioinformatics, and Computational Science and Engineering
 Dental Science (Thesis and Non-Thesis); option in Oral and Maxillofacial Surgery
 Earth and Planetary Sciences; option in Environment
 Entomology; options in Environment, and Neotropical Environment
 Epidemiology and Biostatistics (Thesis and Non-Thesis); option in Environment (Non-Thesis)
 Food Science and Agricultural Chemistry (Thesis and Non-Thesis)
 Geography; options in Environment, and Neotropical Environment
 Genetic Counselling (Non-Thesis)
 Human Genetics; option in Bioinformatics
 Human Nutrition
 Kinesiology and Physical Education (Thesis and Non-Thesis)
 Mathematics and Statistics (Thesis and Non-Thesis); options in Bioinformatics, and Computational Science and Engineering
 Mechanical Engineering
 Medical Radiation Physics
 Medicine, Experimental; options in Bioethics, Environment, and Family Medicine
 Microbiology and Immunology
 Microbiology (Macdonald Campus); option in Environment
 Mining and Materials Engineering
 Neuroscience
 Nursing
 Otolaryngology
 Parasitology; options in Bioinformatics, and Environment
 Pathology
 Pharmacology and Therapeutics; option in Chemical Biology
 Physics
 Physiology; option in Bioinformatics
 Plant Science; options in Bioinformatics, Environment, and Neotropical Environment
 Psychiatry
 Psychology
 Rehabilitation Sciences (Thesis and Non-Thesis)
 Renewable Resources; options in Environment, Environmental Assessment (Non-Thesis), and Neotropical Environment
 Surgery, Experimental

Master of Science, Applied, Degrees

This degree was designed to provide postgraduate training of a professional and vocational character, with less emphasis on theoretical knowledge and research than in Master of Science programs, but with no lower standards either for admission or completion of requirements. Two years of full-time study or equivalent are normally required with an emphasis on coursework.

Programs are available in:

Animal Science
 Bioresource Engineering; options in Environment, Environmental Engineering, and Neotropical Environment
 Biotechnology
 Chemistry

Communication Sciences and Disorders
 Human Nutrition
 Nursing
 Occupational Health
 Occupational Therapy
 Plant Science
 Physical Therapy

Other degrees:

Master of Science, Applied (OT)
 Master of Science, Applied (PT)

Master of Social Work Degrees

The M.S.W. degree (Thesis and Non-Thesis options) represents a second level of professional study in which students build competence in a chosen field of practice.

Special program:

M.S.W. with B.C.L. and LL.B.

Master of Urban Planning Degree

The program requires a minimum of two years residence and a three-month internship with a member of a recognized planning association.

Options: Transportation Planning and Urban Design.

4.3 Doctoral Degrees

Two categories of programs lead to higher degrees at McGill University: master's programs and doctoral programs.

The following doctoral degrees are offered (see below for more information about sub-specializations): Prerequisites:

Doctor of Civil Law (D.C.L.)	B.C.L. or LL.B. and usually LL.M. See Law.
Doctor of Music (D.Mus.)	M.A. in Composition (D.Mus. in Composition) or an master's degree in Performance, and professional and teaching experience (D.Mus. in Performance). See Music.
Doctor of Philosophy (Ph.D.)	An undergraduate degree relevant to the subject chosen for graduate work. Some departments require all Ph.D. candidates to hold a master's degree in the same subject. Departments may recommend to Graduate and Postdoctoral Studies that candidates of undoubted promise should be allowed to proceed directly to the Ph.D. degree without being required to submit a master's thesis.

Doctor of Civil Law Degrees

Doctoral programs are offered in Air and Space Law and Law (Comparative Law). Both are predominantly research degrees awarded on the basis of a thesis that represents an original contribution to the development of legal science.

Doctor of Music Degrees

The Doctor of Music degree is offered in Composition. The Doctoral thesis consists of a musical composition of major dimensions together with a written analysis of the work. The composition is presented by the candidate in concert. The regulations set forth for the Ph.D. generally apply also to the D.Mus.

The Doctor of Music degree is also offered in Performance. It is offered to professional musicians who wish to teach at the university level and to develop a specialization in a particular repertoire, approach, or discipline (musicology, music theory, music education and pedagogy, or music technology).

Doctor of Philosophy Degrees

Programs leading to the degree of Doctor of Philosophy are offered in the following areas:

Anatomy and Cell Biology
 Animal Science; option in Bioinformatics
 Anthropology; option in Neotropical Environment
 Architecture
 Art History; option in Gender and Women's Studies
 Atmospheric and Oceanic Sciences
 Biochemistry; options in Bioinformatics, and Chemical Biology

Biology; options in Bioinformatics, Developmental Biology, Environment, and Neotropical Environment
 Biomedical Engineering; option in Bioinformatics
 Bioresource Engineering; options in Environment, and Neotropical Environment
 Chemical Engineering
 Chemistry; option in Chemical Biology
 Civil Engineering and Applied Mechanics
 Classics
 Communication Studies; option in Gender and Women's Studies
 Communication Sciences and Disorders; option in Language Acquisition
 Computer Science; option in Bioinformatics
 Counselling Psychology
 Earth and Planetary Sciences; option in Environment
 Economics
 Educational Psychology
 Educational Studies; option in Gender and Women's Studies
 Electrical Engineering
 English
 Entomology; options in Environment, and Neotropical Environment
 Epidemiology and Biostatistics
 Food Science and Agricultural Chemistry
 French; option in Gender and Women's Studies
 Geography; options in Environment, Gender and Women's Studies, and Neotropical Environment
 German
 Hispanic Studies
 History
 Human Genetics; option in Bioinformatics
 Human Nutrition
 Information Studies
 Islamic Studies; option in Gender and Women's Studies
 Linguistics; option in Language Acquisition
 Management
 Mathematics and Statistics; option in Bioinformatics
 Mechanical Engineering
 Medicine, Experimental; option in Environment
 Microbiology and Immunology
 Microbiology (Macdonald Campus); options in Bioinformatics, and Environment
 Mining and Materials Engineering
 Music; option in Gender and Women's Studies
 Neuroscience
 Nursing; option in Psychosocial Oncology
 Occupational Health Sciences
 Parasitology; options in Bioinformatics, and Environment
 Pathology
 Pharmacology and Therapeutics; option in Chemical Biology
 Philosophy; options in Environment, and Gender and Women's Studies
 Physics
 Physiology; option in Bioinformatics
 Plant Science; options in Bioinformatics, Environment, and Neotropical Environment
 Political Science
 Psychology; options in Language Acquisition, and Psychosocial Oncology
 Rehabilitation Science
 Religious Studies; option in Gender and Women's Studies
 Renewable Resources; options in Environment, and Neotropical Environment
 Russian
 School/Applied Child Psychology
 Social Work
 Sociology; options in Environment, and Gender and Women's Studies
 Surgery, Experimental

The following joint Ph.D. programs are offered:

Nursing (McGill/Université de Montréal)
 Management (McGill/Concordia/H.E.C./UQAM)
 Social Work (McGill/Université de Montréal)

4.4 Postdoctoral Research

See [section 8: Postdoctoral Research](#) for information about postdoctoral research at McGill University.

5 Program Requirements

5.1 Master's Degrees

Residence Requirements – Master's Degrees

Refers to the number of terms (or years) students must be registered on a full-time basis to complete their program. Students are NOT permitted to graduate until they have fulfilled the residence requirement (or paid the corresponding fees) in their program.

- The following master's programs have a minimum residence requirement of **three full-time terms**: M.Arch, M.A., M.Eng., LL.M., M.Mus. (**except** M.Mus. in Sound Recording), M.Sc., M.S.W., M.Sc.A. (**except** M.Sc.A. in Communication Sciences and Disorders).
- The following master's programs have a **minimum** residence requirement of **four full-time terms**: M.L.I.S.; M.Mus. in Sound Recording; M.U.P.; M.A. (60 credits – Counselling Psychology – thesis; 78 credits – Educational Psychology); M.A. Teaching and Learning – Non-Thesis; M.Sc.A. in Communication Sciences and Disorders; S.T.M., Religious Studies.
- The residence requirement for the master's program in Education (M.Ed.); Library and Information Studies (M.L.I.S.); Management (M.B.A.); Religious Studies (S.T.M.); M.A. Counselling Psychology – Non-Thesis; M.A. Teaching and Learning – Non-Thesis; M.Sc. in Public Health – Non-Thesis; M.Sc.A. Nursing; M.Sc.A. Occupational Therapy; M.Sc.A. Physical Therapy; and students in part-time programs is determined on a per course basis. Residence requirements are fulfilled when students complete all course requirements in their respective programs.
- For master's programs structured as Course, Project or Non-Thesis options where the program is pursued on a part-time basis, residence requirements are normally fulfilled when students complete all course requirements in their respective programs (minimum 45 credits or a minimum of three full-time terms) and pay the fees accordingly.

These designated periods of residence represent minimum time requirements. There is no guarantee that the work for the degree can be completed in this time. Students must register for such additional terms as are needed to complete the program.

Coursework – Master's Degrees

Program requirements are outlined in the relevant departmental sections of the Graduate and Postdoctoral Studies Calendar available at www.mcgill.ca/study.

The department concerned will examine the student's previous training and then decide which of the available courses in the area of specialization or related fields are required to bring the candidate to the proper level for the master's degree. Due account will be taken of relevant courses passed at any recognized university.

As a rule, no more than one-third of the McGill program formal coursework (not thesis, project, stage, or internship) can be credited with courses from another university.

Non-thesis degrees normally specify the course program which the candidate must follow.

The candidate is required to pass, with a mark of B- or better, all those courses which have been designated by the department as forming a part of the program, including additional requirements.

Students taking courses at another university must obtain a minimum grade of B- (65%) if the course is to be credited toward their McGill degree. In the cases where only a letter grade is used, a B- is the minimum passing grade and no equivalent percentage will be considered. In the cases where only a percentage grade is used, 65% is the minimum passing grade.

If courses were not used for a degree, they could be **credited** toward a McGill degree keeping in mind that a maximum of one-third of the course work (not thesis, project, stage, internship, and practicum) can be credited. If an **exemption** is granted, it must be replaced by another graduate course at McGill toward the degree. No double counting is ever allowed. This regulation also applies to doctoral programs.

Research and Thesis – Master's Degrees

All candidates for a research degree must present a thesis based on their own research. The total number of credits allotted to the thesis in any master's program must not be less than 24. The title of the thesis and names of examiners must be forwarded on a *Nomination of Examiners* form, in accordance with the dates on www.mcgill.ca/importantdates, through the Chair of the department concerned at the same time as the thesis is submitted to Graduate and Postdoctoral Studies. A thesis for the master's degree, while not necessarily requiring an exhaustive review of work in the particular field of study, or a great deal of original scholarship, must show familiarity with previous work in the field and must demonstrate the ability to carry out research and to organize results, all of which must be presented in good literate style. The thesis will not normally exceed 100 pages; in some disciplines, shorter texts are preferred. Guidelines and deadlines are available at www.mcgill.ca/gps/students/thesis/guidelines.

Language Requirements – Master's Degrees

Most master's degree programs do not include language requirements, but candidates who intend to proceed to a doctoral degree should take note of any language requirements and are strongly advised to take the examinations in at least one language while working for the master's degree.

5.2 Doctoral Degrees**Residence Requirements – Doctoral**

Refers to the numbers of terms (or years) students must be registered on a full-time basis to complete their program. Students are not permitted to graduate until they have fulfilled the residence requirement (or paid the corresponding fees) in their program.

Candidates entering Ph.D. 1 must follow a program of at least three years residency at the University; this is a minimum requirement, and there is no guarantee that the work of the degree can be completed in this time, but students are expected to complete within the maximum specified period. Only exceptional candidates holding a bachelor's degree will be considered for direct admission to Ph.D. 1 level.

It is required that candidates spend the greater part of each summer working on their theses, and those who do not do so are unlikely to complete a satisfactory thesis in the prescribed minimum time (see "Vacation Policy for Graduate Students and Postdocs").

A student who has obtained a master's degree at McGill University or at an approved institution, in a relevant subject and is proceeding to a Ph.D. degree will, on the recommendation of the department, be admitted to Ph.D. 2; in this case, the residency requirement for the program is two years.

In the doctoral program, students must be registered on a full-time basis for one more year after completion of the residency (i.e., Ph.D. 4 year) before continuing as additional session students until completion of the program.

Note: The master's degree must have been awarded before initial registration in the doctoral program; otherwise, the admission level will be at Ph.D. 1 and residency will be extended to three years. Once the level of admission is approved by Graduate and Postdoctoral Studies, it will not be changed after obtaining the master's degree if the date falls after registration in the program. If a previous awarded degree is a condition of admission, it must be fulfilled before registration in another program.

As a rule, no more than one-third of the McGill program formal coursework can be credited with courses from another university.

Comprehensive Examinations – Doctoral

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

Language Requirements – Doctoral

Most graduate departments in the Faculties of Agricultural and Environmental Sciences, Education, Engineering, Management, Medicine, and Science do not require a language examination. Students should inquire in their departments if there are any such requirements or whether any other requirements have been substituted for those relating to languages.

Graduate departments in the Faculties of Arts, Music and Religious Studies usually require proficiency in one or two languages other than English. In all cases **students should consult departmental regulations concerning language requirements.**

Language requirements for the Ph.D. degree are met through demonstrated reading knowledge. The usual languages are French, German, or Russian, but in particular instances another language may be necessary.

All language requirements must be fulfilled and the marks reported to Graduate and Postdoctoral Studies **before** submission of the thesis to GPS (Thesis Section).

Students must contact their departments to make arrangements to take the Language Reading Proficiency Examinations. Students may, however, demonstrate competence by a pass standing in two undergraduate language courses taken at McGill (see departmental regulations).

Candidates are advised to discharge their language requirements as early in their program as possible.

Students expecting to enrol in Professional Corporations in the province of Quebec are advised to become fluent in both spoken and written French.

Courses in French language are available at the English and French Language Centre. The teaching is intensive and class sizes are kept small. While undergraduate students are given preference, graduate students who are certain they can devote sufficient time to the work may enrol.

Thesis – Doctoral

The thesis for the Ph.D. degree must display original scholarship expressed in good literate style and must be a distinct contribution to knowledge. **Formal notice of a thesis title and names of examiners must be submitted to the Thesis Section of GPS on the *Nomination of Examiners* form in accordance with the dates on www.mcgill.ca/importantdates, at the same time as the thesis is submitted.** The list of examiners must be approved by the Department Chair, the supervisor and the student. The Thesis Section of GPS should be notified of any subsequent change of title as early as possible. Guidelines and deadlines are available at www.mcgill.ca/gps/students/thesis/guidelines.

Seven copies of the thesis must be provided by the candidate. Of these, two copies will be retained by the University and five copies returned to the candidate. Some departments may require one or more additional copies. The final corrected copy is submitted electronically.

Special regulations for the Ph.D. degree in particular departments are stated in the entries of those departments.

Thesis Oral Examination – Doctoral

After the thesis has been received and approved, a final oral examination is held on the subject of the thesis and subjects intimately related to it. This is conducted in the presence of a Committee of at least five members presided over by a Pro-Dean nominated by Graduate and Postdoctoral Studies. The Chair of the candidate's department and the Thesis Supervisor are regularly invited to be members of the Committee; at least one member of the Committee is appointed from outside the candidate's department. Guidelines are available at www.mcgill.ca/gps/students/thesis/guidelines.

5.3 Ad Hoc Programs

In exceptional cases, an applicant who wishes to pursue a master's (Thesis option only) or Ph.D. program in an academic department which is not currently authorized by the *Ministère de l'Éducation, du Loisir et du Sport* (MELS) to offer graduate programs, may be admitted to an *Ad Hoc* program. The application, including a research proposal, is examined by an Admissions Committee in the department which has familiarity with the proposed research area and experience in directing graduate studies.

Once the Admissions Committee makes a favourable recommendation, Graduate and Postdoctoral Studies confirms an Advisory Committee (recommended by the academic unit) to be responsible for program planning and monitoring of research progress. The regulations are fully described in the document "Procedures for Admission in *Ad Hoc* Master's and Doctoral Programs", available from GPS.

5.4 Ad Personam Programs (Thesis Option only)

In very rare circumstances, an applicant who wishes to engage in master's (Thesis option only) or Ph.D. studies of an interdisciplinary nature involving joint supervision by two departments, each of which is authorized by the *Ministère de l'Éducation, du Loisir et du Sport* (MELS) to offer its own graduate programs, may be admitted to an *Ad Personam* program. The regulations are fully described in a document available from GPS.

5.5 Coursework for Graduate Programs, Diplomas, and Certificates

Upper-level undergraduate courses (excluding 500-level) may not be considered for degrees, diplomas, and certificates unless they are already listed as required courses in the approved program description. If an upper-level undergraduate course (excluding 500-level) is taken by a graduate student, it must come as a recommendation from the Graduate Program Director in the department. The recommendation must state if the undergraduate course is an additional requirement for the program (must obtain B- or better) or if the course is extra to the program (will be flagged as such on the record and fees will be charged). See document at www.mcgill.ca/gps/staff/registration.

English and French language courses offered by the French Language Centre (Faculty of Arts) or the School of Continuing Studies may not be taken for coursework credits toward a graduate program.

All substitutions for coursework in graduate programs, diplomas, and certificates must be approved by GPS.

Courses taken at other institutions to be part of the requirements of a program of studies must be approved by GPS before registration. Double counting is not permitted.

6 General Admission for Graduate Studies



Note: The following admission requirements and application procedures are the minimum standard for applicants to McGill's Graduate and Postdoctoral Studies programs. Some graduate units may require additional qualifications or a higher minimum CGPA; prospective students are strongly urged to consult the unit concerned regarding specific requirements set for their program of interest.

Website: www.mcgill.ca/gradapplicants

Email: servicepoint@mcgill.ca

Deadline: Admission to graduate studies operates on a rolling basis; complete applications and their supporting documentation must reach departmental offices on or before the date for guaranteed consideration specified by the department. To be considered for entrance fellowships, where available, applicants must verify the deadlines with individual departments. Meeting minimum admission standards does not guarantee admission.

6.1 Application for Admission

Application information and the online application form are available at www.mcgill.ca/gradapplicants/apply. Applicants (with some exceptions) are required to ask two instructors familiar with their work to send letters of recommendation. All applicants must themselves send, or ask the appropriate university authorities to send, two official or certified copies of their complete academic record from each university-level institution attended to date. McGill graduates do not need to submit McGill transcripts. Letters of recommendation and official transcripts must be sent **directly** to the department concerned. Please note

that all documents submitted to McGill University in support of an application to be admitted, including, but not limited to transcripts, diplomas, letters of reference and test scores, become the property of McGill University and will not be returned to the applicant or issuing institution under any circumstance.

A **non-refundable** fee of \$100 in Canadian funds **must** accompany each application, otherwise **it cannot be submitted**. This sum must be paid by credit card and is non-refundable when submitting the online application form. Candidates for Special, Visiting Student, and Qualifying status must apply and pay the application fee every year (i.e., every Fall term).

It is recommended that applicants submit a list of the titles of courses taken in the major subject, since transcripts often give code numbers only. **Transcripts written in a language other than English or French must be accompanied by a translation prepared by a licensed translator.** An explanation of the grading system used by the applicant's university is essential. The applicant should also indicate the major subject area in which further study is desired.

Completed applications, with supporting documents, must reach departmental offices according to individual department dates for guaranteed consideration. Applicants should contact the department concerned, or see: www.mcgill.ca/gradapplicants/programs. International students are advised to apply well in advance of the date for guaranteed consideration as immigration procedures may be lengthy. Applications received after the prescribed dates for guaranteed consideration may or may not be considered, at the discretion of the department. Candidates will be notified of acceptance or refusal by Graduate and Postdoctoral Studies as quickly as possible.

Admission to graduate programs at McGill is highly competitive and the final decision rests with Graduate and Postdoctoral Studies. Admission decisions are not subject to appeal or reconsideration.

6.2 Admission Requirements (minimum requirements to be considered for admission)

Applicants should be graduates of a university of recognized reputation and hold a bachelor's degree equivalent to a McGill degree in a subject closely related to the one selected for graduate work. This implies that about one-third of all undergraduate courses should have been devoted to the subject itself and another third to cognate subjects.

The applicant must present evidence of academic achievement: a minimum standing equivalent to a cumulative grade point average (CGPA) of 3.0 out of a possible 4.0 or a CGPA of 3.2/4.0 for the last two full-time academic years. High grades are expected in courses considered by the department to be preparatory to the graduate program. Some departments impose additional or higher requirements.

See www.mcgill.ca/gradapplicants/apply/prepare/requirements/international-degree-equivalency for information on mark/grade equivalencies and degree requirements from countries in Europe and around the world.

Admission to graduate programs at McGill is highly competitive and the final decision rests with Graduate and Postdoctoral Studies. Admission decisions are not subject to appeal or reconsideration.

6.3 Admission Tests

Graduate Record Examination (GRE)

The Graduate Record Examination (GRE) (Educational Testing Service, Princeton, NJ 08540) consists of a relatively advanced test in the candidates' specialty, and a general test of their attainments in several basic fields of knowledge for which no special preparation is required or recommended. It is offered at many centres, including Montreal, several times a year; the entire examination takes about eight hours, and there is a registration fee. Refer to www.ets.org/gre for further information. Only some departments require applicants to write the GRE examination, but all applicants who have written either the general aptitude or the advanced test are advised to submit the scores along with their other admission material.

This credential is of special importance in the case of applicants whose education has been interrupted, or has not led directly toward graduate study in the subject selected. In such cases the department has the right to insist on a report from the Graduate Record Examination or some similar test. High standing in this examination will not by itself guarantee admission. The Miller Analogies Test may be used similarly. Some departments of the Faculty of Education also require the taking of various tests.

Graduate Management Admissions Test (GMAT)

Applicants to graduate programs in Management must submit scores from the Graduate Management Admissions Test (GMAT). The test is a standardized assessment offered by the Graduate Management Admission Council to help business schools assess candidates for admission. For further information see www.mba.com/mba/thegmat.

6.4 Competency in English

Applicants to graduate studies must demonstrate an adequate level of proficiency in English **prior to admission**, regardless of citizenship status or country of origin.

Normally, applicants meeting any one of the following conditions are NOT required to submit proof of proficiency in English:

1. Mother tongue (language first learned and still used on a daily basis) is English.
2. Has obtained (or is about to obtain) an undergraduate or graduate degree from a recognized foreign institution where English is the language of instruction.
3. Has obtained (or is about to obtain) an undergraduate or graduate degree from a recognized institution in Canada or the United States of America (anglophone or francophone).

4. Has lived and attended university, or been employed, for at least four consecutive years, in a country where English is the acknowledged primary language.

Applicants who do not meet any of the above-listed conditions must demonstrate proficiency in English using *one* of the following options:

1. TOEFL (Test of English as a Foreign Language): minimum acceptable scores are

Competency in English		
iBT (Internet-based test)	PBT (paper-based test)	CBT (computer-based test)*
86 overall, (no less than 20 in each of the four component scores)	550	* The CBT is no longer being offered and CBT results are no longer considered valid, or being reported by ETS.
N.B. an institutional version of the TOEFL is not acceptable.		

2. IELTS (International English Language Testing System): a band score of 6.5 or greater.
3. MELAB (Michigan English Language Assessment Battery): a mark of 85% or higher.
4. University of Cambridge ESOL Certificate in Advanced English (CAE): a grade of "B" (Good) or higher.
5. University of Cambridge ESOL Certificate of Proficiency in English (CPE): a grade of "C" (Pass) or higher.
6. Edexcel London Test of English - Level 5 - with an overall grade of at least "Pass".
7. McGill Certificate of Proficiency in English or McGill Certificate of Proficiency - English for Professional Communication: Certificate of Proficiency awarded. McGill Certificate of Proficiency in English or McGill Certificate of Proficiency - English for Professional Communication: Certificate of Proficiency awarded.

In each case, applicants must ensure that official test results are sent to McGill directly by the testing service. Applications cannot be considered if test results are not available. These scores are general minima; some departments may set higher requirements.

Revised – July 2008

6.5 Admission to a Qualifying Program

Some applicants whose academic degrees and standing entitle them to serious consideration for admission to graduate studies, but who are considered inadequately prepared in the subject selected may be admitted to a Qualifying Program for a Master's. The undergraduate-level courses to be taken in a Qualifying Program will be prescribed by the department concerned.

Qualifying students are registered in graduate studies, **but not as candidates for a degree**. Only one qualifying year (i.e., two full-time terms) is permitted.

In all cases, after the completion of a qualifying year or term, an applicant interested in commencing a degree program must apply for admission by the dates for guaranteed consideration. Successful completion of the work in the Qualifying Program (B- in all courses) does not automatically entitle the student to proceed toward a degree. Qualifying year students must apply for admission to the program for which they seek qualification.

In cases where a department recommends a change of registration from Qualifying Program (Fall) to Master's Degree First Year (Winter), **students must apply to the degree program by the Winter departmental dates for guaranteed consideration**. A Qualifying-Year applicant admitted to a Winter term as a first term of studies must apply for admission for a Fall term as his/her second term of studies.

Students who are ineligible for a Qualifying Program may apply to the appropriate undergraduate faculty for admission as regular or special students, and seek admission to graduate studies at a later date. The normal admission requirements must be met and the usual procedures followed.

6.6 Admission to a Second Degree Program

A candidate with a given higher degree may apply for admission to a second degree program at the same level but **in a different subject**. The normal admission requirements must be met and all the usual procedures followed.

6.7 Admission to Two Degree Programs

Students may, with special permission granted by Graduate and Postdoctoral Studies, be admitted to two degree programs or to two departments or faculties. Students are **never** permitted to pursue two **full-time** degree programs concurrently.

6.8 Admission to an Ad Personam Joint Program

Ad Personam joint graduate programs are restricted to master's Thesis option and Ph.D. programs. Students shall be admitted and registered by one department, to be known as the "first department". Approval for the joint program must be obtained from Graduate and Postdoctoral Studies. The request shall be signed by the Chairs of both departments involved and shall explicitly list the conditions imposed by the second department. The student shall undertake research under the joint supervision of both departments.

Students shall fulfil the degree requirements of the first department and shall complete all the requirements specified by the second department in the request for admission. This program is described in more detail in a document available from GPS.

6.9 Admission to an Ad Hoc Program (Thesis)

In exceptional cases, admission to an *Ad Hoc* program (Thesis) may be considered. Before Graduate and Postdoctoral Studies will authorize the admission of a student into an *Ad Hoc* program, it must receive a favourable report from a departmental committee constituted to examine the program in question.

Candidates, through the supervisor designated by the academic department most closely related to their research field, must submit a research proposal, an outline of the coursework needed including a comprehensive examination (for doctoral programs) in the relevant field, and the list of four supervisory committee members.

Once the request has been approved, the candidate may register following all the regular procedures. A fuller description of the admission procedure is available from GPS.

6.10 Reinstatement and Admission of Former Students

Students who have not been registered for a period of less than two years and who have not officially withdrawn from the University by submitting a signed Withdrawal Form to Graduate and Postdoctoral Studies are eligible to be considered for reinstatement into their program. The student's department must recommend, in writing, that the student be reinstated, stipulating any conditions for reinstatement that it deems appropriate. The final decision rests with GPS. Normally, GPS will approve the departmental recommendation. If the student's department chooses not to recommend reinstatement, the student may appeal to the Associate Dean (Graduate and Postdoctoral Studies). The decision of the Associate Dean (Graduate and Postdoctoral Studies) shall be final and not subject to further appeal.

Reinstatement fees will be charged in addition to the fees due for the academic session into which the student has been reinstated. The amount of the reinstatement fees is the tuition portion of fees owed for all unregistered terms, up to a maximum of two years just prior to the term of reinstatement.

If an individual has not registered for a period of more than two years, their student file will be closed. These individuals and those who have formally withdrawn may be considered for admission. Applicants' admission applications will be considered as part of the current admission cycle, in competition with other people applying during that cycle and in accordance with current graduate admission procedures and policies.

Procedure: Requirements for completion of the program will be evaluated. Some of these requirements may need to be redone or new ones may be added. Applicants must inquire about the fees that will be charged.

Revised – Council of February 9, 2004.

6.11 Deferral of Admission

Under exceptional circumstances, an admission for a particular semester can be considered for a deferral. This can be considered only if the student has not registered. If the student has already registered, no deferral can be granted. The student must withdraw from the University and apply for admission to a later term.

7 Fellowships, Awards, and Assistantships

Graduate and Postdoctoral Studies
(Fellowships and Awards Section)
James Administration Building, Room 400
845 Sherbrooke Street West
Montreal, QC H3A 2T5
Telephone: 514-398-3990
Fax: 514-398-2626

Email: graduate.fellowships@mcgill.ca

Website: www.mcgill.ca/gps/students (under Fellowships and Awards)

Graduate Fellowships and Awards Calendar: <http://coursecalendar.mcgill.ca/fellowships201112/wwhelp/wwhimpl/js/html/wwhelp.htm>

The Fellowships and Awards Section of Graduate and Postdoctoral Studies provides processing services for many sources of support for Canadian and non-Canadian students, both new to McGill and continuing. Further information on these and other sources of funding can be found in various publications on the Fellowships and Awards web pages. The *Graduate Fellowships and Awards Calendar* lists all internal awards as well as numerous external awards.

Entrance Fellowships are awarded on the basis of the application for admission, upon nomination by academic departments. Most internal fellowships are awarded in this manner – please contact the proposed academic department directly for further information.

Research Assistantships, Teaching Assistantships, and stipends from professors' research grants are handled by individual academic departments at McGill. Fellowships, assistantships, and stipends are used to make funding packages for graduate students. All assistantship and stipend inquiries should be directed to departments.

A small number of citizens from countries whose governments have entered into agreements on tuition fees with Quebec may be exempted from the supplemental tuition fees normally required of international students. All French citizens and a limited number of citizens of a country in the list, which can be found at www.mels.gouv.qc.ca/ens-sup/ens-univ/droits_scolaire-A_pays-organisations.pdf, are eligible for such exemptions. For more information and the necessary application materials, see this MELS website: www.mels.gouv.qc.ca/international/index_en.asp?page=progExemp. The list of organizations where students should apply can be accessed from this website.

Differential Fee Waivers (DFW's) for international students provide eligible non-Canadian graduate students with waivers of the international tuition fee supplement. There are no application forms for differential fee waivers, since these are awarded on the basis of departmental nominations made to the Fellowships and Awards Section. Eligible students should contact their McGill department.

8 Postdoctoral Research

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

8.1 Postdocs

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

Postdocs must be appointed by their department and registered with Graduate and Postdoctoral Studies in order to have access to University facilities (library, computer, etc.).

8.2 Guidelines and Policy for Academic Units on Postdoctoral Education

The general guidelines listed below are meant to encourage units to examine their policies and procedures to support postdoctoral education. Every unit hosting Postdocs should have explicitly stated policies and procedures for the provision of postdoctoral education as well as established means for informing Postdocs of policies, procedures, and privileges (e.g., orientation sessions, handbooks, etc.), as well as mechanisms for addressing complaints. Academic units should ensure that their policies, procedures and privileges are consistent with these guidelines and the Charter of Students' Rights. For their part, Postdocs are responsible for informing themselves of policies, procedures and privileges.

1. Definition and Status

i. Postdoctoral status will be recognized by the University in accordance with Quebec provincial regulations. Persons may only be registered with postdoctoral status for a period of up to five years from the date they were awarded a Ph.D. or equivalent degree. Time allocated to parental or health leave is added to this period of time. Leaves for other reasons, including vacation leave, do not extend the term. Postdocs must do research under the supervision of a McGill professor, including Adjunct Professors, who are a member of McGill's academic staff qualified in the discipline in which training is being provided and with the abilities to fulfil responsibilities as a supervisor of the research and as a mentor for career development. They are expected to be engaged primarily in research with minimal teaching or other responsibilities.

2. Registration

i. Postdocs must be registered annually with the University through Graduate and Postdoctoral Studies. Initial registration will require an original or notarized copy of the Ph.D. diploma. Registration will be limited to persons who fulfil the definition above and for whom there is an assurance of appropriate funding and where the unit can provide assurance of the necessary resources to permit postdoctoral education.

ii. Upon registration, the Postdoc will be eligible for a University identity card issued by Enrolment Services.

3. Appointment, Pay, Agreement of Conditions

- i. Appointments may not exceed your registration eligibility status.
- ii. In order to be registered as a Postdoc, you must be assured of financial support other than from personal means during your stay at McGill University, equivalent to the minimal stipend requirement set by the University in accordance with guidelines issued by federal and provincial research granting agencies. There are no provisions for paid parental leave unless this is stipulated in the regulations of a funding agency outside the University.
- iii. At the outset of a postdoctoral appointment, a written Letter of Agreement for Postdoctoral Education should be drawn up and signed by the Postdoc, the supervisor, and the department head or delegate (see template Letter of Agreement on the web at www.mcgill.ca/gps/postdocs and supporting document – commitments for Postdoctoral Scholars and Supervisors at www.mcgill.ca/files/gps/Commitments_of_Postdoctoral_Scholars_and_Supervisors_July_09.pdf). This should stipulate, for example, the purpose of the postdoctoral appointment (research training and the advancement of knowledge), the duration of the fellowship/financial support, the modality of pay, the work space, travel funds, and expectations and compensation for teaching and student research supervision. Leaves from postdoctoral education must comply with the Graduate and Postdoctoral Studies Policies for Vacation, Parental/Familial, and Health Leave (see Graduate and Postdoctoral Studies General Information [section 8.3: Vacation Policy for Graduate Students and Postdocs](#) and [section 9.6: Health and Parental/Familial Leave of Absence Policy](#)). Any breach of these conditions may result in grievance procedures or the termination of the postdoctoral appointment.
- iv. Postdocs with full responsibility for teaching a course should be compensated over and above their fellowship at the standard rate paid to lecturers by their department.
- v. The amount of research, teaching, or other tasks that Postdocs engage in over and above postdoctoral activities should conform to the regulations for Postdocs specified by the Canadian research council of their discipline. This applies to all Postdocs, including those whose funding does not come from the Canadian research councils.

4. Privileges

- i. Postdocs have the same pertinent rights as the ones granted to McGill students in the *Handbook on Student Rights and Responsibilities* (“Green Book”), available at www.mcgill.ca/secretariat/policies/students.
- ii. Postdocs have full graduate student borrowing privileges in McGill libraries through their identity card.
- iii. As a rule, Postdocs who are Canadian citizens or who have Permanent Resident status may take courses for credit. Admission to such courses should be sought by submitting application documents directly to the appropriate program by the Postdoc. They must be admitted by the department offering the courses as Special Students. These Postdocs may only be enrolled as part-time students in non-degree granting programs. They will be charged fees for these courses.
- iv. Postdocs may be listed in the McGill directory. The Computing Centre will grant Postdocs email privileges on the same basis as graduate students upon presentation of a valid identity card.
- v. The Department of Athletics will grant Postdocs access to sports facilities upon presentation of their identity card. A fee will be charged on an annual or term basis.
- vi. Postdocs are mandatory members of the Post-Graduate Students’ Society (PGSS) and an annual association fee is automatically charged. PGSS fees are mandatory. Postdocs are permitted membership in the Faculty Club; an annual fee will be charged for this membership.
- vii. Postdocs are encouraged to participate in Professional Development Workshops provided by Graduate and Postdoctoral Studies and Teaching and Learning services. These sessions are usually free of charge.
- viii. Postdocs have access to the services provided by the Ombudsperson.
- ix. Postdocs may enrol as part-time students in the second language written and spoken English/French courses offered by the School of Continuing Studies/French Language Centre. Postdocs will be charged tuition for these courses. International Postdocs may be required to obtain a CAQ and a Study Permit.
- x. Access to student services and athletic services are available to the Postdoc on an opt-in basis. Fees are applicable.

5. Responsibilities

- i. Postdocs are subject to the responsibilities outlined in the *Handbook on Student Rights and Responsibilities* (“Green Book”), available at www.mcgill.ca/secretariat/policies/students.
- ii. Each academic unit hosting Postdocs should clearly identify Postdocs’ needs and the means by which they will be met by the unit.
- iii. Each academic unit should assess the availability of research supervision facilities, office space, and research funding before recruiting Postdocs.
- iv. Some examples of responsibilities of the department are:
 - to verify the Postdoc’s eligibility period for registration;
 - to provide Postdocs with departmental policy and procedures that pertain to them;
 - to oversee the registration and appointment of Postdocs;
 - to assign departmental personnel (e.g., Postdoc coordinator and graduate program director) the responsibility for Postdocs;
 - to oversee and sign off on the Letter of Agreement for Postdoctoral Education;
 - to ensure that each Postdoc has a supervisor, lab and/or office space, access to research operating costs and necessary equipment;
 - to include Postdocs in departmental career and placement opportunities;
 - to refer Postdocs to the appropriate University policies and personnel for the resolution of conflict that may arise between a Postdoc and a supervisor.
- v. Some examples of responsibilities of the supervisor are:

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

vi. Some examples of responsibilities of Postdocs are:

- to inform themselves of and adhere to the University’s policies and/or regulations for Postdocs for leaves, for research, and for student conduct as outlined in the *Handbook on Student Rights and Responsibilities* and the *General Information, Regulations and Research Guidelines* Calendar of Graduate and Postdoctoral Studies;
- to submit a complete file for registration to Graduate and Postdoctoral Studies;
- to sign and adhere to their Letter of Agreement for Postdoctoral Education;
- to communicate regularly with their supervisor;
- to inform their supervisor of their absences.

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

- to register Postdocs;
- to provide an appeal mechanism in cases of conflict;
- to provide documented policies and procedures to Postdocs;
- to provide Postdocs with the necessary information on McGill University student services.

Approved by Senate, April 2000

8.3 Vacation Policy for Graduate Students and Postdocs

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

Council of FGSR April 23, 1999

8.4 Leave of Absence for Health and Parental/Familial Reasons

A leave of absence may be granted by Graduate and Postdoctoral Studies for maternity or parental reasons or for health reasons (see [section 9.6: Health and Parental/Familial Leave of Absence Policy](#)).

Such a leave must be requested on a term by term basis and may be granted for a period of up to 52 weeks. Students and Postdocs must make a request for such a leave in writing to their department and submit a medical certificate. The department shall forward the request to GPS. See procedure under [section 9.6: Health and Parental/Familial Leave of Absence Policy](#). Students who have been granted such a leave will have to register for the term(s) in question and their registration will show as “leave of absence” on their record. No tuition fees will be charged for the duration of the authorized leave. Research supervisors are not obligated to remunerate students and Postdocs on leave. GPS has prepared a summary table of various leave policies (paid or unpaid) for students and Postdocs paid from the Federal and Quebec Councils through fellowships or research grants. The document is available at www.mcgill.ca/gps/postdocs/becoming/leave under “Information on the Funding Council Leave Policies for Graduate Students and Postdoctoral Fellows”.

8.5 Postdoctoral Research Trainees

Eligibility

If your situation does not conform to the *Quebec Ministère de l’Éducation, du Loisir et du Sport* (MELS) definition of Postdoctoral Fellow, you may be eligible to attend McGill as a Postdoctoral Research Trainee. While at McGill, you can perform research only (you may not register for courses or engage in clinical practice). Medical specialists who will have clinical exposure and require a training card must register through Postgraduate Medical Education of the Faculty of Medicine – not Graduate and Postdoctoral Studies.

The category of Postdoctoral Research Trainee is for:

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

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

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

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



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

General Conditions

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

9 Graduate Studies Guidelines and Policies

Students must inform themselves of University rules and regulations and keep abreast of any changes that may occur. The *General Studies Guidelines and Policies* section of this publication contains important details required by students during their studies at McGill and should be periodically consulted, along with other sections and related publications.



Note: The University Exam Regulations governed by the : *University Student Assessment Policy* (adopted by Senate in February 2011) are being updated for Fall 2011 and will be available at www.mcgill.ca/students/exams/regulations. The revised Regulations will be published in the *University Regulations and Resources* section of the 2012-2013 *Programs, Courses and University Regulations* publication. This "Note" applies to all subsections under this topic Graduate Studies Guidelines and Policies.

9.1 Guidelines and Regulations for Academic Units on Graduate Student Advising and Supervision

The general guidelines suggested below are meant to encourage units to examine their graduate programs and to specify their own policies and procedures. These guidelines are directed primarily toward thesis programs but will, in part, be appropriate for non-thesis programs as well.

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

1. Assignment of Advisers, Supervisors, and Committees

- i. Each unit should designate a member (or members) of the academic staff (usually the graduate program director) to monitor the progress of students throughout the graduate program, to ensure that all conditions of admission and requirements are fulfilled, to provide students with information on their program, their progress through it, sources of and policies on financial support, and to advise them how to resolve problems which may arise during their program.
- ii. As soon as possible, students should have a supervisor who has competence in the student's proposed area of research, and a program or thesis committee. Although procedures and timetables for choosing supervisors and committees may vary across programs, they should be consistent within

a particular program and should be made clear to incoming students. Thesis supervisors must be chosen from academic staff in tenure-track positions. Faculty Lecturers and Research Assistants may not act as supervisors but in exceptional cases, may be co-supervisors. Emeritus Professors and Adjunct Professors may co-supervise. Certain non-tenure track professors appointed in the Faculty of Medicine may be eligible to supervise or co-supervise graduate students with the approval of the unit and Graduate and Postdoctoral Studies. In the case of supervision, the academic unit in question must ensure continuity of appropriate supervision of their graduate students.

2. Program

- i. Early in their program, students should be informed of the phases through which they must pass toward the achievement of the graduate degree, the approximate amount of time each phase should take, the criteria for its successful completion, and any deadlines relating to these phases.
- ii. It is important that students are made aware of whatever courses are required to complete their programs, that these courses are available, and that they relate to students' proposed areas of research or to the development of related areas of scholarship.
- iii. Where relevant, students should also be informed early in their program of language requirements or comprehensive examinations. The guidelines, criteria and procedures for comprehensive examinations must be explicit and consistently applied in each program. Academic units should consider the rationale for language and comprehensive examinations and how they relate to the objectives of the graduate program.
- iv. Every effort should be taken to ensure that students choose, as soon as possible, realistic and appropriate areas of research commensurate with degree requirements.
- v. **There must be clear procedures established in every unit by which students receive guidance and constructive criticism on their progress on a regular basis through the program (e.g., regular meetings and/or email communication with supervisors and committees, attendance at research seminars, semester or annual reviews of student progress). In addition to regular meetings between the student and supervisor or advisory/thesis committee, each unit must establish a procedure to provide feedback to thesis students regarding their research progress. At least annually, there must be a meeting between the student, supervisor and advisory/thesis committee or, in the case where there is no such advisory/thesis committee, there must be a meeting between the supervisor and a departmental representative, at which objectives for the upcoming year are established and the prior year's research progress recorded and evaluated. A written record of such meetings must include the signature of the student, supervisor, and the advisory/thesis committee member or a departmental representative, and this record must be retained in the student's departmental file. (The Graduate Student Research Objectives Report Form, the Graduate Student Research Progress Record, and the Graduate Student Research Progress Report Form are to be utilized to keep a record of these meetings.) In the case where the student does not make expected progress, the advisory or thesis committee or, in the case where there is no such advisory or thesis committee, the student, supervisor and a departmental representative must meet at least once per semester for the subsequent twelve months to review progress and if appropriate to set new objectives. On the occasion of a second unsatisfactory progress report, the student may be required to withdraw from the program of study.**
- vi. Students should be made aware of the cost of living in Montreal and of sources of financial support (e.g., teaching or research assistantships, fellowships) and of the facilities available to them (e.g., study space, computers).
- vii. Students should receive guidance and encouragement in areas relating to their growth in scholarship, professional development and career planning. Examples may include, where appropriate, reporting research, writing abstracts, preparing papers for conference presentation or for publication, writing grant and fellowship applications, conducting a job search, and preparing for job interviews.
- viii. Units should be sensitive to special academic needs and concerns that may arise in the case of certain students, such as international students or students who undertake graduate studies after a long absence from university.

3. Responsibilities

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

- i. Each unit should consider the availability of student support, research facilities, space, and availability of potential supervisors in determining the number of students admitted into the program.
- ii. Some examples of the responsibilities of the graduate program director are to be knowledgeable about program requirements, the composition of committees, the procedures for comprehensive and oral defense examinations, and other policies relating to graduate studies; to maintain a dossier on each student's progress; and to be sensitive to graduation deadlines and students' career plans.
- iii. Some examples of the responsibilities of a supervisor are to uphold and to transmit to students the highest professional standards of research and/or scholarship; to provide guidance in all phases of the student's research; to meet with their students regularly; to provide prompt feedback when work is submitted including drafts of the thesis; and to clarify expectations regarding collaborative work, authorship, publication and conference presentations.
- iv. Some examples of the responsibilities of the students are to inform themselves of program requirements and deadlines; to work within these deadlines; to communicate regularly with the supervisor and committee; and to submit progress reports to the supervisor and committee.
- v. The Chair of the unit should ensure that procedures are in place to address serious disagreements that may arise, for example, between a student and a supervisor or between a supervisor and committee members. Such procedures should involve a neutral mediator who will ensure that all sides of a dispute are heard before any decision is made.

4. Quality of Supervision and Teaching

- i. Academic units and Graduate and Postdoctoral Studies should consider ways to assess and improve the quality of supervision and to help new supervisors, e.g., through workshops or mentoring models. Procedures for monitoring the quality of graduate student supervision and for providing constructive feedback for supervisors should be developed.
- ii. Graduate supervision should be recognized as an integral part of the academic responsibility of an academic unit and should be considered in the allocation of workload, as should the teaching of graduate courses.

- iii. Academic units should establish criteria of excellence in supervision and graduate teaching appropriate to their disciplines and should suitably reward those who meet these criteria, e.g., in decisions concerning tenure and promotion, or merit pay awards.
- iv. The maximum number of students under the direction of a single supervisor should be consistent with the ability of the supervisor to provide quality supervision, taking into account the workload of the supervisor and norms of the discipline.
- v. Procedures should be established for ensuring continuity in supervision when a student is separated from a supervisor – for example, when the supervisor takes a sabbatical leave, retires from McGill or changes universities or when the student leaves to complete field work or takes a job before submitting a thesis.

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

9.2 Policy on Graduate Student Research Progress Tracking

This is a new mandatory policy and procedure to track the research progress of graduate students. The policy is referred to in the amended [section 9.1: Guidelines and Regulations for Academic Units on Graduate Student Advising and Supervision](#) in bold print. Documents to record progress can be found on the GPS website: www.mcgill.ca/gps/staff/forms.

The following is a summary of the main elements of the new **mandatory** policy. The following steps must be followed for each graduate student in a thesis program:

1. Annually, the student must meet with, at minimum, their supervisor(s) and a departmental representative. This meeting can occur in the context of an annual thesis or advisory committee in those departments that have thesis committees
2. At the first such meeting (to be held shortly after thesis students begin their programs), written objectives/expectations for the year must be recorded on the first of the three forms, Form #1 (Graduate Student Research Objectives Report Form). All three people at the meeting must sign this form. A student who does not agree to sign the form must write a statement detailing his/her objections to the expectations recorded on the form.
3. Approximately one year later, and every year thereafter, the student, supervisor(s) and the departmental representative should meet again to review the progress that has been achieved toward the recorded objectives. Prior to the meeting, the student should record his/her accomplishments and progress for the year by completing Form #2 (Graduate Student Research Progress Record). This completed form is then evaluated by the supervisor and the departmental representative on Form #3 (Graduate Student Research Progress Report Form). All parties sign Form #3. A student who does not agree to sign the form must write a statement detailing his/her objections. At this same meeting, objectives for the following year should be recorded on Form #1, as per the procedure described in point 2, above.
4. In the event that recorded research progress is unsatisfactory, a new set of objectives should be developed for the student at the meeting, and recorded on Form #1. These new, or interim, objectives apply only to the next semester. Evaluation of progress should take place after that semester has concluded, following the steps described in point 3, above.
5. In the event that a student has any two unsatisfactory evaluations they may be required to withdraw from their program of study. These two unsatisfactory evaluations need not be successive.
6. All forms are to be kept in departmental files.
7. Departments that already have progress tracking forms may continue to utilize them, but these must conform to the fundamental principles underlying this new policy. Specifically, any departmental procedure or forms to record graduate research progress must:
 - be used **annually**;
 - be used in a meeting with the supervisor and one other departmental representative, and signed by all parties;
 - include a written statement of expectations approximately one year before any evaluation. (Note: This can be one semester in the case of expectations following an unsatisfactory evaluation.);
 - permit the student to submit a minority report and not sign;
 - state clearly that any two unsatisfactory evaluations may be grounds for requiring a student to withdraw.

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

Senate, September 2003

9.3 Vacation Policy for Graduate Students and Postdocs

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

Council of FGSR April 23, 1999

9.4 Ph.D. Comprehensives Policy

Preamble

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

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

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

1. General Policy

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

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

Specific Issues

Objectives and Content

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

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

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

Format

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

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

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

Timing

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

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

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

Assessment, Grading and Reporting

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

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

Feedback

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

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

Plagiarism

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

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

Failures

i. Repeats

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

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

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

ii. Plagiarism

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

iii. Review and Reassessment

Rereads. In the case of written comprehensives, the Graduate Studies Reread Policy applies.

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

Other Relevant Policies/Offices

- Charter of Student Rights
- Graduate Studies Reread Policy
- Office for Students with Disabilities

Approved by Executive of Faculty of Graduate Studies and Research (FGSR) February 17, 1997 and Council of FGSR March 7, 1997

9.5 Graduate Studies Reread Policy

This policy applies only in the case of marks given for written work in 600- and 700-level courses. For 500-level courses and below, the reread policy of the appropriate undergraduate faculty applies.

Consultation

In accordance with the Charter of Student Rights, and subject to the conditions stated therein, graduate students have the right, subject to reasonable administrative arrangements, "to consult any written submission for which they have received a mark and to discuss this submission with the examiner". Upon request by the student, the instructor of the course is obliged to conduct this consultation with the student.

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

Verification

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

Rereads

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

At the time the request for a reread is made, the student should have already met with the faculty member responsible for the course to review the mark, or made a reasonable attempt to do so. Rereads can only be requested if a change upwards in the letter grade for the course is possible as a result of the reread. Assignments can only be reread if, together, they account for more than 20% of the course grade.

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

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

(Note: Material that is returned to a student **cannot be reread** unless arrangements have been made to ensure that the material has not been changed subsequent to the original grading; for example, the student can make a copy for the professor to retain either before handing the material in or immediately upon receiving it back from the instructor or at the point where the professor and student review the work together.)

Instructors are strongly advised to write their corrections in red pen and to write comments which help the student to understand the mark assigned.)

2. The request for a formal reread must be made by the student in writing to Graduate and Postdoctoral Studies and should specify the reasons for the request. It should include a statement indicating that the student has already met with the faculty member responsible for the course to review the mark or indicating why this has not been possible. The reread fee (\$35 for an exam, \$35 for a paper, \$35 for one or more assignments, to a maximum of \$105 per course) will be charged directly to the student's fee account after the result of the reread is received. No fee will be charged if there is a change upwards in the letter grade for the course.
3. Administration of the reread is handled by Graduate and Postdoctoral Studies, not by the department. GPS will contact the department to obtain the work to be reread, a list of potential readers, and details of the marking. The list of potential readers must be approved by the Department Chair or Graduate Program Director. The Chair or Director must, as well, vouch for the impartiality of these readers. All communication with the second reader is conducted by GPS.

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

4. The student's and the instructor's names are blanked out to reduce the possibility of prejudice and to help meet the requirement of the Charter of Students' Rights that the review be impartial. The rereader's name will not be made known to the student or instructor at any time; the student's name will not be made known to the rereader at any time.
5. The second reader should support his or her assessment with a brief memorandum to Graduate and Postdoctoral Studies. As a result of the reread process, the grade may become **higher or lower or remain unchanged**. The grade submitted by the second reader shall replace the original grade. The reread grade cannot be challenged.

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

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

Prepared by the Committee on Graduate Programs, Supervision and Teaching

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

9.6 Health and Parental/Familial Leave of Absence Policy

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

Such a leave must be requested on a term by term basis and may be granted for a period of up to 52 weeks. Students must make a request for such a leave in writing to their department and submit a medical certificate. The department shall forward the request to GPS.

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

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

A medical certificate must accompany such leave requests.

Council of FGSR, March 1999

Please refer to *University Regulations and Resources > Graduate > Regulations > : Leave of Absence Status* for information regarding registration of graduate students and Postdocs on such leaves.

Procedure:

All requests for a leave of absence for health reasons should be accompanied by the following:

- a duly completed *Leave of Absence/Non-Resident Request Form* available from www.mcgill.ca/gps/staff/registration;
- a written request from the student;
- a Minerva form to drop all courses for all relevant terms;
- a medical certificate.

To be acceptable, the medical certificate must contain at least the following items:

- the student's name, as well as complete contact information for the physician;
- a clear statement by the physician justifying the student's inability to perform his/her academic duties, with start and end dates;
- if the request is submitted during a term for which the leave is requested, a clear explanation as to why the health conditions in question did not prevent the normal performance of academic duties at the beginning of the semester.

No retroactive requests for leave of absence will be considered.

It remains the student's responsibility to verify their administrative situation, in particular, as it pertains to term and course registration.

9.7 Failure Policy

Please refer to *University Regulations and Resources > Graduate > Regulations > : Failure Policy* for information regarding the policy and procedures to follow in cases of failure.

9.8 Guideline on Hours of Work

In order to maintain full-time status, a graduate student should not work more than 180 hours per term over 15 weeks with 12 hours per week.

10 Research Policy and Guidelines, Patents, Postdocs, Associates, Trainees

Students must inform themselves of University rules and regulations and keep abreast of any changes that may occur. The *Research Policy and Guidelines, Patents, Postdocs, Associates, Trainees* section of this publication contains important details required by students during their studies at McGill and should be periodically consulted, along with other sections and related publications.

10.1 Policy on Research Ethics

Please refer to the Policy on Research Ethics available at www.mcgill.ca/secretariat/policies/research.

10.2 Regulations on Research Policy

Please refer to the Regulations on Research Policy available at www.mcgill.ca/secretariat/policies/research.

10.3 Policy on Research Integrity

Please refer to the Policy on Research Integrity available at: www.mcgill.ca/research/about/integrity.

10.4 Guidelines for Research Involving Human Subjects

Please refer to the guidelines for research involving human subjects available at: www.mcgill.ca/research/researchers/compliance/human.

10.5 Guidelines for Research with Animal Subjects

Please refer to the guidelines for research involving animal subjects available at: www.mcgill.ca/research/researchers/compliance/animal.

10.6 Policy on Intellectual Property

Please refer to the Policy on Intellectual Property available at: www.mcgill.ca/research/researchers/ip.

10.7 Regulations Governing Conflicts of Interest

Please refer to the regulations governing conflicts of interest available at www.mcgill.ca/secretariat/policies/conflictinterest.

10.8 Safety in Field Work

Please refer to the policies on safety in field work available at www.mcgill.ca/ehs/fieldworksafety.

10.9 Office of Sponsored Research

Please refer to the Office of Sponsored Research, available at: www.mcgill.ca/research/researchers.

10.10 Postdocs

Please see www.mcgill.ca/gps/postdocs.

10.11 Research Associates

A Research Associate is a senior career researcher who usually works independently, in most cases has a Ph.D. or equivalent, and is often supported directly by outside granting agencies. (www.mcgill.ca/apo/classifications/other/research-associate)

11 Desautels Faculty of Management

11.1 Location

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

Telephone: 514-398-4066
Website: www.mcgill.ca/desautels

11.2 About Desautels Faculty of Management

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

Graduate Programs in Management

M.B.A. Programs

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

Concentrations

section 12.4: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Finance (51 credits)

section 12.5: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Global Strategy and Leadership (51 credits)

section 12.6: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Marketing (51 credits)

section 12.7: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Technology and Innovation Management (51 credits)

section 12.8.1: Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) (138 credits)

section 12.9.1: M.D./M.B.A.; Management (Non-Thesis) (45 credits)

section 12.10.1: Master of Business Administration (M.B.A.); M.B.A./Japan (Non-Thesis) (51 credits)

section 12.11.1: Executive Master of Business Administration (E.M.B.A.); Joint Executive M.B.A. (Non-Thesis) (45 credits)

Master of Management Programs

section 13.1: Master of Management (M.M.M.); Manufacturing Management (Non-Thesis) (57 credits)

section 13.2: Master of Management (M.M.); IMPM (Non-Thesis) (45 credits)

section 13.3: Master of Management (M.M.); IMPMHL (Non-Thesis) (45 credits)

Ph.D. Program

section 14.1: Doctor of Philosophy (Ph.D.); Management

Diploma Program and Postgraduate Certificate

section 15.1: Graduate Certificate: Post-M.B.A. (15 credits)

section 16.1: Diploma in Public Accountancy (Chartered Accountancy) (30 credits)

12 M.B.A. Program

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

Students studying on a full-time basis must complete this 51-credit program in two years; part-time students have a five-year time limit.

The first semester of the program features an integrated set of core courses with an emphasis on experiential learning. The remaining three semesters allow the student to specialize in a particular concentration and participate in an international exchange or complete an internship or a practicum, supervised by faculty.

While the standard components of an M.B.A. curriculum (finance, organizational behaviour, strategy, marketing, operations) remain central to this M.B.A. program, they are combined in ways that expose students to the cross-functional realities of managing in, across, and among organizations.

Master of Business Administration (M.B.A.); Management (Non-Thesis) (51 credits)

section 12.4: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Finance (51 credits)

section 12.5: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Global Strategy and Leadership (51 credits)

section 12.6: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Marketing (51 credits)

section 12.7: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Technology and Innovation Management (51 credits)

Admission Requirements

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

1. An undergraduate degree from an accredited college or university.
2. A Graduate Management Admission Test (GMAT) is required for all applicants. The GMAT is administered by Pearson Vue. The GMAT program code for the McGill M.B.A. program is 58 H-MN-22. Only a GMAT written within the last five years will be considered valid. GMAT test results must be sent to McGill directly from Pearson Vue; photocopies will not be accepted.
3. Applicants who earned a bachelor degree outside Canada, the United States, Australia, New Zealand, or the United Kingdom, are required to take the Test of English as a Foreign Language. The TOEFL may be waived for graduates of four-year university programs whose language of instruction is English if the university is located in a non-English speaking country. Applicants who are not Canadian citizens and whose mother tongue is not English may be asked to demonstrate an English language competency beyond the submission of the TOEFL score. A minimum score of 600 for paper-based test, or 100 for the Internet-based test with each component score not less than 20, is required.

Applicants may write the IELTS (International English Language Testing Systems) instead. A minimum overall band of 7.0 is required, with each component score not less than 7.0.

4. A minimum of two years of full-time work experience, following completion of an undergraduate degree.
5. Two professional letters of reference.
6. Interview.

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

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



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

M.B.A. Admission - Accelerated Study Option

Candidates who hold a Bachelor of Commerce degree from a recognized North American institution with a minimum cumulative grade point average of 3.0 on a four (4) point scale and possess three or more consecutive years of full-time work experience, following completion of their undergraduate degree, may be considered for the accelerated study option. Candidates will be required to complete the core curriculum and take 10 M.B.A. complementary courses. Applicants applying for the accelerated study option must complete and return the application for accelerated study option.

M.B.A. Application Procedure

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

Dates for Guaranteed Consideration

For dates for guaranteed consideration, please consult the following website: www.mcgill.ca/gradapplicants/programs. Then select the appropriate program.

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

An online application form is available at www.mcgill.ca/gradapplicants/apply for use by those who wish to apply for entry to graduate studies at McGill.

All other documents are to be submitted directly to:

MBA Admissions Office
Desautels Faculty of Management
McGill University
1001 Sherbrooke Street West, Room 302
Montreal, QC H3A 1G5
Canada
Email: mba.mgmt@mcgill.ca
Website: www.mcgill.ca/desautels/mba

Applicants must submit the online application and arrange for the submission of:

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

Please note that entrance to the McGill M.B.A. is highly competitive. It is in the applicant's interest to apply as early as possible. Applicants can view their application status via Minerva by visiting www.mcgill.ca/minerva.



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

Application Fee Information

The application fee must be paid by credit card at the time of application (online).

Please note that a file will not be opened until an online application is received.

12.1 Procedure for accepting an Offer of Admission to the M.B.A. Program

Registration

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

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

For more information on registration, please refer to the *Graduate and Postdoctoral Studies General Information, Regulations and Research Guidelines* for 2011-2012 available at www.mcgill.ca/study.

Base Camp

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

Orientation

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

Dates for Guaranteed Consideration

For dates for guaranteed consideration, please consult the following website: www.mcgill.ca/gradapplicants/programs. Then select the appropriate program.

Immigration Documents

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

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

Study Permit: Issued by Canada Immigration through a Canadian Embassy or Consulate.

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

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

12.2 Policies and Regulations of the M.B.A.

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

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

Withdrawal from the M.B.A. Program

Students wishing to withdraw from the McGill M.B.A. program must complete a "Withdrawal Form" available from the M.B.A. office. Students will not be considered as officially withdrawn until this form is completed. Students who drop out of the program but do not complete this form will be billed for the full tuition. Refer to the *Graduate and Postdoctoral Studies General Information, Regulations and Research Guidelines* available at www.mcgill.ca/study for further information. The form is available at www.mcgill.ca/gps/students/registration/ (see "Forms & policies").

Grading and Promotion Standards

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

Failures

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

Outside Elective Courses

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

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

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

1. Students completing a 51-credit program may take 15 credits maximum outside the Desautels Faculty of Management. This does not include courses offered by other faculties at McGill.
2. Students may not take courses outside the Faculty if they are offered within the Faculty unless there are exceptional circumstances.
3. Students may not take language courses as credit toward the M.B.A.

M.B.A. Part-time Studies

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

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

Combined Full-Time and Part-Time Studies

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

Option 1

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

Option 2

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

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

12.3 M.B.A. International Exchange Program

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

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

The following schools may exchange students with McGill in 2011-2012:

- Asian Institute of Management, Philippines
- Copenhagen Business School, Denmark
- Erasmus University, The Netherlands
- ESADE (Escuela Superior de Administracion y Direccion de Empresas), Spain
- Fudan University, China
- Fundacao Getulio Vargas, Brazil
- HEC (Hautes Études Commerciales), France
- Indian Institute of Management Ahmedabad, India
- Indian Institute of Management Bangalore, India
- Instituto de Estudios Superiores de Administracion (IESA), Venezuela
- ITESM, Mexico
- Luigi Bocconi, Italy
- Manchester Business School, England
- National University of Singapore, Singapore
- Norwegian School of Economics, Norway
- NYU Stern School of Business, U.S.A.
- Stockholm School of Economics, Sweden
- Tel Aviv University, Israel
- Tsinghua University, China
- University of Cologne, Germany
- Universidad Torcuato di Tella, Argentina
- University of Economics, Prague, Czech Republic

- University of Louvain, Belgium
- University of Melbourne, Australia
- University of South Carolina, U.S.A.
- University of St. Gallen, Switzerland
- University of Texas at Austin, U.S.A.
- University of Witwatersrand, South Africa
- Vienna University of Business and Economics, Austria

Non-PIM member:

- Solvay Business School, Brussels, Belgium

12.4 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Finance (51 credits)

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

Required Core Courses (15 credits)

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

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization

Required Concentration Courses (6 credits)

Students choosing the Finance concentration must complete these required courses:

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

Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

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

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

6 credits from the following:*

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

* Note: Students electing to participate in an International Exchange (12 credits of complementary courses) are exempt from BUSA 650 and BUSA 651. Two additional electives are required to complete the 51-credit requirement.

12.5 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Global Strategy and Leadership (51 credits)

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

Required Core Courses (15 credits)

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

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization

Required Concentration Courses (6 credits)

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

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

Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

BUSA 640	(3)	Launching New Ventures
BUSA 660	(3)	CEO Insights
BUSA 690	(3)	Advanced Topics in Management 1
INDR 633	(3)	Creating Wealth and Prosperity
MGPO 615	(3)	Consulting for Change
MGPO 630	(3)	Managing Strategy
MGPO 638	(3)	Managing Organizational Politics
MGPO 640	(3)	Strategies for Sustainable Development
MGPO 645	(3)	Strategy in Context
MGPO 651	(3)	Strategic Management: Developing Countries
MGPO 669	(3)	Managing Globalization
ORGB 633	(3)	Managerial Negotiations
ORGB 640	(3)	The Art of Leadership

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

6 credits from the following:*

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

* Note: Students electing to participate in an International Exchange (12 credits of complementary courses) are exempt from BUSA 650 and BUSA 651. Two additional electives are required to complete the 51-credit requirement.

12.6 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Marketing (51 credits)

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

Required Core Courses (15 credits)

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

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization

Required Concentration Courses (6 credits)

Students choosing the Marketing concentration must complete these required courses:

MRKT 657	(3)	Buyer Behaviour
MRKT 658	(3)	Marketing Research

Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

INSY 645	(3)	Managing Electronic Commerce
MRKT 645	(3)	Winning at Brands
MRKT 652	(3)	Marketing Management 2
MRKT 654	(3)	Marketing Communications
MRKT 655	(3)	Marketing Planning
MRKT 659	(3)	Advanced Business Marketing
MRKT 690	(3)	Advanced Topics in Marketing 1
MRKT 698	(3)	International Marketing Management

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

6 credits from the following:*

BUSA 650	(6)	Internship
----------	-----	------------

BUSA 651 (6) Practicum

* Note: Students electing to participate in an International Exchange (12 credits of complementary courses) are exempt from BUSA 650 and BUSA 651. Two additional electives are required to complete the 51-credit requirement.

12.7 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Technology and Innovation Management (51 credits)

As technology reshapes the globe and innovations transform markets and organizations, the 21st century manager will be deeply immersed in Technology and Innovation Management. As Information Technology is now present in more products and processes, managers need to understand the processes surrounding its strategic use and development. As manufacturing and service operations now stretch the globe, issues of logistics and supply chain integration become more important. As innovative products increasingly create and transform markets, managers must master the technology development process. This concentration provides tools, frameworks, and integration of all aspects of organizational operations, supply chain, IT processes and innovation management. Students following this concentration will be uniquely qualified to take jobs in new product development, IT strategy, operations and supply chain management, and technology consulting. A unique aspect of the concentration is the capstone project course where students work on solving a real-life technology innovation problem.

Required Core Courses (15 credits)

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

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization

Required Concentration Courses (6 credits)

Students choosing the Technology and Innovation Management concentration must complete these required courses:

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

Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

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

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

6 credits from the following:*

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

* Note: Students electing to participate in an International Exchange (12 credits of complementary courses) are exempt from BUSA 650 and BUSA 651. Two additional electives are required to complete the 51-credit requirement.

12.8 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) Admission Requirements and Application Procedures

About the Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.)

section 12.8.1: Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) (138 credits)

The Joint Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) and Bachelor of Laws (LL.B.) program is offered by the Desautels Faculty of Management and the Faculty of Law. This joint program provides students the opportunity to pursue legal and administrative aspects of business. Successful candidates graduate with M.B.A., B.C.L., and LL.B. degrees, a trio that prepares them for careers in private and public enterprise, as well as government service.

Admission Requirements

For admission requirements, please refer to the Faculty of Law Admissions site at www.mcgill.ca/law-admissions.

Students wishing information on the Law program should contact:

Faculty of Law, Admissions Office
 3544 Peel Street
 Montreal, QC H3A 1W9
 Canada
 Telephone: 514-398-6666

Application Procedures

DATES FOR GUARANTEED CONSIDERATION

For dates for guaranteed consideration, please consult the following website: www.mcgill.ca/gradapplicants/programs. Then select the appropriate program.

12.8.1 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) (138 credits)

Students complete 45 credits for the M.B.A. degree and 93 credits for the integrated B.C.L. and LL.B. degrees for a total of 138 credits.

Required - Management (18 credits)

BUSA 614	(3)	Seminar in Law and Management
MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization

Complementary - Management (27 credits)

Students complete 27 complementary credits toward the M.B.A. degree selected as follows:

15 credits toward one of the four concentrations of the M.B.A. degree: Finance, Global Strategy and Leadership, Marketing, or Technology and Innovation Management.

12 additional credits at the 500 level or above offered by the Desautels Faculty of Management to complete the 27 credits of complementary courses.

Note: Students may have to follow one or all components of the M.B.A. Base Camp (Statistics, Math for Finance, Financial Accounting) prior to commencement of the M.B.A. depending on their academic background.

Required - Law (55 credits)

LAWG 100D1	(3)	Contractual Obligations
LAWG 100D2	(3)	Contractual Obligations
LAWG 101D1	(2.5)	Extra-Contractual Obligations/Torts
LAWG 101D2	(2.5)	Extra-Contractual Obligations/Torts
PRAC 147D1	(1.5)	Introductory Legal Research
PRAC 147D2	(1.5)	Introductory Legal Research
PRAC 155D1	(1.5)	Legal Ethics and Advocacy
PRAC 155D2	(1.5)	Legal Ethics and Advocacy
PROC 124D1	(2)	Judicial Institutions and Civil Procedure
PROC 124D2	(2)	Judicial Institutions and Civil Procedure
PROC 200	(3)	Advanced Civil Law Obligations
PRV1 144D1	(2.5)	Civil Law Property
PRV1 144D2	(2.5)	Civil Law Property
PRV3 200	(3)	Advanced Common Law Obligations
PRV4 144D1	(2)	Common Law Property
PRV4 144D2	(2)	Common Law Property
PUB2 101D1	(3)	Constitutional Law
PUB2 101D2	(3)	Constitutional Law
PUB2 111	(3)	Criminal Law
PUB3 116D1	(2)	Foundations
PUB3 116D2	(2)	Foundations
WRIT 400D1	(3)	Senior Essay
WRIT 400D2	(3)	Senior Essay

Complementary - Law (39 credits)

Students complete 39 credits of complementary courses toward the B.C.L. and LL.B. degrees.

Complementary - Law, Civil Law (4.5 credits)

Students complete 4.5 credits of civil law courses. The following courses count for their full credit weight as civil law.

BUS2 561	(3)	Insurance
LEEL 570	(3)	Employment Law
PROC 549	(3)	Lease, Enterprise, Suretyship
PRV1 555	(3)	Successions
PRV2 270	(3)	Law of Persons
PRV4 548	(3)	Administration Property of Another and Trusts

Complementary - Law, Common Law (4.5 credits)

Students complete 4.5 credits of common law courses. The following courses count for their full credit weight as common law.

PRV3 534	(3)	Remedies
PRV4 451	(3)	Real Estate Transactions
PRV4 549	(3)	Equity and Trusts
PRV4 556	(3)	Wills and Estates
PRV5 582	(2)	Advanced Torts

Complementary - Law, Civil and Common Law

The following trans-systemic courses count half their credit weight toward the civil law requirement of 4.5 credits and half their credit weight toward the common law requirement of 4.5 credits.

BUS2 365	(4)	Business Associations
CMPL 522	(3)	Medical Liability
LAWG 200	(3)	Commercial Law
LAWG 273	(3)	Family Law
LAWG 300	(3)	Family Property Law
LAWG 316	(3)	Private International Law
LAWG 400	(4)	Secured Transactions
LAWG 415	(3)	Evidence (Civil Matters)
PRV5 483	(3)	Consumer Law

Complementary - Law, Social Diversity and Human Rights (3 credits)

Students must take at least 3 credits from the following courses related to social diversity and human rights.

CMPL 500	(3)	Aboriginal Peoples and the Law
CMPL 504	(3)	Feminist Legal Theory
CMPL 511	(3)	Social Diversity and Law
CMPL 516	(3)	International Development Law
CMPL 565	(3)	International Humanitarian Law
CMPL 571	(3)	International Law of Human Rights
CMPL 575	(3)	Discrimination and the Law
LAWG 503	(3)	Inter-American Human Rights
LEEL 582	(3)	Law and Poverty
PUB2 105	(3)	Public International Law
PUB2 500	(3)	Law and Psychiatry
PUB2 502	(3)	International Criminal Law
PUB2 551	(3)	Immigration and Refugee Law
PUB3 515	(3)	Canadian Charter of Rights and Freedoms

Complementary - Law, Other Courses (26 credits)

Students select the remaining 26 credits from among Faculty of Law offerings.

12.9 M.D./M.B.A. Program Admission Requirements and Application Procedures

About the M.D./M.B.A. Program

The M.D./M.B.A. program recognizes that there is an increasing demand in the health care sector for physicians with management skills and expertise. This is a five-year program in which the first year is spent in the Desautels Faculty of Management completing the M.B.A. core as well as building a solid background in health care management. Then, the students will begin their medical studies, which will be integrated with additional elective courses in management. This will provide opportunity to train well-rounded physician-managers who can eventually pursue interesting careers in a wide range of health care facilities, from the smallest clinic to the largest tertiary health care facility, from research laboratory to university or hospital medical departments. Our graduates will also have career opportunities in the health insurance sector, which is a significant layer of the health care system in a number of countries, including the United States.

Upon graduation, students receive an M.B.A. from the Desautels Faculty of Management and an M.D.,C.M. degree from the Faculty of Medicine.

Note: Students may have to follow one or all components of the M.B.A. Base Camp (Statistics, Math for Finance, Financial Accounting) prior to commencement of the M.B.A. depending on their academic background.

section 12.9.1: M.D./M.B.A.; Management (Non-Thesis) (45 credits)

Offered in cooperation with the Faculty of Medicine.

Admission Requirements

Admission requirements for the M.B.A. program can be found in [section 12: M.B.A. Program](#).

For the Faculty of Medicine admission requirements, please visit www.mcgill.ca/medadmissions.

Application Procedures

DATES FOR GUARANTEED CONSIDERATION

For dates for guaranteed consideration, please consult the following website: www.mcgill.ca/gradapplicants/programs. Then select the appropriate program.

Following the evaluation of the complete application package, selected candidates are invited to interviews, after which final admissions decisions are made.

Program Administrator, M.D./M.B.A. Program
McIntyre Medical Sciences Building
3655 Promenade Sir-William-Osler
Montreal, QC H3G 1Y6
Canada
Telephone: 514-398-3521
Fax: 514-398-3595

12.9.1 M.D./M.B.A.; Management (Non-Thesis) (45 credits)

Required Courses (30 credits)

BUSA 646	(3)	Health Management Capstone
BUSA 650	(6)	Internship
BUSA 698	(3)	Health Care Systems
BUSA 699	(3)	Health Care Management
MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization

Elective Courses (15 credits)

Remaining courses chosen from 500- and 600-level courses offered by the Desautels Faculty of Management, and approved by M.D./M.B.A.

Note: Students may have to follow one or all components of the M.B.A. Base Camp (Statistics, Math for Finance, Financial Accounting) prior to commencement of the M.B.A. depending on their academic background.

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

About the M.B.A./Japan

The McGill MBA Japan program is a weekend MBA program based on the world-leading Integrative MBA program offered by McGill University's Desautels Faculty of Management in Montreal. McGill MBA Japan classes take place at the Hilton Tokyo in Nishi-Shinjuku, Tokyo, placing McGill at the heart of business in Japan and Asia.

section 12.10.1: Master of Business Administration (M.B.A.); M.B.A./Japan (Non-Thesis) (51 credits)

For more information visit our website at www.mcgill.ca/desautels/mbajapan.

Admission Requirements

For more information on Admission Requirements, visit our website at www.mcgill.ca/desautels/mbajapan.

Application Procedures

For more information on Application Procedures, visit our website at www.mcgill.ca/desautels/mbajapan.

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

This program is pending review.

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

About the Joint Executive M.B.A.

section 12.11.1: Executive Master of Business Administration (E.M.B.A.); Joint Executive M.B.A. (Non-Thesis) (45 credits)

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

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

Admission Requirements

For the admission criteria, please consult the following website: www.embamcgillhec.ca/en/admission-criteria/.

Application Procedures

For the application procedures, please consult the following website: www.embamcgillhec.ca/en/application-to-the-program/.

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

Required Courses (45 credits)

McGill University courses (33 credits)

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

HEC Montréal courses (12 credits)

MHEC 600	(4)	Création de valeur
MHEC 601	(4)	Excellence opérationnelle

MHEC 602 (4) Outils et pratiques de gestion

13 Master of Management Programs Admission Requirements and Application Procedures

About Master of Management Programs

section 13.1: Master of Management (M.M.M.); Manufacturing Management (Non-Thesis) (57 credits)

This is a 12-month academic program followed by a four-month industrial internship, offered in collaboration with the Faculty of Engineering.

McGill University's Master of Manufacturing Management (M.M.M.) program attracts professionals from around the world who wish to pursue a career in the effective management of global operations and supply chain. This specialty program is offered jointly through the Desautels Faculty of Management, Faculty of Engineering, and in partnership with industry. The M.M.M. program provides a technical alternative to an M.B.A., with active industry involvement and a targeted focus on manufacturing, supply chain, and logistics operations. During the 11-month academic term, M.M.M. students complete Management and Engineering courses and participate in professional development workshops to hone their leadership and communication skills. This is followed by a four-month industrial internship.

Students should hold an undergraduate degree in engineering or science and have full-time work experience of at least two years in some facet of operations. Students with other academic backgrounds and appropriate industrial experience will be considered, but may have to take one or two qualifying courses. The program is intended mainly for full-time students. Enrolment is limited.

The M.M.M. program is a self-funded program. Tuition for 2012 is approximately \$36,500.

section 13.2: Master of Management (M.M.); IMPM (Non-Thesis) (45 credits)

Functioning within an authentically international context, this cooperative venture of business schools located in five different countries allows mid-career executives to study topical international business problems on site at universities in France, England, India, Japan, and Canada.

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

section 13.3: Master of Management (M.M.); IMPMHL (Non-Thesis) (45 credits)

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

Admission Requirements

Please refer to www.impm.org for admission information.

Application Procedures

Please refer to www.mcgill.ca/desautels/imhl/applying for more information.

13.1 Master of Management (M.M.M.); Manufacturing Management (Non-Thesis) (57 credits)

Note: This program is either a 56- or 57-credit program.

Required Courses - General Business and Management (11 credits)

MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGSC 608	(3)	Data Decisions and Models

Complementary Courses - General Business and Management (6 credits)

6 credits from the following:

ACCT 624	(3)	Management Accounting: Planning & Control
----------	-----	---

INDR 603	(3)	Industrial Relations
ORGB 625	(3)	Managing Organizational Change
ORGB 632	(3)	Managing Teams in Organizations
ORGB 633	(3)	Managerial Negotiations
ORGB 640	(3)	The Art of Leadership
ORGB 685	(3)	Cross Cultural Management

Required Courses - Manufacturing and Supply Chain Operations (15 credits)

MECH 524	(3)	Computer Integrated Manufacturing
MGSC 602	(3)	Strategic Management of Operations
MGSC 603	(3)	Logistics Management
MGSC 605	(3)	Total Quality Management
MGSC 631	(3)	Analysis: Production Operations

Complementary Courses - Manufacturing and Supply Chain Operations (13 credits)

(12-13 credits)

6 credits from the following:

MECH 526	(3)	Manufacturing and the Environment
MGSC 575	(3)	Applied Time Series Analysis Managerial Forecasting
MGSC 601	(3)	Management of Technology in Manufacturing
MGSC 615	(3)	Procurement and Distribution

6-7 credits from the following:

0 or 6 credits from:

Discrete Manufacturing Option

MECH 528	(3)	Product Design
MECH 529	(3)	Discrete Manufacturing Systems

0-7 credits from:

Process Manufacturing Option

CHEE 571	(3)	Small Computer Applications: Chemical Engineering
CHEE 641	(4)	Chemical Reaction Engineering

Required Courses - Industry (12 credits)

MECH 627	(9)	Manufacturing Industrial Stage
MECH 628	(2)	Manufacturing Case Studies
MECH 629	(1)	Manufacturing Industrial Seminar

13.2 Master of Management (M.M.); IMPM (Non-Thesis) (45 credits)**Research Project (12 credits)**

BUSA 689	(12)	Integrative Project
----------	------	---------------------

Required Courses (33 credits)

BUSA 666	(5)	The Practice of Management
BUSA 668	(5)	The Venture
BUSA 670	(5)	Managing Organizations
BUSA 672	(3)	Managerial Exchange
BUSA 675	(5)	Managing Context
BUSA 680	(5)	Managing People
BUSA 685	(5)	Managing Change

13.3 Master of Management (M.M.); IMPMHL (Non-Thesis) (45 credits)**Research Project (12 credits)**

BUSA 689	(12)	Integrative Project
----------	------	---------------------

Required Courses (33 credits)

BUSA 666	(5)	The Practice of Management
BUSA 668	(5)	The Venture
BUSA 670	(5)	Managing Organizations
BUSA 672	(3)	Managerial Exchange
BUSA 675	(5)	Managing Context
BUSA 680	(5)	Managing People
BUSA 685	(5)	Managing Change

14 Joint Ph.D. in Management Admission Requirements and Application Procedures**About the Joint Ph.D. in Management*****section 14.1: Doctor of Philosophy (Ph.D.); Management***

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

The program represents a number of innovations in doctoral work in the field of administration. First, by cooperating, the four universities are able to make available to its students a diverse pool of approximately 250 professors qualified to direct doctoral-level study and research. Second, the program has been carefully developed to encourage independent, creative work on the part of its students, with close, personal contact with the professors. This program will appeal especially to the mature, experienced candidate with relatively well-defined interests. Across the four member universities, some courses are offered in English and some in French. (All papers may, however, be written in English or French.) This is viewed as a definite advantage of the program for those students who expect to work in Canada or francophone countries after graduation.

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

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

Phase I – Preparation

Before entering the program, the student will have selected the area of specialization from the following areas or a combination of them:

- Accounting
- Finance
- Information Systems
- Operations Management
- Marketing
- Organizational Behaviour
- Strategy and Organization
- NSERC CREATE*

* **NSERC CREATE Ph.D. Program on Healthcare Operations and Information Management:** Offered jointly by six Canadian universities: McGill, British Columbia, Ottawa, Queen's, Toronto, and Montréal, this Ph.D. program brings together expertise on healthcare processes, operations research, information systems, and telecommunications engineering.

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

Phase II – Specialization

In Phase II, students probe deeply into their chosen area of specialization. With their advisory committee, students work out an individual program of study, which takes about 18 months. The phase focuses on a specialization area and a support field. The specialization area could be one of the basic ones listed in Phase I (for example, marketing or operations management), a sub-area within one of these (such as organizational development within organizational behaviour), or an interdisciplinary area that combines two or more of these (such as behaviour aspects of accounting or international marketing).

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

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

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

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

Phase III – Dissertation

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

Admission Requirements

Candidates normally hold a master's-level degree, with a strong academic record from a recognized university. Individuals possessing a qualified undergraduate degree with a high GPA will also be considered, and will be required to take additional management graduate courses during their first year in the Ph.D. program.

GMAT (or GRE-General Test) results are required for applications to the doctoral program; this includes McGill master's students applying to the Ph.D. The minimum score required is 600. Tests must have been written within the past five years.

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

Files will not be considered unless GMAT (or GRE-General Test) and TOEFL scores are received by the dates for guaranteed consideration.

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

Application Procedures

Applications will be considered upon the receipt of all of the following:

1. online application form;
2. two copies of official transcripts of all undergraduate and graduate degrees **FORWARDED DIRECTLY BY ORIGINATING UNIVERSITIES**. For international applicants, the academic records must include: transcripts in the original language with official translations (in English) listing courses and grades for each year of study, verifying conferral of degree. These documents must bear the actual signature of the registrar and the official seal or stamp of the institution. Please check the International Degree Equivalency website for additional information regarding your particular country: www.mcgill.ca/gradapplicants/apply/prepare/requirements/international-degree-equivalency
3. at least two letters of reference from individuals who can assess research potential;
4. test results: TOEFL (where applicable) written within the last two years, and GMAT (or GRE-General Test) written within the last five years – test scores must be forwarded directly from the Educational Testing Service;
5. personal background form (specific questions pertaining to our program); and
6. CV.

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

Admission to graduate programs at McGill is competitive and the final decision rests with Graduate and Postdoctoral Studies.

DATES FOR GUARANTEED CONSIDERATION

For dates for guaranteed consideration, please consult the following website: www.mcgill.ca/gradapplicants/programs. Then select the appropriate program.

Applications and all supporting documents must be submitted by the dates for guaranteed consideration. All documents are to be submitted directly to:

Ph.D. Program Office
Desautels Faculty of Management
McGill University
1001 Sherbrooke Street West, Room 517
Montreal, QC H3A 1G5
Canada

Email: phd.mgmt@mcgill.ca
Website: www.mcgill.ca/desautels/phd

The addresses of the three other institutions are:

Concordia University
John Molson School of Business
1450 Guy Street
Montreal, QC H3H 0A1
Canada

École des Hautes Études Commerciales
3000 Chemin de la Cote Ste-Catherine
Montreal, QC H3T 2A7
Canada

Université du Québec à Montréal
Département des Sciences Administratives
315 Ste-Catherine Est
Montreal, QC H2X 3X2
Canada

14.1 Doctor of Philosophy (Ph.D.); Management

Thesis

Required Courses (9 credits)

Note: Students can take MGMT 706 or EDPH 689.

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

Complementary Courses (18 credits)

12 credits of specialization courses

6 credits in the support field

15 Post-M.B.A. Certificate Admission Requirements and Application Procedures

This program is no longer accepting new students.

About the Post-M.B.A. Certificate

The certificate meets the needs of two groups of professional managers: (1) managers who graduated from an M.B.A. program several years ago and would like to take a series of courses to update their skills; and (2) managers who graduated from an M.B.A. program recently and who would like to broaden the base of their education with a selection of courses that complement their major field of studies. The certificate may be taken on a full-time or part-time basis.

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

section 15.1: Graduate Certificate: Post-M.B.A. (15 credits)

This program is no longer accepting new students.

Admission Requirements

Graduate Management Admission Test (GMAT)

A TOEFL test is also required to determine the English proficiency of applicants whose mother tongue is not English. Applicants are additionally expected to have completed two years of full-time work experience, before submitting their application to the Post-M.B.A. program.

For more information visit our website at www.mcgill.ca/desautels/postmba or call the Master Programs Office at 514-398-4066.

Application Procedures

This program is no longer accepting new students.

15.1 Graduate Certificate: Post-M.B.A. (15 credits)

This program is no longer accepting new students.

Required Courses

15 credits of M.B.A. courses.

16 Diploma in Public Accountancy (Chartered Accountancy) Admission Requirements and Application Procedures

About the Diploma in Public Accountancy (Chartered Accountancy)

section 16.1: Diploma in Public Accountancy (Chartered Accountancy) (30 credits)

The Diploma in Public Accountancy program is under the academic supervision of Graduate and Postdoctoral Studies, and is offered by the Desautels Faculty of Management.

The faculty is comprised of professionally active Chartered Accountants (CAs) with specific areas of expertise. Students benefit from a program of academic counselling, tutoring, and monitoring as they progress through a program in which they are exposed to the latest concepts and practice-related issues.

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

Admission Requirements

Option 1:

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

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

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

Option 2:

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

- CCFC 511 Financial Accounting 1
- CCFC 512 Financial Accounting 2
- CCFC 513 Financial Accounting 3
- CCMA 511 Managerial Accounting 1
- CCMA 522 Managerial Accounting 2
- CCFC 514 Accounting Theory & Practice
- CCAU 511 Auditing 1
- CCTX 511 Taxation 1
- CCTX 532 Taxation 2

For more information, the School of Continuing Studies can be contacted by telephone at 514-398-6161, or by email at info.conted@mcgill.ca.

Application Procedures

Application forms are available online from our website.

DATES FOR GUARANTEED CONSIDERATION

For dates for guaranteed consideration, please consult the following website: www.mcgill.ca/gradapplicants/programs. Then select the appropriate program.

1. Applicants must have an undergraduate university degree from a recognized institution.
2. All students wishing to take courses in the Diploma in Public Accountancy must complete the Application for Admission form available on the web at www.mcgill.ca/gradapplicants/apply.
3. All students must make arrangements to have two copies of the official transcripts of marks and degree confirmations from all universities attended. This includes universities attended on exchange or as visiting students. For international applicants, the academic records must include transcripts and verifying degree conferrals, in the original language as well as the official English translations.
4. Applicants who have been accepted to the program are required to make a \$250 (certified cheque or money order) deposit. This fee is non-refundable and will be applied to the student's fee account.

A deferral of admission may be considered in exceptional cases upon evidence of extenuating circumstances for one year only. A written request should be submitted to the Director of the C.A. program. If approved, students wishing to defer their admission will be required to submit a confirmation deposit of \$500 Canadian to secure a place for the following year/term. This fee is non-refundable.

TIME LIMITS

The program must be completed within three years of admission. Time limits will be adjusted accordingly for those students who are granted Advanced Standing or who transfer from one program to another. Students exceeding the time limits may request an extension, in writing, which may be granted under special circumstances with the approval of the Department. Where appropriate, a revised program of study may be recommended.

PROFESSIONAL REQUIREMENTS FOR ADMISSION TO L'ORDRE DES COMPTABLES AGRÉÉS DU QUÉBEC (C.A.)

Membership in the *Ordre des comptables agréés du Québec* and the Canadian Institute of Chartered Accountants entitles Chartered Accountants to practise the profession of Chartered Accountancy.

Admission is based upon meeting the following requirements as indicated in the Chartered Accountants Act (Bill 264):

1. possession of a university degree from a recognized institution;
2. possession of the Graduate Diploma in Public Accountancy;
3. passing of the national Uniform Final Examination given by the *Ordre* and the CICA;
4. completion of an articling period with a firm of Chartered Accountants which is registered with the *Ordre* (minimum of two years); this can be done while registered in the C.A. program;
5. a working knowledge of French;
6. Canadian citizenship or Permanent Resident status.

Further information can be obtained from:

Ordre des comptables agréés du Québec
 680 Sherbrooke Street West, 18th floor
 Montreal, QC H3A 2S3
 Canada
 Telephone: 514-288-3256
 Email: info@ocaq.qc.ca

16.1 Diploma in Public Accountancy (Chartered Accountancy) (30 credits)

The program requires completion of nine courses (six 3-credit courses and three 4-credit courses). It is composed of the courses, which cover the theoretical and technical knowledge for entry-level Chartered Accountancy practitioners, and the Uniform Final Examination (C.A. exam).

Required Courses (30 credits)

Summer Year 1 (May - July 15)

ACCT 651D1	(1.5)	Performance Measurement and Reporting
ACCT 657D1	(2)	Governance and Control
ACCT 659D1	(1.5)	Business Analysis & Communications

Fall Year 1

ACCT 651D2	(1.5)	Performance Measurement and Reporting
ACCT 655	(3)	Assurance
ACCT 657D2	(2)	Governance and Control
ACCT 659D2	(1.5)	Business Analysis & Communications
ACCT 683	(3)	Tax Planning & Decision Making

ACCT 660D1*	(3)	Internship
-------------	-----	------------

OR

ACCT 661D1**	(3)	Practicum
--------------	-----	-----------

Winter Year 1

ACCT 660D2*	(3)	Internship
OR		
ACCT 661D2**	(3)	Practicum
ACCT 685	(4)	Engagement Management

Summer Year 2

ACCT 689	(4)	Business Advisory Services - Cases
ACCT 699	(0)	Uniform Final Exam Prep Seminar

* Note: Students in this course will work from October to April in an accredited chartered accounting firm with set deliverables of a journal and the authoring of a case.

** Note: Students in this course will be provided with a simulated work experience via a series of case-based studies in the field of accounting and auditing or via an independent study.

17 Desautels Faculty of Management Faculty

Dean

Peter A. Todd

Associate Deans

Morty Yalovsky – *Academic*

Tamer Boyaci – *Master's Programs*

Shanling Li – *Research & International Relations*

Emine Sarigollu – *Student Affairs*

Directors

Saibal Ray – *Director, Ph.D. Program*

Henry Mintzberg – *Program Chair, International Master's Program in Practising Management (I.M.P.M.)*

Saibal Ray – *Program Co-Director, Master of Management (Manufacturing)*

Julia Scott – *Director, C.A. Program*

Donald Melville – *Director, Master's Programs*

Tamer Boyaci – *Academic Director (M.B.A. Program)*

Emeritus Professors

D. Armstrong; B.A., B.Com.(Alta.), Ph.D.(McG.) – *Economics*

D.H. Drury; B.Com., M.B.A.(McM.), Ph.D.(N'western), R.I.A.(S.I.A.) – *Accounting*

J-L. Goffin; Eng., M.S.(Brussels), M.Sc., Ph.D.(Calif.) – *Operations Management*

R.N. Kanungo; B.A., M.A.(Patna), Ph.D.(McG.) – *Organizational Behaviour*

R.J. Loulou; M.Sc., Ph.D.(Calif.) – *Operations Management*

Emeritus Professors

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

Professors

N.J. Adler; B.A., M.B.A., Ph.D.(Calif.-LA) – *Organizational Behaviour*

A. Bechara; Ph.D.(Tor.)

U. Bockenholt; Dipl.(Oldenburg, Germany), Ph.D.(Chic.), Ph.D.(Oldenburg, Germany) – *Marketing (Bell Professor in eMarketing)*

R. Brenner; B.Sc., M.A., Ph.D.(Hebrew) – *Managerial Economics (Repap Professor of Economics)*

L. Dubé; B.Sc.(Laval), M.B.A.(HEC), M.P.S., Ph.D.(C'neil) – *Marketing (James McGill Professor)*

V.R. Errunza; B.Sc.(Tech.)(Bom.), M.Sc., Ph.D.(Calif.) – *Finance*

R. Hebdon; B.A., M.A., Ph.D.(Tor.) – *General Management-Industrial Relations*

M.D. Lee; B.A.(Eckerd), M.Ed.(Temple), M.A.(S. Florida), Ph.D.(Yale) – *Organizational Behaviour*

S. Li; M.S.(Georgia), Ph.D.(Texas) – *Management Science*

H. Mintzberg; B.Eng.(McG.), B.A.(Sir G. Wms.), S.M., Ph.D.(MIT) – *Strategy and Organization (John Cleghorn Professor of Management Studies)*

A. Pinsonneault; B.C.(C'ndia), M.Sc.(HEC), Ph.D.(Calif.) – *Information Systems (James McGill Professor)*

V. Verter; B.A., M.S.(Bogaziçi), Ph.D.(Bilkent) – *Operations Management*

Associate Professors

T. Boyaci; B.S.(Middle-East Tech., Turkey), M.S., Ph.D.(Col.) – *Operations Management*

F. Carrieri; Laurea-Law(Universita'di Bari), M.A., Ph.D.(USC) – *Finance*

P. Christofferson; B.A.(Copen.), M.A., Ph.D.(Penn.) – *Finance*

S. Christofferson; B.A.(Qu.), M.A.(Br. Col.), Ph.D.(Penn.) – *Finance*

B. Croitoru; DIAF(Institut de Statistique, Univ. Pierre et Marie Curie), Ph.D.(Wharton) – *Finance*

R. David; B.Eng., M.B.A.(McG.), Ph.D.(C'neil) – *Strategy and Organization*

A. de Motta; B.A.(Universidad De Valencia, Spain) – *Finance*

J. Ericsson; M.Sc., Ph.D.(Stockholm Sch. of Econ.) – *Finance*

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

S. Faraj; B.S.(Wisc.), M.S.(MIT), DBA – *MIS*

S. Fortin; B.A.A.(U. du Québ. à Rimouski), Ph.D.(Wat.) – *Accounting*

M. Graham; M.A., M.B.A., Ph.D.(Harv.) – *Strategy and Organization*

K. Jacobs; B.A., M.A.(Cath. U. of Louvain), Ph.D.(Pitts.) – *Finance*

A.M. Jaeger; B.Sc.(N'western), M.B.A., Ph.D.(Stan.) – *Organizational Behaviour*

M.-S. Jo; B.Com.(Hankuyk U., Korea), M.B.A.(Mich.), M.S.(Ill.), Ph.D.(Colo.) – *Marketing*

J. Jorgensen; B.A., M.A.(N. Carolina), Ph.D.(McG.) – *Strategy and Organization*

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

S. Maguire; B.Sc.(Qu.), M.B.A.(Br. Col.) – *Strategy and Organization*

K. Moore; B.Sc.(Ambassador U.), M.B.A.(USC), Ph.D.(York) – *Marketing/Strategy & Organization (Part-time)*

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

W. Oh; B.A.(SUNY), M.B.A.(George Washington), M.Phil., Ph.D.(Stern) – *Information Systems*

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

S. Ray; B.E.(Jadavpur), M.E.(Asian I.T.), Ph.D.(Wat.) – *Operations Management*

E. Sarigollu; B.A., M.B.A.(Bogaziçi), M.A., Ph.D.(Penn.) – *Marketing*

S. Sarkissian; M.S.(Calif., Berk.), Ph.D.(Wash.) – *Finance*

Associate Professors

- O. Toulan; B.Sc.(G'town), Ph.D.(MIT) – *Strategy and Organization*
 D. Vakratsas; B.Sc.(Aristotle U.), M.Sc., Ph.D.(Texas) – *Marketing*
 G. Vit; B.Com.(McG.), M.B.A.(C'dia), Ph.D.(Bradford-UK) – *Strategy and Organization (Part-time)*
 M. Yalovsky; B.Sc., M.Sc., Ph.D.(McG.) – *Operations Management*

Assistant Professors

- A. Animesh; B.Com.(Delhi), M.I.S.(Carn. Mell), Ph.D.(Md.) – *Decision and Information Systems*
 R. Barbulescu; B.A.(Stan.), M.Sc., Ph.D.(INSEAD) – *Organizational Behaviour*
 L. Barras; B.Com., M.Sc, Ph.D.(Geneva) – *Finance*
 G. Basselier; B.Com., M.Sc.(HEC) – *Information Systems*
 M. Bouvard; Ph.D.(Toulouse) – *Finance*
 S. Cha; B.A., M.A., Ph.D.(Harv.) – *Organizational Behaviour*
 A. Chakrabarti; B.Sc.(Calc.), M.S.(Indian Statistical Inst.), M.Sc.(National), Ph.D.(Duke) – *Management*
 T. Dotzel; Ph.D.(Texas) – *Marketing*
 A. Durnev; M.A.(New Econ. School-Moscow), M.A.(Penn. St.), Ph.D.(Mich.) – *Finance*
 D. Etzion; B.Sc.(Ben-Gurion), M.Sc.(Tel Aviv), Ph.D.(Navarra) – *Strategy and Organization*
 R. Goyenko; B.S.(Ukraine), M.A.(Budapest), M.S.(Italy), Ph.D.(Ind.) – *Finance*
 M. Gumus; B.S.(Naval Academy), M.S., M.A., Ph.D.(Calif.) – *Industrial Engineering and Operations Research*
 K. Han; B.S., M.S.(KAIST), Ph.D.(Minn.) – *Information Systems*
 R. Huising; B.A.(Alta.), M.Sc.(Lond.), Ph.D.(MIT) – *Organizational Behaviour*
 P. Kalyta; M.B.A., Ph.D.(C'dia) – *Accounting*
 S. Li; M.S.(Georgia), Ph.D.(Austin) – *Operations Management*
 S. Mathur; B.Eng.(Roorkee), M.Sc.(Ill.-Urbana-Champaign), M.Sc., Ph.D.(Carn. Mell) – *Marketing*
 S. Mishra; B.A., M.A.(Delhi), M.B.A., Ph.D.(Ind.) – *Marketing*
 A. Nain; B.A.(Delhi), M.Sc.(Warw.), Ph.D.(Mich.) – *Finance*
 I. Okhmatovskiy; B.A. equivalent(Moscow), M.S. equivalent(Academy of National Economy), Ph.D.(USC) – *Strategy*
 M. Qiu; B.A.(Huazhong), M.A.(S. Fraser), Ph.D.(Alta.) – *Marketing*
 J. Ramprasad; B.S.(L.A. Marshall), Ph.D.(Calif., Irvine) – *Information Systems*
 Z. Singer; B.A.(Tel-Aviv), M.B.A.(Wash.), Ph.D.(Calif.) – *Accounting*
 J. Struber; Ph.D.(MIT) – *Strategy and Organization*
 D. Tsang; B.Com., M.A.(Tor.), M.S., Ph.D.(Calif., Berk.) – *Accounting*
 R. Vaidyanathan; Ph.D.(Penn.) – *Operations Management*
 H. Vough; Ph.D.(Ill.-Urbana-Champaign) – *Organizational Behaviour*
 D. Zhang; B.S., M.S.(Chongqing), Ph.D.(Minn.) – *Industrial Engineering*
 S. Zhang; M.B.A.(Louvain), Ph.D.(Calif., Irvine) – *Accounting*

Faculty Lecturers

- S. Basu; B.Sc.(Calc.), M.A.(Tufts), Ph.D.(Pitt.) – *General Management*
 R. Cecere; B.Com., G.D.P.A.(McG.) – *Accounting*
 M. Chaudhury; B.A., M.A.(Dhaka), M.A.(Wat.), Ph.D.(S. Fraser) – *Finance*
 L. Chauvin; B.A.(Ott.), M.A.(C'dia) – *Strategy and Organization*
 V. di Pietro; B.Eng.(McG.), M.M.F.(Tor.), Ph.D.(N'western) – *Finance*

Faculty Lecturers

- R. Donovan; B.Com.(McG.), GDIT(C'dia) – *Information Systems*
- C. Fortin; B.Com.(McG.), GDPA (McG.) – *Accounting*
- S. Gagnon; B.A.(Br. Col.); M.Sc.(Oxf.) – *Organizational Behaviour*
- L. Gialloreto; B.A.(W. Ont.), M.B.A.(McG.), B.A. Law(Car.), LL.M.(McG.) – *Marketing*
- L. Goldsman; B.Com.(C'dia), D.P.A.(McG.), C.A. – *Accounting*
- L. Hammami; B.Com., M.B.A.(Laval) – *Finance*
- D. Hart; B.Sc., M.B.A.(McG.), M.Sc.(C'dia) – *Operations Management*
- D. Lank; C.M., A.B.(Princ.), F.R.S.A – *General-Industrial Relations*
- P. Levy; B.Com.(C'dia), D.P.A., M.B.A.(McG.) – *Accounting*
- S. Madan; B.S.(MIT), M.B.A. equivalent(Ahmadabad) – *Finance*
- P. McCully – *Strategy*
- J. Scott; B.A.(W. Ont.), M.B.A.(York) – *Accounting*
- B. Smith; B.A., M.A.(Dublin), M.Sc.(Alta.), M.Sc.(A.)(McG.), Ph.D.(Qu.) – *Operations Management*
- C. Westgate; B.A., M.B.A.(McM.) – *General-Industrial Relations*
- G. Zabowski; B.Com., M.B.A.(McG.) – *Operations Management*