



**Desautels Faculty of Management (Graduate)  
Programs, Courses and University Regulations  
2015-2016**



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

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- 
- 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 2015–2016, page 10
  - 4 Graduate Studies at a Glance, page 10
  - 5 Program Requirements, page 10
    - 5.1 Master's Degrees, page 10
    - 5.2 Doctoral Degrees, page 11
    - 5.3 Ad Personam Programs (Thesis Option Only), page 12
    - 5.4 Coursework for Graduate Programs, Diplomas, and Certificates, page 12
  - 6 Graduate Admissions and Application Procedures, page 12
  - 7 Fellowships, Awards, and Assistantships, page 13
  - 8 Postdoctoral Research, page 13
    - 8.1 Postdocs, page 13
    - 8.2 Guidelines and Policy for Academic Units on Postdoctoral Education, page 13
    - 8.3 Vacation Policy for Graduate Students and Postdocs, page 15
    - 8.4 Leave of Absence for Health and Parental/Familial Reasons, page 15
    - 8.5 Postdoctoral Research Trainees, page 15
  - 9 Graduate Studies Guidelines and Policies, page 16
  - 10 Information on Research Policies and Guidelines, Patents, Postdocs, Associates, Trainees, page 16
  - 11 Desautels Faculty of Management, page 16
    - 11.1 Location, page 16
    - 11.2 About Desautels Faculty of Management, page 17
  - 12 M.B.A. Program, page 18
    - 12.1 Admission Requirements, page 18
    - 12.2 M.B.A. Application Procedures, page 19
      - 12.2.1 Additional Requirements, page 19
    - 12.3 Application Deadlines, page 19
    - 12.4 Procedure for Accepting an Offer of Admission to the M.B.A. Program, page 19
    - 12.5 Policies and Regulations of the M.B.A., page 20
    - 12.6 M.B.A. International Exchange Program, page 21
    - 12.7 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Finance (57 credits) , page 21
    - 12.8 Master of Business Administration (M.B.A.); Management (Non-Thesis) — General Management (57 credits) , page 22
    - 12.9 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Global Strategy and Leadership (57 credits) , page 22
    - 12.10 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Marketing (57 credits) , page 24
    - 12.11 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Technology and Innovation Management (57 credits) , page 25

- 
- 12.12 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 26
    - 12.12.1 Admission Requirements, page 26
    - 12.12.2 Application Procedures, page 26
    - 12.12.3 Application Deadlines, page 26
    - 12.12.4 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Finance (144 credits) , page 26
    - 12.12.5 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — General Management (144 credits) , page 30
    - 12.12.6 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Global Strategy and Leadership (144 credits) , page 33
    - 12.12.7 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Marketing (144 credits) , page 37
    - 12.12.8 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Technology and Innovation Management (144 credits) , page 40
  - 12.13 M.D./M.B.A. Program Admission Requirements and Application Procedures, page 43
    - 12.13.1 Admission Requirements, page 44
    - 12.13.2 Application Procedures, page 44
    - 12.13.3 Application Deadlines, page 44
    - 12.13.4 M.D./M.B.A.; Management (Non-Thesis) (51 credits) , page 44
  - 12.14 M.B.A./Japan Admission Requirements and Application Procedures, page 45
    - 12.14.1 Admission Requirements, page 45
    - 12.14.2 Application Procedures, page 45
    - 12.14.3 Application Deadlines, page 45
    - 12.14.4 Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Finance (57 credits) , page 45
    - 12.14.5 Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — General Management (57 credits) , page 46
    - 12.14.6 Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Global Strategy and Leadership (57 credits) , page 47
    - 12.14.7 Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Marketing (57 credits) , page 48
    - 12.14.8 Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Technology and Innovation Management (57 credits) , page 49
  - 12.15 Joint Executive M.B.A. Admission Requirements and Application Procedures, page 50
    - 12.15.1 Admission Requirements, page 50
    - 12.15.2 Application Procedures, page 50
    - 12.15.3 Application Deadlines, page 50
    - 12.15.4 Executive Master of Business Administration (E.M.B.A.); Joint Executive M.B.A. (Non-Thesis) (45 credits) , page 50
  - 13 Master of Management Programs Admission Requirements and Application Procedures, page 51

- 
- 13.1 Admission Requirements & Application Procedures, page 52
  - 13.2 Application Deadlines, page 52
  - 13.3 Master of Management (M.M.); Manufacturing Management (Non-Thesis) (56 credits) , page 52
  - 13.4 Master of Management (M.M.); IMPM (Non-Thesis) (45 credits) , page 53
  - 13.5 Master of Management (M.M.); IMPMHL (Non-Thesis) (45 credits) , page 53
  - 14 Joint Ph.D. in Management Admission Requirements and Application Procedures, page 54
    - 14.1 Admission Requirements, page 56
    - 14.2 Application Procedures, page 56
      - 14.2.1 Additional Requirements, page 56
    - 14.3 Application Deadlines, page 56
    - 14.4 Doctor of Philosophy (Ph.D.); Management , page 56
    - 14.5 Doctor of Philosophy (Ph.D.); Management — Environment , page 57
  - 15 Post-M.B.A. Certificate Admission Requirements and Application Procedures, page 57
    - 15.1 Admission Requirements, page 58
    - 15.2 Application Procedures, page 58
    - 15.3 Application Deadlines, page 58
    - 15.4 Graduate Certificate: Post-M.B.A. (15 credits) , page 58
  - 16 Graduate Certificate in Professional Accounting (GCPA) Admission Requirements and Application Procedures, page 58
    - 16.1 Admission Requirements, page 59
    - 16.2 Application Procedures, page 59
      - 16.2.1 Additional Requirements, page 60
    - 16.3 Application Deadlines, page 60
    - 16.4 Obtaining a CPA designation, page 60
    - 16.5 Graduate Diploma in Public Accountancy (Chartered Accountancy) (30 credits) , page 60
    - 16.6 Graduate Certificate in Professional Accounting (24 credits) , page 61
  - 17 Desautels Faculty of Management Faculty, page 62





## 1 Dean's Welcome

To Graduate Students and Postdoctoral Fellows:

I am extremely pleased to welcome you to McGill University. Graduate and Postdoctoral Studies (GPS) collaborates with the Faculties and other administrative and academic units to provide strategic leadership and vision for graduate teaching, supervision, and research across our over 400 graduate programs. GPS also oversees quality assurance in admissions and registration, the disbursement of graduate fellowships, support for postdoctoral fellows, and facilitates graduate degree completion, including the examination of theses. GPS has partnered with Enrolment Services to manage the admission and registration of graduate students and postdoctoral fellows and to offer streamlined services in a one-stop location at [Service Point](#).

McGill is a student-centred research institution that places singular importance upon the quality of graduate education and postdoctoral training. As Dean of Graduate and Postdoctoral Studies, I work closely with the Faculties, central administration, graduate students, professors, researchers, and postdoctoral fellows to provide a supportive, stimulating, and enriching academic environment for all graduate students and postdoctoral fellows.

McGill is one of Canada's most intensive research universities, ranked 21<sup>st</sup> by *QS World University Rankings 2014*. 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.

*Josephine Nalbantoglu, Ph.D.*  
Dean, Graduate and Postdoctoral Studies

## 2 Graduate and Postdoctoral Studies

### 2.1 Administrative Officers

#### Administrative Officers

Josephine Nalbantoglu; B.Sc., Ph.D. (McG.)	<b>Dean (Graduate and Postdoctoral Studies)</b>
Robin Beech; B.Sc.(Nott.), Ph.D.(Edin.)	<b>Associate Dean (Graduate and Postdoctoral Studies)</b>
France Bouthillier; B.Ed., C.Admin.(UQAM); M.B.S.I.(Montr.); Ph.D.(Tor.)	<b>Associate Dean (Graduate and Postdoctoral Studies)</b>
Jean-Jacques Lebrun; B.Sc.(France), M.Sc.(Rennes), Ph.D.(Paris)	<b>Associate Dean (Graduate and Postdoctoral Studies)</b>
Elisa Pylkkanen; B.A., M.A.(McG.)	<b>Director (Graduate and Postdoctoral Studies)</b>

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Website: [www.mcgill.ca/gps](http://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) oversees all programs leading to graduate diplomas, certificates, and higher degrees, with the exception of some programs in the School of Continuing Studies. It is responsible for admission policies, the supervision of graduate students' work, and for recommending to Senate those who may receive the degrees, diplomas, and certificates.

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## 3 Important Dates 2015–2016

For all dates relating to the academic year, consult [www.mcgill.ca/importantdates](http://www.mcgill.ca/importantdates).

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## 4 Graduate Studies at a Glance

Please refer to the eCalendar's *University Regulations and Resources > Graduate > Graduate Studies at a Glance* for a list of all graduate departments and degrees currently being offered.

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## 5 Program Requirements

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### 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.I.St.; 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.); Information Studies (M.I.St.); 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 *eCalendar*.

The minimum credit requirement for any thesis or non-thesis master's degree at McGill is 45 credits.

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

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 graduate level courses passed at any recognized university or at McGill.

The candidate is required to pass, with a grade of B- or better, all those courses that 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.

As a rule, no more than one-third of the formal coursework (excluding thesis, project, stage, or internship) of a McGill master's degree can be credited with courses from another university or degree (for example, courses taken before admission to the McGill degree, or courses taken through the IUT agreement during the McGill degree, if permitted).

Normally, if courses completed elsewhere or at McGill prior to admission to the McGill master's degree were not used to complete a degree, they could be credited toward the McGill degree, keeping in mind the one-third rule as described above. These would be entered as exemptions with credit at the time of admission.

If the courses completed elsewhere or at McGill prior to admission were used to complete a degree, exemptions may be granted without credit, i.e. the exempted course(s) must be replaced by other graduate course(s) at McGill. No double counting is allowed unless, exceptionally, the department offering the Master's degree permits it and the degree has an overall credit requirement greater than 45 credits. In other words, instances where exemptions with credit may be granted will be limited to the credit amount beyond the minimum of 45 credits for a McGill master's degree. The one-third rule as described above continues to apply.

#### 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 and Thesis Submission* form, available at [www.mcgill.ca/gps/thesis/guidelines/initial-submission](http://www.mcgill.ca/gps/thesis/guidelines/initial-submission), in accordance with the dates on [www.mcgill.ca/importantdates](http://www.mcgill.ca/importantdates), through the Chair of the department concerned at the same time that 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/thesis/guidelines](http://www.mcgill.ca/gps/thesis/guidelines).

#### Language Requirements – Master's Degrees

Many 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 [section 8.3: 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, 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

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 papers, comprehensive evaluations, thesis proposals, etc. 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. For more information, see [University Regulations and Resources > Graduate > Guidelines and Policies > : Ph.D. Comprehensive Policy](#).

### Language Requirements – Doctoral

Many 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 grades reported **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.

French language courses are available at the 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 and Thesis Submission* form, available at [www.mcgill.ca/gps/thesis/guidelines/initial-submission](http://www.mcgill.ca/gps/thesis/guidelines/initial-submission), in accordance with the dates on [www.mcgill.ca/importantdates](http://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/thesis/guidelines](http://www.mcgill.ca/gps/thesis/guidelines).

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/thesis/guidelines](http://www.mcgill.ca/gps/thesis/guidelines).

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### **5.3 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 Government of Quebec to offer its own graduate programs, may be admitted to an *Ad Personam* program. For more information, see [www.mcgill.ca/gradapplicants/programs](http://www.mcgill.ca/gradapplicants/programs) and contact the relevant department.

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### **5.4 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/students/registration#courseereg](http://www.mcgill.ca/gps/students/registration#courseereg).

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 study must be approved by GPS before registration. Double counting is not permitted.

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## **6 Graduate Admissions and Application Procedures**

Please refer to the eCalendar's *University Regulations and Resources > Graduate > : Graduate Admissions and Application Procedures* for information on:

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

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

## 7 Fellowships, Awards, and Assistantships

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

## 8 Postdoctoral Research

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

### 8.1 Postdocs

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

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

### 8.2 Guidelines and Policy for Academic Units on Postdoctoral Education

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 is 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 Enrolment Services. 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 and supporting document—*Commitments of Postdoctoral Scholars and Supervisors*—available at [www.mcgill.ca/gps/postdocs/fellows/responsibilities](http://www.mcgill.ca/gps/postdocs/fellows/responsibilities)). 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 [section 8.3: Vacation Policy for Graduate Students and Postdocs](#) and *University Regulations and Resources > Graduate > Regulations > Categories of Students > : Leave of Absence Status*). 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. This applies to all postdocs, except those for whom teaching is part of the award (e.g., Mellon grantees).
- 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](http://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](http://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 Graduate and Postdoctoral Studies *University Regulations and Resources*;
  - to submit a complete file for registration to Enrolment Services;
  - to sign and adhere to their Letter of Agreement for Postdoctoral Education;
  - to communicate regularly with their supervisor;
  - to inform their supervisor of their absences.

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

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

*Approved by Senate, April 2000; revised May 2014*

### 8.3 Vacation Policy for Graduate Students and Postdocs

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

*Council of FGSR April 23, 1999*

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

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

Such a leave must be requested on a term-by-term basis and may be granted for a period of up to 52 weeks. For a maternity or parental leave, the eligibility period of a maximum of 52 consecutive weeks is determined based on when the child is born; if the leave is interrupted for one or two terms, the eligibility period cannot be extended. Students and Postdocs must make a request for such a leave in writing to their department and submit a medical certificate. The department shall forward the request to Enrolment Services. See the procedure in [University Regulations and Resources > Graduate > : Leave of Absence Status](#).

Students who have been granted such a leave will have to register for the term(s) in question and their registration will show as “leave of absence” on their record. No tuition fees will be charged for the duration of the authorized leave. Research supervisors are not obligated to remunerate students and Postdocs on leave. A summary table of various leave policies (paid or unpaid) for students and Postdocs paid from the Federal and Quebec Councils through fellowships or research grants is available at [www.mcgill.ca/gps/funding/students-postdocs/accepting-maintaining-awards](http://www.mcgill.ca/gps/funding/students-postdocs/accepting-maintaining-awards) under "Leave Policies: Funding Council Leave Policies for Graduate Students and Postdoctoral Fellows."

### 8.5 Postdoctoral Research Trainees

#### Eligibility

If your situation does not conform to the Government of Quebec's 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 Government of Quebec's definition, but is a recipient of an external postdoctoral award from a recognized Canadian funding agency.

**Category 3:** An individual who holds a professional degree (or equivalent) in a regulated health profession (as defined under CIHR-eligible health profession) and is enrolled in a program of postgraduate medical education at another institution. 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;
- the individual must be engaged in full-time research;
- the individual must provide copies of official transcripts/diploma;
- the individual must have the approval of a McGill professor to supervise the research and of the Unit;
- the individual must have adequate proficiency in English, but is not required to provide official proof of English competency to Enrolment Services;
- the individual must comply with regulations and procedures governing research ethics and safety and obtain the necessary training;
- the individual will be provided access to McGill libraries, email, and required training in research ethics and safety. Any other University services must be purchased (e.g., access to athletic facilities);
- the individual must arrange for basic health insurance coverage prior to arrival at McGill and may be required to provide proof of coverage.

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## 9 Graduate Studies Guidelines and Policies

Refer to the [eCalendar](#) under *University Regulations and Resources > Graduate > : Guidelines and Policies* for information on the following:

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

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## 10 Information on Research Policies and Guidelines, Patents, Postdocs, Associates, Trainees

Refer to the [eCalendar](#) under *University Regulations and Resources > Graduate > : Research Policy and Guidelines, Patents, Postdocs, Associates, Trainees* for information on the following:

- Policy on Research Ethics
- Regulations on Research Policy
- Policy on Research Integrity
- Guidelines for Research Involving Human Subjects
- Guidelines for Research with Animal Subjects
- Policy on Intellectual Property
- Regulations Governing Conflicts of Interest
- Safety in Field Work
- Office of Sponsored Research
- Postdocs
- Research Associates

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## 11 Desautels Faculty of Management

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### 11.1 Location

Samuel Bronfman Building  
1001 Sherbrooke Street West



Montreal QC H3A 1G5  
Canada

Telephone: 514-398-4066

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

## 11.2 About Desautels Faculty of Management

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

### Graduate Programs in Management

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

*section 12.7: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Finance (57 credits)*

*section 12.8: Master of Business Administration (M.B.A.); Management (Non-Thesis) — General Management (57 credits)*

*section 12.9: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Global Strategy and Leadership (57 credits)*

*section 12.10: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Marketing (57 credits)*

*section 12.11: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Technology and Innovation Management (57 credits)*

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

*section 12.12.4: Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Finance (144 credits)*

*section 12.12.5: Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — General Management (144 credits)*

*section 12.12.6: Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Global Strategy and Leadership (144 credits)*

*section 12.12.7: Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Marketing (144 credits)*

*section 12.12.8: Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Technology and Innovation Management (144 credits)*

#### M.D./M.B.A.

*section 12.13.4: M.D./M.B.A.; Management (Non-Thesis) (51 credits)*

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

*section 12.14.4: Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Finance (57 credits)*

*section 12.14.5: Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — General Management (57 credits)*

*section 12.14.6: Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Global Strategy and Leadership (57 credits)*

*section 12.14.7: Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Marketing (57 credits)*

*section 12.14.8: Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Technology and Innovation Management (57 credits)*

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

*section 12.15.4: Executive Master of Business Administration (E.M.B.A.); Joint Executive M.B.A. (Non-Thesis) (45 credits)*

#### Master of Management Programs

*section 13.3: Master of Management (M.M.); Manufacturing Management (Non-Thesis) (56 credits)*

*section 13.4: Master of Management (M.M.); IMPM (Non-Thesis) (45 credits)*

*section 13.5: Master of Management (M.M.); IMPMHL (Non-Thesis) (45 credits)*

#### Ph.D. Program

*section 14.4: Doctor of Philosophy (Ph.D.); Management*

**Diploma Program and Postgraduate Certificate***section 15.4: Graduate Certificate: Post-M.B.A. (15 credits)**section 16.6: Graduate Certificate in Professional Accounting (24 credits)*

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

Students studying on a full-time basis typically complete this 57-credit program in two years and must complete it within three years; part-time students typically complete this program in three years and must complete it within five years.

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) (57 credits)***section 12.7: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Finance (57 credits)**section 12.8: Master of Business Administration (M.B.A.); Management (Non-Thesis) — General Management (57 credits)**section 12.9: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Global Strategy and Leadership (57 credits)**section 12.10: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Marketing (57 credits)**section 12.11: Master of Business Administration (M.B.A.); Management (Non-Thesis) — Technology and Innovation Management (57 credits)*

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**12.1 Admission Requirements**

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

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

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

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

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

The McGill M.B.A. program may also be completed on a part-time basis. This is meant to accommodate persons with full-time employment. Admission requirements are the same as in *section 12.1: Admission Requirements* above.



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

MBA Admissions Office  
Desautels Faculty of Management  
McGill University  
1001 Sherbrooke Street West, Room 302

Montreal QC H3A 1G5  
Canada

Email: [mba.mgmt@mcgill.ca](mailto:mba.mgmt@mcgill.ca)

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

## 12.2 M.B.A. Application Procedures

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

McGill's online application form for graduate program candidates is available at [www.mcgill.ca/gradapplicants/apply](http://www.mcgill.ca/gradapplicants/apply).

See : [Application Procedures](#) for detailed application procedures.

### 12.2.1 Additional Requirements

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

- A completed Personal Background Sheet
- A completed Work History Form, as well as a Curriculum Vitae
- 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 [section 12.1: Admission Requirements](#) above)
- A minimum of two years of full-time work experience, following completion of an undergraduate degree
- Interview

**Please note that entrance to the McGill M.B.A. is highly competitive. It is in the applicant's interest to apply as early as possible. Applicants can view their application status via [Minerva](#).**



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

#### Application Fee Information

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

## 12.3 Application Deadlines

For application deadlines, please consult [www.mcgill.ca/desautels/programs/mba-programs/mba/admissions/admission-requirements](http://www.mcgill.ca/desautels/programs/mba-programs/mba/admissions/admission-requirements).

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

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

### Registration

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

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

Please refer to : [Registration](#) for more information.

### Base Camp

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

### Orientation

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

### Immigration Documents

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

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

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

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

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

International Student Services  
3600 McTavish Street, Suite 4400  
Montreal QC H3A 0G3

Telephone: 514-398-4349 (9:00 a.m. to 5:00 p.m.)

Email: [international.students@mcgill.ca](mailto:international.students@mcgill.ca)

Website: [www.mcgill.ca/internationalstudents](http://www.mcgill.ca/internationalstudents)

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## 12.5 Policies and Regulations of the M.B.A.

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

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

### **Withdrawal from the M.B.A. Program**

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

### **Grading and Promotion Standards**

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

### **Failures**

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

### **Outside Elective Courses**

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

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

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

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

### **M.B.A. Part-Time Studies**

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

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

### **Combined Full-Time and Part-Time Studies**

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

#### **Option 1**

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

#### **Option 2**

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

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

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## 12.6 M.B.A. International Exchange Program

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

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

The list of schools that may exchange students with McGill in 2015–2016 is available at .

McGill also maintains partnerships with the following non-PIM members:

- ESSEC Business School, France
- Solvay Business School, Brussels, Belgium

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## 12.7 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Finance (57 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 (21 credits)

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

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

### 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 57-credit requirement.

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## 12.8 Master of Business Administration (M.B.A.); Management (Non-Thesis) — General Management (57 credits)

### Required Core Courses (21 credits)

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

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

### Concentration Courses (36 credits)

Five courses (15 credits) chosen in consultation with a supervisor, from the required or complementary courses in any of the Finance, Global Strategy and Leadership, Marketing, or Technology and Innovation Management concentrations.

The remaining 21 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 57-credit requirement.

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## 12.9 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Global Strategy and Leadership (57 credits)

Drawing on a variety of cross-disciplinary courses—including strategy, organizational behaviour, entrepreneurship, and international business—this concentration provides students with an integrated perspective on leading and shaping strategy to address today’s global business issues. Students develop the skills valued by employers in consulting, strategic planning, business development, project management, and related fields. Among the issues covered are how to take a firm international; how to lead and manage talent; how to manage a multicultural workforce; how to launch a new venture; how to negotiate effectively; and how to promote sustainable development.

**Required Courses (21 credits)**

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

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

**Complementary Courses (36 credits)**

3 credits selected from the following:

MGPO 630	(3)	Managing Strategy and Innovation
MGPO 683	(3)	International Business Policy

3 credits selected from the following:

ORGB 680	(3)	Talent Management in a Global World
ORGB 685	(3)	Cross Cultural Management

9 credits selected from the following courses toward the concentration:

BUSA 614	(3)	Governance of Corporation: Contemporary Issues
BUSA 640	(3)	Launching New Ventures
BUSA 660	(3)	CEO Insights
BUSA 690	(3)	Advanced Topics in Management 1
INDR 633	(3)	Creating Wealth and Prosperity
MGPO 615	(3)	Consulting for Change
MGPO 630	(3)	Managing Strategy and Innovation
MGPO 637	(3)	Cases in Competitive 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
MGPO 683	(3)	International Business Policy
ORGB 633	(3)	Managerial Negotiations
ORGB 640	(3)	The Art of Leadership
ORGB 680	(3)	Talent Management in a Global World
ORGB 685	(3)	Cross Cultural Management

15 credits chosen from 500-level courses and higher 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 are exempt from BUSA 650 and BUSA 651. Instead, 6 additional credits of complementary courses, at the 500 level or higher, are required to complete the 57-credit requirement.

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## 12.10 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Marketing (57 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 (21 credits)

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

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

### Required Concentration Courses (6 credits)

Students choosing the Marketing concentration must complete these required courses:

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

### 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 57-credit requirement.

## 12.11 Master of Business Administration (M.B.A.); Management (Non-Thesis) — Technology and Innovation Management (57 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 (21 credits)

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

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

### 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 57-credit requirement.

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## 12.12 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.)

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.

#### Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) (144 credits)

*section 12.12.4: Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Finance (144 credits)*

*section 12.12.5: Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — General Management (144 credits)*

*section 12.12.6: Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Global Strategy and Leadership (144 credits)*

*section 12.12.7: Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Marketing (144 credits)*

*section 12.12.8: Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Technology and Innovation Management (144 credits)*

### 12.12.1 Admission Requirements

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

### 12.12.2 Application Procedures

McGill's online application form for graduate program candidates is available at [www.mcgill.ca/gradapplicants/apply](http://www.mcgill.ca/gradapplicants/apply).

See : [Application Procedures](#) for detailed application procedures.

### 12.12.3 Application Deadlines

For application deadlines, please consult the following website: [www.mcgill.ca/desautels/programs/mbalaw](http://www.mcgill.ca/desautels/programs/mbalaw).

### 12.12.4 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Finance (144 credits)

Students complete 51 credits for the M.B.A. degree, and 93 credits for the integrated B.C.L. and LL.B. degrees, for a total of 144 credits.

**Required Courses (24 credits)**

BUSA 614	(3)	Governance of Corporation: Contemporary Issues
MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

**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 (21 credits)**

Students choosing the Finance concentration must choose three of the following courses:

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

**Elective Courses**

12 additional credits at the 500 or 600 level offered by the Desautels Faculty of Management to complete a total of 51 credits.

Note: Students will have to follow the M.B.A. Base Camp (Statistics, Math for Finance, Financial Accounting) prior to commencement of the M.B.A.

**Required - Law (59 credits)**

BUS2 365	(4)	Business Associations
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**

Students complete 9-15 credits of complementary courses toward the B.C.L. and LL.B. degrees.

**Complementary - Law, Civil Law (3 credits)**

Students complete 3 credits of Civil Law courses. The following courses count for their full credit weight as civil law.

BUS2 561	(3)	Insurance
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 (3 credits)**

Students complete 3 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 3 credits and half their credit weight toward the common law requirement of 3 credits.

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)
LAWG 504	(3)	Death and Property
LEEL 570	(3)	Employment Law
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 573	(3)	Civil Liberties
CMPL 575	(3)	Discrimination and the Law
LAWG 503	(3)	Inter-American Human Rights
LEEL 369	(3)	Labour Law
LEEL 582	(3)	Law and Poverty
PUB2 105	(3)	Public International Law
PUB2 500	(3)	Law and Psychiatry
PUB2 502	(3)	International Criminal Law
PUB2 551	(3)	Immigration and Refugee Law
PUB3 515	(3)	Canadian Charter of Rights and Freedoms

### **Complementary - Law, Principles of Canadian Administrative Law**

Requirement: Students must choose one course (0-6 credits) from the following courses to meet this requirement:

BUS1 532	(3)	Bankruptcy and Insolvency
BUS2 504	(3)	Securities Regulation
CMPL 543	(3)	Law and Practice of International Trade
CMPL 574	(3)	Government Control Of Business
CMPL 575	(3)	Discrimination and the Law
CMPL 577	(3)	Communications Law
CMPL 580	(3)	Environment and the Law
LEEL 369	(3)	Labour Law
LEEL 570	(3)	Employment Law
LEEL 582	(3)	Law and Poverty
PRV4 545	(3)	Land Use Planning
PRV5 483	(3)	Consumer Law

PUB2 400	(3)	The Administrative Process
PUB2 401	(3)	Judicial Review of Administrative Action
PUB2 403	(2)	Municipal Law
PUB2 500	(3)	Law and Psychiatry
PUB2 551	(3)	Immigration and Refugee Law
WRIT 433D1*	(3)	Legal Clinic 1
WRIT 433D2*	(3)	Legal Clinic 1
WRIT 434*	(3)	Legal Clinic 2
WRIT 435*	(3)	Legal Clinic 3
WRIT 440*	(6)	Clerkship A
WRIT 440D1*	(3)	Clerkship A
WRIT 440D2*	(3)	Clerkship A
WRIT 441*	(3)	Clerkship B

\* With the approval of the Associate Dean Academic, in consultation with the Faculty Supervisors, on a case-by-case basis.

**Elective - Law, Other Courses**

Students select the remaining 19-25 credits from among Faculty of Law offerings.

**12.12.5 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — General Management (144 credits)**

Students complete 51 credits for the M.B.A. degree, and 93 credits for the integrated B.C.L. and LL.B. degrees, for a total of 144 credits.

**Required Courses (24 credits)**

BUSA 614	(3)	Governance of Corporation: Contemporary Issues
MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

**Concentration Courses (15 credits)**

Five courses (15 credits) chosen in consultation with a supervisor, from the required or complementary courses in any of the Finance, Global Strategy and Leadership, Marketing, or Technology and Innovation Management concentrations.

**Elective Courses**

12 additional credits at the 500 or 600 level offered by the Desautels Faculty of Management to complete a total of 51 credits.

Note: Students will have to follow the M.B.A. Base Camp (Statistics, Math for Finance, Financial Accounting) prior to commencement of the M.B.A.

**Required - Law (59 credits)**

BUS2 365	(4)	Business Associations
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

Students complete 9-15 credits of complementary courses toward the B.C.L. and LL.B. degrees.

### Complementary - Law, Civil Law (3 credits)

Students complete 3 credits of Civil Law courses. The following courses count for their full credit weight as civil law.

BUS2 561	(3)	Insurance
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 (3 credits)

Students complete 3 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 3 credits and half their credit weight toward the common law requirement of 3 credits.

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)
LAWG 504	(3)	Death and Property
LEEL 570	(3)	Employment Law
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 573	(3)	Civil Liberties
CMPL 575	(3)	Discrimination and the Law
LAWG 503	(3)	Inter-American Human Rights
LEEL 369	(3)	Labour Law
LEEL 582	(3)	Law and Poverty
PUB2 105	(3)	Public International Law
PUB2 500	(3)	Law and Psychiatry
PUB2 502	(3)	International Criminal Law
PUB2 551	(3)	Immigration and Refugee Law
PUB3 515	(3)	Canadian Charter of Rights and Freedoms

**Complementary - Law, Principles of Canadian Administrative Law**

Requirement: Students must choose one course (0-6 credits) from the following courses to meet this requirement:

BUS1 532	(3)	Bankruptcy and Insolvency
BUS2 504	(3)	Securities Regulation
CMPL 543	(3)	Law and Practice of International Trade
CMPL 574	(3)	Government Control Of Business
CMPL 575	(3)	Discrimination and the Law
CMPL 577	(3)	Communications Law
CMPL 580	(3)	Environment and the Law
LEEL 369	(3)	Labour Law
LEEL 570	(3)	Employment Law
LEEL 582	(3)	Law and Poverty



PRV4 545	(3)	Land Use Planning
PRV5 483	(3)	Consumer Law
PUB2 400	(3)	The Administrative Process
PUB2 401	(3)	Judicial Review of Administrative Action
PUB2 403	(2)	Municipal Law
PUB2 500	(3)	Law and Psychiatry
PUB2 551	(3)	Immigration and Refugee Law
WRIT 433D1*	(3)	Legal Clinic 1
WRIT 433D2*	(3)	Legal Clinic 1
WRIT 434*	(3)	Legal Clinic 2
WRIT 435*	(3)	Legal Clinic 3
WRIT 440*	(6)	Clerkship A
WRIT 440D1*	(3)	Clerkship A
WRIT 440D2*	(3)	Clerkship A
WRIT 441*	(3)	Clerkship B

\* With the approval of the Associate Dean Academic, in consultation with the Faculty Supervisors, on a case-by-case basis.

#### **Elective - Law, Other Courses**

Students select the remaining 19-25 credits from among Faculty of Law offerings.

### **12.12.6 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Global Strategy and Leadership (144 credits)**

Students complete 51 credits for the M.B.A. degree, and 93 credits for the integrated B.C.L. and LL.B. degrees, for a total of 144 credits.

#### **Required Courses - MBA (24 credits)**

BUSA 614	(3)	Governance of Corporation: Contemporary Issues
MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

#### **Complementary Courses - MBA (27 credits)**

3 credits selected from the following:

MGPO 630	(3)	Managing Strategy and Innovation
MGPO 683	(3)	International Business Policy

3 credits selected from the following:

ORGB 680	(3)	Talent Management in a Global World
ORGB 685	(3)	Cross Cultural Management

9 credits selected from the following courses toward the concentration:

BUSA 640	(3)	Launching New Ventures
BUSA 660	(3)	CEO Insights
BUSA 690	(3)	Advanced Topics in Management 1
INDR 633	(3)	Creating Wealth and Prosperity
MGPO 615	(3)	Consulting for Change
MGPO 630	(3)	Managing Strategy and Innovation
MGPO 637	(3)	Cases in Competitive 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
MGPO 683	(3)	International Business Policy
ORGB 633	(3)	Managerial Negotiations
ORGB 640	(3)	The Art of Leadership
ORGB 680	(3)	Talent Management in a Global World
ORGB 685	(3)	Cross Cultural Management

The remaining 12 credits of courses are chosen from the 500-level and higher offered by the Desautels Faculty of Management to complete a total of 51 credits.

Note: Students will have to follow the M.B.A. Base Camp (Statistics, Math for Finance, Financial Accounting) prior to commencement of the M.B.A.

**Required - Law (59 credits)**

BUS2 365	(4)	Business Associations
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**

Students complete 9-15 credits of complementary courses toward the B.C.L. and LL.B. degrees.

### **Complementary - Law, Civil Law (3 credits)**

Students complete 3 credits of Civil Law courses. The following courses count for their full credit weight as civil law.

BUS2 561	(3)	Insurance
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 (3 credits)**

Students complete 3 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 3 credits and half their credit weight toward the common law requirement of 3 credits.

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)
LAWG 504	(3)	Death and Property
LEEL 570	(3)	Employment Law
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 573	(3)	Civil Liberties
CMPL 575	(3)	Discrimination and the Law
LAWG 503	(3)	Inter-American Human Rights
LEEL 369	(3)	Labour Law
LEEL 582	(3)	Law and Poverty
PUB2 105	(3)	Public International Law
PUB2 500	(3)	Law and Psychiatry
PUB2 502	(3)	International Criminal Law
PUB2 551	(3)	Immigration and Refugee Law
PUB3 515	(3)	Canadian Charter of Rights and Freedoms

**Complementary - Law, Principles of Canadian Administrative Law**

Requirement: Students must choose one course (0-6 credits) from the following courses to meet this requirement:

BUS1 532	(3)	Bankruptcy and Insolvency
BUS2 504	(3)	Securities Regulation
CMPL 543	(3)	Law and Practice of International Trade
CMPL 574	(3)	Government Control Of Business
CMPL 575	(3)	Discrimination and the Law
CMPL 577	(3)	Communications Law
CMPL 580	(3)	Environment and the Law
LEEL 369	(3)	Labour Law
LEEL 570	(3)	Employment Law
LEEL 582	(3)	Law and Poverty
PRV4 545	(3)	Land Use Planning
PRV5 483	(3)	Consumer Law
PUB2 400	(3)	The Administrative Process
PUB2 401	(3)	Judicial Review of Administrative Action
PUB2 403	(2)	Municipal Law
PUB2 500	(3)	Law and Psychiatry
PUB2 551	(3)	Immigration and Refugee Law
WRIT 433D1*	(3)	Legal Clinic 1
WRIT 433D2*	(3)	Legal Clinic 1
WRIT 434*	(3)	Legal Clinic 2
WRIT 435*	(3)	Legal Clinic 3
WRIT 440*	(6)	Clerkship A
WRIT 440D1*	(3)	Clerkship A
WRIT 440D2*	(3)	Clerkship A
WRIT 441*	(3)	Clerkship B

\* With the approval of the Associate Dean Academic, in consultation with the Faculty Supervisors, on a case-by-case basis.

### Elective - Law, Other Courses

Students select the remaining 19-25 credits from among Faculty of Law offerings.

## 12.12.7 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Marketing (144 credits)

Students complete 51 credits for the M.B.A. degree, and 93 credits for the integrated B.C.L. and LL.B. degrees, for a total of 144 credits.

### Required Courses (24 credits)

BUSA 614	(3)	Governance of Corporation: Contemporary Issues
MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

### Required Concentration Courses (6 credits)

Students choosing the Marketing concentration must complete these required courses:

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

### Complementary Courses (9 credits)

Students choosing the Marketing concentration must choose three of the following courses:

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

12 additional credits at the 500 or 600 level offered by the Desautels Faculty of Management to complete a total of 51 credits.

Note: Students will have to follow the M.B.A. Base Camp (Statistics, Math for Finance, Financial Accounting) prior to commencement of the M.B.A.

### Required - Law (59 credits)

BUS2 365	(4)	Business Associations
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**

Students complete 9-15 credits of complementary courses toward the B.C.L. and LL.B. degrees.

**Complementary - Law, Civil Law (3 credits)**

Students complete 3 credits of Civil Law courses. The following courses count for their full credit weight as civil law.

BUS2 561	(3)	Insurance
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 (3 credits)**

Students complete 3 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 3 credits and half their credit weight toward the common law requirement of 3 credits.

CMPL 522	(3)	Medical Liability
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CMPL 573	(3)	Civil Liberties
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)
LEEL 369	(3)	Labour Law
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 573	(3)	Civil Liberties
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, Principles of Canadian Administrative Law**

Requirement: Students must choose one course (0-6 credits) from the following courses to meet this requirement:

BUS1 532	(3)	Bankruptcy and Insolvency
BUS2 504	(3)	Securities Regulation
CMPL 543	(3)	Law and Practice of International Trade
CMPL 574	(3)	Government Control Of Business
CMPL 575	(3)	Discrimination and the Law
CMPL 577	(3)	Communications Law
CMPL 580	(3)	Environment and the Law
LEEL 369	(3)	Labour Law
LEEL 570	(3)	Employment Law
LEEL 582	(3)	Law and Poverty
PRV4 545	(3)	Land Use Planning
PRV5 483	(3)	Consumer Law

PUB2 400	(3)	The Administrative Process
PUB2 401	(3)	Judicial Review of Administrative Action
PUB2 403	(2)	Municipal Law
PUB2 500	(3)	Law and Psychiatry
PUB2 551	(3)	Immigration and Refugee Law
WRIT 433D1*	(3)	Legal Clinic 1
WRIT 433D2*	(3)	Legal Clinic 1
WRIT 434*	(3)	Legal Clinic 2
WRIT 435*	(3)	Legal Clinic 3
WRIT 440*	(6)	Clerkship A
WRIT 440D1*	(3)	Clerkship A
WRIT 440D2*	(3)	Clerkship A
WRIT 441*	(3)	Clerkship B

\* With the approval of the Associate Dean Academic, in consultation with the Faculty Supervisors, on a case-by-case basis.

**Elective - Law, Other Courses**

Students select the remaining 19-25 credits from among Faculty of Law offerings.

**12.12.8 Joint Program: Master of Business Administration (M.B.A.) with Integrated Bachelor of Civil Law (B.C.L.) / Bachelor of Laws (LL.B.) — Technology and Innovation Management (144 credits)**

Students complete 51 credits for the M.B.A. degree, and 93 credits for the integrated B.C.L. and LL.B. degrees, for a total of 144 credits.

**Required Courses (24 credits)**

BUSA 614	(3)	Governance of Corporation: Contemporary Issues
MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

**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 (9 credits)**

Students choosing the Technology and Innovation Management concentration must complete three of these complementary courses:

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

### Elective Courses

12 additional credits at the 500 or 600 level offered by the Desautels Faculty of Management to complete a total of 51 credits.

Note: Students will have to follow the M.B.A. Base Camp (Statistics, Math for Finance, Financial Accounting) prior to commencement of the M.B.A.

### Required - Law (59 credits)

BUS2 365	(4)	Business Associations
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

Students complete 9-15 credits of complementary courses toward the B.C.L. and LL.B. degrees.

### Complementary - Law, Civil Law (3 credits)

Students complete 3 credits of Civil Law courses. The following courses count for their full credit weight as civil law.

BUS2 561	(3)	Insurance
LAWG 504	(3)	Death and Property
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 (3 credits)**

Students complete 3 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 3 credits and half their credit weight toward the common law requirement of 3 credits.

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)
LEEL 570	(3)	Employment Law
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 573	(3)	Civil Liberties
CMPL 575	(3)	Discrimination and the Law
LAWG 503	(3)	Inter-American Human Rights
LEEL 369	(3)	Labour Law
LEEL 582	(3)	Law and Poverty
PUB2 105	(3)	Public International Law
PUB2 500	(3)	Law and Psychiatry

PUB2 502	(3)	International Criminal Law
PUB2 551	(3)	Immigration and Refugee Law
PUB3 515	(3)	Canadian Charter of Rights and Freedoms

### Complementary - Law, Principles of Canadian Administrative Law

Requirement: Students must choose one course (0-6 credits) from the following courses to meet this requirement:

BUS1 532	(3)	Bankruptcy and Insolvency
BUS2 504	(3)	Securities Regulation
CMPL 543	(3)	Law and Practice of International Trade
CMPL 574	(3)	Government Control Of Business
CMPL 575	(3)	Discrimination and the Law
CMPL 577	(3)	Communications Law
CMPL 580	(3)	Environment and the Law
LEEL 369	(3)	Labour Law
LEEL 570	(3)	Employment Law
LEEL 582	(3)	Law and Poverty
PRV4 545	(3)	Land Use Planning
PRV5 483	(3)	Consumer Law
PUB2 400	(3)	The Administrative Process
PUB2 401	(3)	Judicial Review of Administrative Action
PUB2 403	(2)	Municipal Law
PUB2 500	(3)	Law and Psychiatry
PUB2 551	(3)	Immigration and Refugee Law
WRIT 433D1*	(3)	Legal Clinic 1
WRIT 433D2*	(3)	Legal Clinic 1
WRIT 434*	(3)	Legal Clinic 2
WRIT 435*	(3)	Legal Clinic 3
WRIT 440*	(6)	Clerkship A
WRIT 440D1*	(3)	Clerkship A
WRIT 440D2*	(3)	Clerkship A
WRIT 441*	(3)	Clerkship B

\* With the approval of the Associate Dean Academic, in consultation with the Faculty Supervisors, on a case-by-case basis.

### Elective - Law, Other Courses

Students select the remaining 19-25 credits from among Faculty of Law offerings.

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## 12.13 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, students will begin their medical studies, which will be integrated with additional elective courses in management. This will provide the 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 laboratories 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 will have to follow the M.B.A. Base Camp (Statistics, Math for Finance, Financial Accounting) prior to commencement of the M.B.A.

**section 12.13.4: M.D./M.B.A.; Management (Non-Thesis) (51 credits)**

Offered in cooperation with the Faculty of Medicine.

For more information, contact:

Program Administrator, M.D./M.B.A. Program  
 McIntyre Medical Sciences Building  
 3655 Promenade Sir-William-Osler  
 Montreal QC H3G 1Y6  
 Canada

Email: [aed.med@mcgill.ca](mailto:aed.med@mcgill.ca)

Website: [www.mcgill.ca/medadmissions/programs/mdcm-mba](http://www.mcgill.ca/medadmissions/programs/mdcm-mba)

**12.13.1 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/programs/mdcm-mba](http://www.mcgill.ca/medadmissions/programs/mdcm-mba).

**12.13.2 Application Procedures**

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

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

See : [Application Procedures](#) for detailed application procedures.

See [www.mcgill.ca/medadmissions](http://www.mcgill.ca/medadmissions) for M.D.,C.M. program application procedures.

**12.13.3 Application Deadlines**

For application deadlines, please consult the following website: [www.mcgill.ca/medadmissions/applying](http://www.mcgill.ca/medadmissions/applying).

**12.13.4 M.D./M.B.A.; Management (Non-Thesis) (51 credits)**

**Required Courses (36 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
MGCR 660	(6)	International Study Trip

**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 will have to follow the M.B.A. Base Camp (Statistics, Math for Finance, Financial Accounting) prior to commencement of the M.B.A.

## 12.14 M.B.A./Japan Admission Requirements and Application Procedures

### About the M.B.A./Japan

The McGill MBA Japan program is a weekend MBA program based on the world-leading Integrative MBA program offered by McGill University's Desautels Faculty of Management in Montreal. Students will follow a lockstep program. 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.

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

*section 12.14.4: Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Finance (57 credits)*

*section 12.14.5: Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — General Management (57 credits)*

*section 12.14.6: Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Global Strategy and Leadership (57 credits)*

*section 12.14.7: Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Marketing (57 credits)*

*section 12.14.8: Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Technology and Innovation Management (57 credits)*

### 12.14.1 Admission Requirements

For more information on admission requirements, visit our website at [www.mcgillmbajapan.com](http://www.mcgillmbajapan.com).

### 12.14.2 Application Procedures

For more information on application procedures, visit our website at [www.mcgillmbajapan.com](http://www.mcgillmbajapan.com).

### 12.14.3 Application Deadlines

For application deadlines, visit our website at [www.mcgillmbajapan.com](http://www.mcgillmbajapan.com).

### 12.14.4 Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Finance (57 credits)

\*\*This program is currently not offered.\*\*

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

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

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

#### Required Core Courses (21 credits)

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

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

#### 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

**12.14.5 Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — General Management (57 credits)**

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

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

**Required Core Courses (21 credits)**

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

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

**Concentration Courses (36 credits)**

Five courses (15 credits) chosen in consultation with a supervisor, from the required or complementary courses in any of the Finance, Global Strategy and Leadership, Marketing, or Technology and Innovation Management concentrations.

The remaining 21 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

#### 12.14.6 Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Global Strategy and Leadership (57 credits)

\*\*This program is currently not offered.\*\*

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

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

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

##### Required Core Courses (21 credits)

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

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

##### Required Concentration Courses (6 credits)

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

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

##### Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

BUSA 640	(3)	Launching New Ventures
BUSA 660	(3)	CEO Insights
BUSA 690	(3)	Advanced Topics in Management 1
INDR 633	(3)	Creating Wealth and Prosperity
MGPO 615	(3)	Consulting for Change
MGPO 630	(3)	Managing Strategy and Innovation
MGPO 638	(3)	Managing Organizational Politics
MGPO 640	(3)	Strategies for Sustainable Development

MGPO 645	(3)	Strategy in Context
MGPO 651	(3)	Strategic Management: Developing Countries
MGPO 669	(3)	Managing Globalization
ORGB 633	(3)	Managerial Negotiations
ORGB 640	(3)	The Art of Leadership

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

6 credits from the following:

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

### 12.14.7 Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Marketing (57 credits)

\*\*This program is currently not offered.\*\*

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

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

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

#### Required Core Courses (21 credits)

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

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

#### Required Concentration Courses (6 credits)

Students choosing the Marketing concentration must complete these required courses:

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

#### 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

#### **12.14.8 Master of Business Administration (M.B.A.)/Japan; Management (Non-Thesis) — Technology and Innovation Management (57 credits)**

\*\*This program is currently not offered.\*\*

Note: The program curriculum is being revised to enhance its quality and relevance, while keeping the focus still on designing and managing global supply chains for manufacturing and service organizations.

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

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

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

##### **Required Core Courses (21 credits)**

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

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

##### **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
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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

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## 12.15 Joint Executive M.B.A. Admission Requirements and Application Procedures

### About the Joint Executive M.B.A.

#### *section 12.15.4: 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.

### 12.15.1 Admission Requirements

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

### 12.15.2 Application Procedures

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

### 12.15.3 Application Deadlines

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

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

#### Required Courses (45 credits)

McGill University courses (33 credits)

BUSA 642	(4)	Reflective Dimension Manager Role
BUSA 643	(4)	Collaborative Dimension Manager
BUSA 644	(4)	Analytic Dimension of Manager Role

BUSA 645	(4)	Worldly Dimension of Manager Role
BUSA 685	(5)	Managing Change
BUSA 689	(12)	Integrative Project

## HEC Montréal courses (12 credits)

MHEC 600	(4)	Création de valeur
MHEC 601	(4)	Excellence opérationnelle
MHEC 602	(4)	Outils et pratiques de gestion

## 13 Master of Management Programs Admission Requirements and Application Procedures

### About Master of Management Programs

#### *section 13.3: Master of Management (M.M.); Manufacturing Management (Non-Thesis) (56 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 and 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.



#### **Note:**

The M.M.M. program is currently being revised to enhance its quality and relevance, while keeping the focus on designing and managing global supply chains for manufacturing and service organizations. The M.M.M. program at McGill is currently not offered.

Alternatively, the Global Manufacturing Management (G.M.M.) program is offered, following the same curriculum as the M.M.M. program, on a part-time basis. As part of Zhejiang University's (China) Master in Global Manufacturing and Supply Chain Management (MGMSCM) initiative, students having completed the G.M.M. program could then transfer the acquired credits to apply toward Zhejiang's M.B.A. degree. Students having successfully completed all requirements for Zhejiang's MGMSCM program would have two degrees: an M.M.M. from McGill and an M.B.A from Zhejiang. The program is instructed in English and takes place at Zhejiang University in China. It is targeted at high potential managers in manufacturing, producer services, and logistics industries.

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

#### *section 13.4: Master of Management (M.M.); IMPM (Non-Thesis) (45 credits)*

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

For more information, visit our website at [www.impm.org](http://www.impm.org).

#### *section 13.5: Master of Management (M.M.); IMPMHL (Non-Thesis) (45 credits)*

Applying an experience-based approach to leadership development, this program will recruit practicing 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/programs/imhl](http://www.mcgill.ca/desautels/programs/imhl).

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**13.1 Admission Requirements & Application Procedures**

- IMPM: For more information, please refer to [www.impm.org](http://www.impm.org).
- IMHL: For more information, please refer to [www.mcgill.ca/desautels/programs/imhl/applying](http://www.mcgill.ca/desautels/programs/imhl/applying).

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**13.2 Application Deadlines**

- IMPM: For more information, please refer to [www.impm.org/admissions](http://www.impm.org/admissions).
- IMHL: The next cohort will begin the studies in September 2016. Online application will be open in August 2015. Application deadline: May 1, 2016.

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**13.3 Master of Management (M.M.); Manufacturing Management (Non-Thesis) (56 credits)**

**\*\*This program is currently not offered.\*\***

We are in the process of revising the curriculum of the program to enhance its quality and relevance, while keeping the focus still on designing and managing global supply chains for manufacturing and service organizations.

**Required Courses (30 credits)**

MECH 524	(3)	Computer Integrated Manufacturing
MECH 627	(9)	Manufacturing Industrial Stage
MECH 628	(2)	Manufacturing Case Studies
MECH 629	(1)	Manufacturing Industrial Seminar
MGSC 602	(3)	Strategic Management of Operations
MGSC 603	(3)	Logistics Management
MGSC 605	(3)	Total Quality Management
MGSC 608	(3)	Data Decisions and Models
MGSC 631	(3)	Analysis: Production Operations

**Complementary Courses (26 credits)**

8 credits from General Business & Management Training

6 credits from General Business & Management

12 credits from Manufacturing & Supply Chain

**General Business & Management Training (8 credits)**

8 credits from Group A or Group B:

**Group A**

MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation

**Group B**

MGCR 611	(2)	Financial Accounting
MGCR 612	(2)	Organizational Behaviour
MGCR 616	(2)	Marketing
MGCR 641	(2)	Elements of Modern Finance 1

**General Business & Management**

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

**Manufacturing & Supply Chain**

12 credits from:

MECH 526	(3)	Manufacturing and the Environment
MECH 528	(3)	Product Design
MECH 529	(3)	Discrete Manufacturing Systems
MGSC 578	(3)	Simulation of Management Systems
MGSC 615	(3)	Procurement and Distribution

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**13.4 Master of Management (M.M.); IMPM (Non-Thesis) (45 credits)**

**Research Project (12 credits)**

BUSA 689	(12)	Integrative Project
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**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

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**13.5 Master of Management (M.M.); IMPMHL (Non-Thesis) (45 credits)**

**Research Project (12 credits)**

BUSA 689	(12)	Integrative Project
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**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

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## 14 Joint Ph.D. in Management Admission Requirements and Application Procedures

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

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

Telephone: 514-398-4060

Fax: 514-398-3876

Email: [phd.mgmt@mcgill.ca](mailto:phd.mgmt@mcgill.ca)

Website: [www.mcgill.ca/desautels/programs/phd](http://www.mcgill.ca/desautels/programs/phd)

#### *section 14.4: 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 issues.

The Ph.D. program is offered jointly with three other institutions:

Concordia University  
John Molson School of Business  
1450 Guy Street  
Montreal QC H3H 0A1  
Canada  
Website: [www.concordia.ca/jmsb/programs/graduate/phd.html](http://www.concordia.ca/jmsb/programs/graduate/phd.html)

École des Hautes Études Commerciales  
3000 Chemin de la Cote Ste-Catherine  
Montreal QC H3T 2A7  
Canada  
Website: [www.hec.ca/en/programs\\_training/phd/index.html](http://www.hec.ca/en/programs_training/phd/index.html)

Université du Québec à Montréal  
Département des Sciences Administratives  
315 Ste-Catherine Est  
Montreal QC H2X 3X2  
Canada  
Website: <http://phdadm.esg.uqam.ca>

The program represents a number of innovations in doctoral work in the field of administration. First, by cooperating, the four universities are able to make available to the program's 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.

### Preparation – Phase I

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

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

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.

### Specialization – Phase II

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. The Phase II Form (Advisory Committee) must be approved by the McGill and the Joint Doctoral Committees. This includes the following:

- Doctoral seminars in the specialization area; minimum four courses
- Any other existing graduate-level courses in the specialization area and support field deemed appropriate by the 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 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.

### Dissertation – Phase III

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 Advisory Committee and, once the research is completed and the dissertation written, the student publicly defends the completed thesis. The Phase III Form (Advisory Committee) must be approved by the McGill and the Joint Doctoral Committees.

\* **NSERC CREATE Ph.D. option in 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.

#### \*\* *section 14.5: Doctor of Philosophy (Ph.D.); Management — Environment*

The Ph.D. program option in Environment is intended to develop an understanding of how knowledge is transferred into action with regard to the environment. It provides a forum whereby students bring their disciplinary perspectives together and enrich each other's learning through structured courses, formal seminars, and informal discussions and networking.

## 14.1 Admission Requirements

Candidates normally hold a master's-level degree, with a strong academic record from a recognized university.

*GMAT* (or *GRE-General Test*) results are required for all applications to the doctoral program; this includes McGill master's students applying to the Ph.D. The minimum GMAT score required is 70% equivalency. Tests must have been written within the past five years.

Applicants to graduate studies whose mother tongue is not English, and who have not completed an undergraduate or graduate degree from a recognized foreign institution where English is the language of instruction or from a recognized Canadian institution (anglophone or francophone), must submit documented proof of competency in oral and written English. Before acceptance, appropriate exam results must be submitted directly from the *TOEFL* (Test of English as a Foreign Language) or *IELTS* (International English Language Testing Systems) Office. 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. A minimum score of 7 for IELTS is required. Tests must have been written within the past two years.

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

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.

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## 14.2 Application Procedures

McGill's online application form for graduate program candidates is available at [www.mcgill.ca/gradapplicants/apply](http://www.mcgill.ca/gradapplicants/apply).

See : [Application Procedures](#) for detailed application procedures.

### 14.2.1 Additional Requirements

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

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

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## 14.3 Application Deadlines

For application deadlines, please consult the following website: [www.mcgill.ca/desautels/programs/phd/admissions/deadline](http://www.mcgill.ca/desautels/programs/phd/admissions/deadline).

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## 14.4 Doctor of Philosophy (Ph.D.); Management

### Thesis

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

### Required Courses (9 credits)

Note: Students can take MGMT 706 or EDPH 689.

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

### Complementary Courses (18 credits)



12 credits of specialization courses

6 credits in the support field

## 14.5 Doctor of Philosophy (Ph.D.); Management — Environment

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

### Thesis

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

### Required Courses (15 credits)

Note: Students can take MGMT 706 or EDPH 689.

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

### Complementary Courses (15 credits)

12 credits of courses/seminars at the 500-level or higher in the student's management specialization area in consultation with student's advisory committee.

3 credits chosen from the following list:

ENVR 519	(3)	Global Environmental Politics
ENVR 544	(3)	Environmental Measurement and Modelling
ENVR 620	(3)	Environment and Health of Species
ENVR 622	(3)	Sustainable Landscapes
ENVR 630	(3)	Civilization and Environment
ENVR 680	(3)	Topics in Environment 4

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

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



**Note:** 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 grades and degree confirmations from all universities attended are required. These include universities attended on exchange or as visiting students. For international applicants, the academic records and verifying degree conferrals must be submitted in the original language with official translations, listing courses and grades for each year of study. These documents must bear the actual signature of the registrar and the official seal or stamp of the institution.

*section 15.4: Graduate Certificate: Post-M.B.A. (15 credits)*

*This program is no longer accepting new students.*

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## 15.1 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/programs](http://www.mcgill.ca/desautels/programs) or call the Master Programs Office at 514-398-4066.

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## 15.2 Application Procedures

This program is no longer accepting new students.

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## 15.3 Application Deadlines

This program is not accepting applications.

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## 15.4 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.

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

### About the Graduate Certificate in Professional Accounting (GCPA)

*section 16.6: Graduate Certificate in Professional Accounting (24 credits)*

The Graduate Certificate in Professional Accounting program is offered full-time by the Desautels Faculty of Management, and part-time through the School of Continuing Studies.

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

The GCPA program is intended to allow students to develop professional skills that will be recognized nationally and internationally. It focuses on the acquisition and integration of in-depth specialized knowledge in fields in which engagements are likely to be entrusted to CPAs. More specifically, the

**section 16.6: Graduate Certificate in Professional Accounting (24 credits)**

objective of the Graduate Certificate is to develop the analytical skills, diagnostic capabilities, and evaluation skills needed for the exercise of professional judgment necessary to solve practical problems related to the practice of professional accounting. Our lecturers are hard-working, dedicated, and motivated to making our students succeed in the program.

Coupled with a 24-month recognized training period, the GCPA program provides students with the academic and professional business training, communication and interpersonal skills needed to succeed in a CPA career.

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## 16.1 Admission Requirements

*Option 1:*

Applicants completing a Canadian Bachelor of Commerce degree from a recognized institution are required to obtain a minimum CGPA of 3.0 out of 4.0\* and successfully complete the following prerequisite courses, or their equivalents, with minimum grades of B-:

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

\* Admission to the program is highly competitive and meeting the minimum requirements does not secure entry into the GCPA program.

*Option 2:*

Graduates of programs other than the Canadian Bachelor of Commerce or graduates with foreign degrees must complete the following courses through the School of Continuing Studies' Diploma in Accounting program prior to admission to the GCPA program. Please note that meeting the minimum requirements does not secure admission to the GCPA 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
- CCMA 523 Managerial Accounting 3
- CCAU 511 Auditing 1
- CCTX 511 Taxation 1
- CCTX 532 Taxation 2
- CFIN 512 Corporate Finance
- CCLW 511 Law 1
- CFIN 522 Applied Topics: Corporate Finance
- CMIS 541 Info Systems for Managers
- CPL2 552 Strategic Management

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

688 Sherbrooke Street West, 11<sup>th</sup> floor  
Telephone: 514-398-6200  
Email: [info.conted@mcgill.ca](mailto:info.conted@mcgill.ca)  
Website: [www.mcgill.ca/continuingstudies](http://www.mcgill.ca/continuingstudies)

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## 16.2 Application Procedures

Online applications for the GCPA program can be submitted through McGill's [uApply](#). For details please visit [Ready to apply?](#)

See : [Application Procedures](#) and the [GCPA program](#) website for details about submitting your application.

A deferral of admission may be considered in exceptional cases upon evidence of extenuating circumstances for one year only. A request may be submitted by the student through [uApply](#) and evaluated by the GCPA Office.

**Time Limits**

The program must be completed within three years of admission.

**16.2.1 Additional Requirements**

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

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

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**16.3 Application Deadlines**

The application deadlines listed here are set by the Desautels Faculty of Management and may be revised at any time. Applicants must verify all deadlines and documentation requirements well in advance on the appropriate McGill departmental website; please consult the list on the [Graduate program contacts](#) page.

Canadian	International	Special/Exchange/Visiting
Fall: N/A	Fall: N/A	Fall: N/A
Winter: N/A	Winter: N/A	Winter: N/A
Summer: Feb. 1	Summer: Dec. 15	Summer: N/A

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**16.4 Obtaining a CPA designation**

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

1. Completed a Professional Education Program (PEP)
2. Passed the Common Final Exam (CFE)
3. Served a two-year practical training period with an accredited training office (it is the student's responsibility to obtain such employment)
4. Passed the French language examination
5. Become, or be, either a Canadian citizen or landed immigrant

Once all these criteria have been met, the student will obtain the designation of Chartered Professional Accountant from *L'Ordre des comptables professionnels agréés du Québec* (OCPAQ).

Further information can be obtained from:

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

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

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**16.5 Graduate Diploma in Public Accountancy (Chartered Accountancy) (30 credits)**

\*\*This program will not be offered as of Summer 2014. It has been replaced by the Graduate Certificate in Professional Accounting (GCPA) program effective Fall 2014. For more information on the GCPA please visit: <http://www.mcgill.ca/desautels/programs/cpa>

## 16.6 Graduate Certificate in Professional Accounting (24 credits)

The Graduate Certificate in Professional Accounting is a recognized professional education program (PEP) by l'Ordre des comptables Professionnels Agréés du Québec (OCPAQ). The program prepares students for a career as a professional accountant and to write the national CPA Common Final Exams. It allows students to develop professional skills that will be recognized nationally and internationally. Students are exposed to the latest concepts and practice-related issues and have the choice of studying in the areas of public accounting (assurance), performance measurement, taxation, or financial business analysis. The program is offered on a full-time basis in the Desautels Faculty of Management or on a part-time basis through the School of Continuing Studies.

### Prerequisite Courses for Canadian B.Com. Students (33 credits)

ACCT 351	(3)	Intermediate Financial Accounting 1
ACCT 352	(3)	Intermediate Financial Accounting 2
ACCT 361	(3)	Management Accounting
ACCT 362	(3)	Cost Accounting
ACCT 385	(3)	Principles of Taxation
ACCT 453	(3)	Advanced Financial Accounting
ACCT 463	(3)	Management Control
ACCT 475	(3)	Principles of Auditing
ACCT 486	(3)	Business Taxation 2
BUSA 364	(3)	Business Law 1
FINE 342	(3)	Corporate Finance

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

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

### Required Courses (16 credits)

ACCT 653	(3)	Issues in Professional Accounting 1
ACCT 654	(3)	Issues in Professional Accounting 2
ACCT 663	(3)	Strategic Aspects of Accounting 1
ACCT 664	(3)	Strategic Aspects of Accounting 2
ACCT 695	(4)	Integrative Analysis
ACCT 699	(0)	Exam Preparation Seminar

**Complementary Courses (8 credits)**

ACCT 683	(4)	Practice of Taxation
ACCT 685	(4)	Accounting and Performance Management
ACCT 687	(4)	Assurance Services
ACCT 689	(4)	Financial Business Analysis

**17 Desautels Faculty of Management Faculty****Dean**

Morty Yalovsky (*Interim*) (*Term ending Aug. 31, 2015*)

Isabelle Bajoux-Besnainou; Degree(ENS Paris), M.Sc.(Paris VI & Paris IX), Doctorat(Paris IX) (*Effective Sept. 1, 2015*)

**Associate Deans**

Samer Faraj – *Research & International Relations (Interim)*

Steve Fortin – *BCom Student Affairs*

Saibal Ray – *Academic (Interim)*

Demetrios Vakratsas – *Master's Programs*

**Program Directors**

Samer Faraj – *Director, Ph.D. Program*

Louis Gialloreti – *Executive Director, McGill Executive Institute (MEI)*

Sujata Madan – *Academic Director, M.B.A. Program*

Donald Melville – *Director, Master's Programs*

**Academic Directors – Research Centres & Institutes**

Lisa Cohen – *Business & Management Research Centre*

Robert David – *Centre for Strategy Studies in Organizations (CSSO)*

Laurette Dube – *McGill Centre for the Convergence of Health & Economics (MCCHE)*

Vihang Errunza – *Desmarais Global Finance Research Centre*

Mehmet Gumus – *Management Science Research Centre*

Steve Maguire – *Director, Marcel Desautels Inst. for Integrated Management*

Emine Sarigöllü – *International Management Program*

Demetrios Vakratsas/Saurabh Mishra – *McGill Institute of Marketing (MIM)*

Greg Vit – *Director, Dobson Centre for Entrepreneurial Studies*

**Directos/Co-Directors – Special Programs**

Leslie Breitner – *IMHL, Co-Director & IMPM, McGill Module leader Breitner*

Jan Ericsson/Vadim di Pietro – *Investment Management Program*

Hamid Etemad – *Program for International Competitiveness*

Alfred Jaeger – *Academic Director, MBA Japan test*

Beste Kucukyazici – *MD/MBA*

Steve Maguire – *Law/MBA*

Henry Mintzberg – *Director, IMHL & IMPM*

**Directos/Co-Directors – Special Programs**

Alain Pinsonneault – *EMBA/H.E.C.*

Saibal Ray – *Director, MMM/GMSCM*

Julia Scott – *GCPA Program*

Vedat Verter – *Director, CREATE in Healthcare Operations & Information Mgmt*

**Emeritus Professors**

W. Crowston; B.S., B.A.Sc.(Tor.), S.M.(MIT), M.Sc., Ph.D.(Carn. Mell) – *Management Science*

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

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

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

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

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

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

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

**Professors**

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

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

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

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

V.R. Errunza; B.S., B.S.(Tech.)(Bom.), M.Sc., Ph.D.(Calif.) – *Finance (Bank of Montreal Finance Chair)*

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

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

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

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

A. Pinsonneault; B.Com.(C'odia), M.Sc.(HEC), Ph.D.(Calif.) – *Information Systems (James McGill Professor and IMASCO Chair in I.S.)*

S. Ray; B.E.(Jad.), M.E.(Asian IT), Ph.D.(Wat.) – *Operations Management*

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

**Associate Professors**

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

G. Basselier; B.Com., M.Sc.(HEC) – *Information Systems*

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

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

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.(Cornell) – *Strategy and Organization*

A. de Motta; B.A.(Univ. de Valencia), Ph.D.(MIT) – *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*

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

S. Fortin; B.A.A.(UQAR), Ph.D.(Wat.) – *Accounting*

R. Goyenko; B.S.(Donetsk-Ukraine), M.A.(C.E.U., Budapest), M.S.(Univ. of Siena), M.B.A., Ph.D.(Ind.) – *Finance*

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

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

**Associate Professors**

- K. Han; B.S., M.S.(KAIST), Ph.D.(Minn.) – *Information Systems*
- A.M. Jaeger; B.Sc.(N'western), M.B.A., Ph.D.(Stan.) – *Organizational Behaviour (Academic Director; M.B.A. Japan)*
- M-S. Jo; B.Com.(Hankuk U.), M.B.A.(Mich.), M.S.(Ill.), Ph.D.(Colo.) – *Marketing*
- J. Jørgensen; B.A., M.A.(N. Carolina, Chapel Hill), Ph.D.(McG.) – *Strategy and Organization*
- L. Lapointe; B.A., M.Sc.(Montr.), Ph.D.(HEC) – *Information Systems*
- S. Mantere; M.Sc.(Eng.)(TKK), M.A.(Helsinki), Ph.D.(TKK) – *Strategy and Organization/MDIIM*
- S. Mishra; B.A., M.A.(Delhi), M.B.A., Ph.D.(Ind.) – *Marketing*
- A. Mukherjee; B.Eng.(Jadavpur), M.B.A.(Indian Inst. Manag.), Ph.D.(Texas-Austin) – *Marketing*
- P. Perez-Aleman; B.Sc.(Calif., Berk.), Ph.D.(MIT) – *Strategy and Organization*
- C. Phelps; B.A., M.B.A.(SDSU), M.Phil., Ph.D.(NYU) – *Strategy and Organization*
- S. Ray; B.E.(Jadavpur), M.E.(Asian I.T.), Ph.D.(Wat.) – *Operations Management*
- E. Sarigöllü; B.A., M.B.A.(Bogaziçi), M.A., Ph.D.(Penn.) – *Marketing*
- S. Sarkissian; M.S.(Calif., Berk.), Ph.D.(Wash.) – *Finance*
- O. Toulan; B.Sc.(G'town), Ph.D.(MIT) – *Strategy and Organization*
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- E. Vaast; M.A.(Sciences Po), M.A.(Dauphine), M.Sc.(Cachan), Ph.D.(Paris) – *Information Systems*
- D. Vakratsas; B.Sc.(Aristotle U.), M.Sc., Ph.D.(Texas) – *Marketing*
- M. Yalovsky; B.Sc., M.Sc., Ph.D.(McG.) – *Operations Management*

**Assistant Professors**

- P. Augustin; B.Ec., M.Ec.(L. Pasteur), M.Sc.(Luxembourg), Ph.D.(Stockholm) – *Finance*
- M. Banerjee; B.A.(Exe.), M.Phil.(Camb.), Ph.D.(Cornell) – *Organizational Behaviour*
- L. Barras; B.Com., M.Sc, Ph.D.(Geneva) – *Finance*
- S. Betermier; B.A.(Calif., Davis), M.S., Ph.D.(Calif., Berk.) – *Finance*
- M. Bouvard; M.Sc.(HEC Paris), Ph.D.(Toulouse) – *Finance*
- A-S. Chaxel; M.Sc.(HEC Paris), M.A.(Dauphine), Ph.D.(Cornell) – *Marketing*
- T. Dotzel; M.B.A.(Texas-Arlington), Ph.D.(Texas A & M) – *Marketing*
- S. Gagnon; B.A.(Br. Col.); M.Sc.(Oxf.), Ph.D.(Lanc.) – *Organizational Behaviour*
- D.H. Han; B.B.A., M.S.(Seoul), Ph.D.(Indiana Univ. Bloomington) – *Marketing*
- P. Hewlin; B.A.(Binghamton), M.B.A., Ph.D.(NYU) – *Organizational Behaviour*
- M. Hollister; B.A.(Haver.), M.C.P.(MIT), Ph.D.(Harv.) – *Organizational Behaviour*
- R. Huising; B.A.(Alta.), M.Sc.(Lond.), Ph.D.(MIT) – *Organizational Behaviour*
- P. Kalyta; B.Com.(Kiev Nat. Univ.), M.B.A., Ph.D.(C'dia) – *Accounting*
- J. Kondo; B.A.(Princ.), Ph.D.(MIT) – *Finance*
- B. Kucukyazici; B.Sc.(Marmara), M.Sc.(Yeditepe), Ph.D.(McG.) – *Operations Management*
- D. Lee; B.A.(Hanyang), M.Acc.(Hawaii), Ph.D.(Utah) – *Accounting*
- Y. Li; B.A., M.A.(Tsinghua), Ph.D.(USC) – *Strategy and Organization*
- Y. (M.) Lu; B.A.(Peking), M.A., M.Phil., Ph.D.(Yale) – *Marketing*
- A. Malkhozov; B.Ec.(Strasbourg), M.Ec.(Paris), M.Sc., Ph.D.(Lond.) – *Marketing*
- E. Obukhova; B.A.(Flor.), M.S.(N'Western), Ph.D.(Chic.) – *Strategy and Organization*
- I. Okhmatovskiy; B.A. equivalent(Moscow), M.S. equivalent(Academy of National Economy), Ph.D.(USC) – *Strategy*
- S. Oz; B.S.(Bilkent), M.Ph., Ph.D.(NYU) – *Accounting*



**Assistant Professors**

- J. Puijssers; B.A.(Econ.)(McG.), M.Sc.(Law & Acct.)(LSE), M.Phil., Ph.D.(RSM, Erasmus) – *Accounting*
- MJ. Rabier; B.S.B.A.(Acct.)(Pitt.), Ph.D.(Md.) – *Accounting*
- J. Ramprasad; B.S.(L.A. Marshall), Ph.D.(Calif., Irvine) – *Information Systems*
- J-N. Reyt; B.A.(Paris X), M.Sc.(Fin. & Strategy)(Sciences Po), M.Sc.(Mgmt.)(ESSEC), Ph.D.(Paris Dauphine/Luxembourg) – *Organizational Behaviour*
- B. Rubineau; B.S., B.S.(MIT), M.S.(Harv.), Ph.D.(MIT) – *Organizational Behaviour*
- D. Schumacher; Dipl.Int'l.Business(dual degree)(ESB), M.B.A.(Chinese HK), Ph.D.(INSEAD) – *Finance*
- J. Struben; M.Sc.(Delft Univ. of Tech.), Ph.D.(MIT) – *Strategy and Organization*
- R. Vaidyanathan; B.Tech.(Indian IT, Madras), Ph.D.(Penn.) – *Operations Management*
- D. Wang; B.E.(Tsinghua), Ph.D.(Mich.) – *Operations Management*
- N. Yang; B.Sc.(Math.)(Alta.), M.A.(Econ.)(Tor.), Ph.D.(Tor.) – *Marketing*
- P. Younkin; B.A.(Col.), M.A., Ph.D.(Calif., Berk.) – *Strategy and Organization*
- J. Zhang; B.S.(Zhongnan), M.A.(Boston), M.Sc.(Chic.), Ph.D.(N'western) – *Accounting*

**CAS Full-time Faculty Lecturers, Assistant Professors (Research) (Professional), & Associate Members**

- N. Addy; B.A.(Swarth.), M.P.A.(Princ.), Ph.D.(Stan.) – *Strategy and Organization*
- L. Breitner; B.A.(Wisc.), M.B.A.(Simmons), D.B.A.(Boston) – *Accounting and Health 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., Ph.D.(C'dia) – *Strategy and Organization*
- V. di Pietro; B.Eng.(McG.), M.M.F.(Tor.), Ph.D.(N'western) – *Finance*
- R.G. Donovan; B.Com.(McG.), G.D.I.T.(C'dia) – *Information Systems*
- L.P. Gialloredo; 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.), CPA, CA – *Accounting*
- L. Hammami; B.Com., M.B.A.(Laval) – *Finance*
- D. Hart; B.Sc., M.B.A.(McG.), M.Sc.(C'dia) – *Operations Management*
- L. Holmgren; B.A.(Ariz.), M.A., Ph.D.(McG.) – *General*
- Y. Jang; B.S.(Seoul), M.S., M.S., Ph.D.(MIT) – *Information Systems*
- K. Lester; B.A.(C'dia), M.A.(Rhode Is.) – *Finance*
- P. Levy; B.Com.(C'dia), D.P.A., M.B.A.(McG.) – *Accounting*
- R. Mackalski; B.Sc.(Bran.), M.B.A., Ph.D.(McG.) – *Marketing*
- S. Madan; B.S.(MIT), M.B.A. equivalent(Ahmadabad) – *Finance*
- K. Moore; B.Sc.(Ambassador U.), M.B.A.(USC), Ph.D.(York) – *Marketing, Strategy and Organization*
- K. Parent; B.Ed., M.B.A.(McG.) – *Accounting*
- J. Scott; B.A.(W. Ont.), M.B.A.(York), CPA, CA, C.F.A.(W. Ont.) – *Accounting*
- Z. Singer; B.A.(Tel Aviv), M.B.A.(Wash.), Ph.D.(Calif., Berk.) – *Accounting*
- B. Smith; B.A., M.A.(Dublin), M.Sc.(Alta.), Ph.D.(Qu.) – *Operations Management*
- G. Vit; B.Com.(McG.), M.B.A.(C'dia), Ph.D.(Brad.) – *Strategy and Organization (Part-time)*
- C. Westgate; B.A., M.B.A.(McM.) – *Organizational Behaviour and Industrial Relations*
- G. Zabowski; B.Com., M.B.A.(McG.) – *Operations Management*

