

## 9 Faculty of Management

### Table of Contents

9.1	The Faculty, page 245
9.1.1	Location
9.1.2	Administrative Officers
9.1.3	The Faculty Then and Now
9.2	General Information, page 245
9.2.1	Aims of the B.Com. Program
9.2.2	Part-time B.Com. Program
9.2.3	Summer Studies
9.2.4	International Student Exchange Program
9.2.5	Internship Program
9.2.6	Scholarships, Prizes and Medals
9.2.7	Management Undergraduate Society
9.3	B.Com. Program Requirements, page 247
9.3.1	Academic Requirements for Graduation
9.3.2	Academic Advising
9.3.3	Registration
9.3.4	Course Overlap
9.3.5	Academic Standing
9.3.6	Academic Distinctions
9.3.7	Examinations
9.3.8	Verification of Grades and Rereads
9.4	B.Com. Program Structure, page 249
9.4.1	Stream I, General Management
9.4.2	Stream II, with Major or with Honours
9.4.3	Stream III, Faculty Program in International Management
9.5	Management Core, page 250
9.5.1	90-credit Program, Core Course Distribution
9.5.2	120-credit Program, Core and Freshman Course Distribution
9.5.3	Transfer Credit and Advanced Standing
9.6	Concentrations, page 251
9.6.1	Accounting Concentration
9.6.2	Entrepreneurship Concentration
9.6.3	Finance Concentration
9.6.4	Information Systems Concentration
9.6.5	International Business Concentration
9.6.6	Labour-Management Relations Concentration
9.6.7	Management Science Concentration
9.6.8	Marketing Concentration
9.6.9	Operations Management Concentration
9.6.10	Organizational Behaviour and Human Resource Management Concentration
9.6.11	Strategic Management Concentration
9.7	Minors, page 254
9.7.1	Minor in Mathematics
9.7.2	Minor in Statistics
9.8	Majors, page 255
9.8.1	Major in Accounting
9.8.2	Major in Economics for Management Students
9.8.3	Major in Finance
9.8.4	Major in Information Systems
9.8.5	Major in Labour-Management Relations
9.8.6	Major in Marketing
9.8.7	Major in Mathematics for Management Students
9.8.8	Major in Psychology for Management Students
9.9	Honours, page 257
9.9.1	Honours in Accounting
9.9.2	Honours in Economics for Management Students
9.9.3	Joint Honours in Economics and Accounting
9.9.4	Joint Honours in Economics and Finance
9.10	Faculty Program in International Management, page 258
9.10.1	Latin American and Caribbean Studies
9.10.2	East Asian Studies
9.10.3	Western European Studies
9.10.3.1	France
9.10.3.2	Germany

9.10.3.3	Italy
9.10.3.4	Spain
9.10.3.5	Complementary Courses Open to All Students in the Western European Studies Focus
9.10.4	Canadian Studies
9.10.5	American Studies
9.11	Academic Staff, page 262

## 9.1 The Faculty

### 9.1.1 Location

Samuel Bronfman Building  
1001 Sherbrooke Street West  
Montreal, QC H3A1G5  
Canada

Telephone: (514) 398-4068  
Website: [www.mcgill.ca/management](http://www.mcgill.ca/management)

### 9.1.2 Administrative Officers

Jan Jörgensen; B.A., M.A.(N.C.), Ph.D.(McG.)  
**Dean (Acting)**

Emine Sarigöllü; B.A., MBA(Bogazici), M.A., Ph.D.(Penn.)  
**Director (Acting)**

Helen Van Eyk **Associate Director, B.Com. Program**

### 9.1.3 The Faculty Then and Now

The Faculty was established in 1968, incorporating the Graduate School of Business with the School of Commerce of the Faculty of Arts and Science, where courses in commerce had been offered since the beginning of the century.

Since 1971 the Faculty has been located at the corner of Sherbrooke and McTavish, easily accessible to the community it serves, in the Samuel Bronfman Building, named in honour of the late Mr. Bronfman who, while a Governor of the University, made a donation which was key to its construction.

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

## 9.2 General Information

### 9.2.1 Aims of the B.Com. Program

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

expertise organizations need to respond to the ever-changing, increasingly complex global marketplace.

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

to the quality of student life. Named 2001-2002 Faculty Association of the Year, the MUS offers countless services ranging from academic tutoring to fun-filled social gatherings to business contact opportunities. Through extra-curricular involvement with the MUS, students increase the value of their education and are provided with the opportunity to gain essential skills that are directly applicable in the business world. There are over 150 positions under the MUS that offer students the opportunity to get involved, meet new people and enhance their university experience.

Activities sponsored by the MUS include: Management Welcome Week, Management Winter Carnival, Management Achievement Awards Luncheon, Jeux du Commerce/Commerce Games, the AIDS benefit fashion show, the Cancer Auction, a Faculty

and in September for the Summer term. Academic standing in each term determines if students will be allowed to continue their studies in the next term and if any conditions will be attached to their registration.

Decisions about academic standing in the Fall term are based only on grades that are available in January. Grades for courses in which students have deferred examinations and Fall-term grades for courses that span the Fall and Winter terms do not affect academic standing for the Fall term, even though they will ultimately affect students' Fall TGPAs. Therefore, academic standings for the Fall term are designated as "interim" and should be interpreted as advisory. Note that interim standing will not appear on external transcripts. **Interim standing decisions are mentioned below only if the rules for them differ from those for regular standing decisions.**

#### **Satisfactory/Interim Satisfactory Standing**

Students in satisfactory standing may continue in their program.

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

#### **Probationary/Interim Probationary Standing**

Students in probationary standing may continue in their program, but must carry a reduced load (maximum 14 credits per term) and raise their TGPA and CGPA to return to satisfactory standing (see above). They should see their departmental adviser to discuss their course selection.

Students in interim probationary standing may continue in their program, but should evaluate their course load and reduce it as appropriate. They are strongly advised to consult a departmental adviser, before the withdrawal deadlines, about their course selection for the Winter term.

- Students who were previously in satisfactory standing will be placed in probationary standing if their CGPA falls between 1.50 and 1.99.
- Students who were previously in probationary standing will remain in probationary standing if their CGPA falls between 1.50 and 1.99 and their TGPA is 2.50 or higher, although the TGPA requirement will not apply to the Summer term.
- Students who were previously in interim unsatisfactory standing will be placed in probationary standing if their CGPA falls between 1.50 and 1.99 and their TGPA is 2.50 or higher.
- Students who were previously in unsatisfactory standing and who were readmitted to the Faculty by the Associate Dean will be placed in probationary standing if their CGPA is less than 2.00. To remain in the program, students must satisfy relevant conditions specified in their letter of readmission.

#### **Readmitted Unsatisfactory Standing**

Students who were previously in unsatisfactory standing and who were readmitted to the Faculty by the Associate Dean will have their standing changed to readmitted unsatisfactory standing. Their course load is specified in their letter of readmission, as are the conditions they must meet to be allowed to continue in their program. They should see their faculty adviser to discuss their course selection.

#### **Unsatisfactory/Interim Unsatisfactory Standing**

Students in interim unsatisfactory standing may continue in their program, but should evaluate their course load and reduce it as appropriate. They are strongly advised to consult a faculty adviser, before the withdrawal deadlines, about their course selection for the Winter term.

Students in unsatisfactory standing have failed to meet the minimum standards set by the Faculty. They may not continue in their program, and their registration will be cancelled.

Appeals for readmission by students in unsatisfactory standing should be addressed to the Associate Dean no later than July 15 for readmission to the Fall term and November 15 for the Winter

**Deferred Examinations**

Students should apply in writing to their Associate Dean within SEVEN days of the final examination for deferred examination privileges. If approved, such a deferred examination will generally be written within the next formal period for which there is an examination in the course. Special arrangements may be made where a student has an authenticated case of long-term illness.

**9.3.8 Verification of Grades and Rereads**

Every student has the right to arrange a meeting with the instructor to review the examination questions and see the corrected solutions. The instructor has the option of meeting with the student to answer any questions that the student may have about the grading of the paper, or alternatively, the instructor may provide the student with a sheet containing the correct answers to the examination questions. The student may review this in the presence of the faculty member or designate, but may not take the material away. Students must exercise their right to see their papers by the end of the third week of classes in September for preceding Winter and Summer courses, or by the end of the third week of classes in January for preceding Fall courses.

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

Students may apply to the Student Affairs Office for rereads of written coursework. Rereads for computer-scored examinations are not possible, but students may request verification of their final grade.

The deadline for applying for a Verification of Grade or Reread for the Winter and Summer term courses is the end of September; the deadline for Fall term courses is the end of January. There is no charge for Verification of Grades; students will pay a fee (which will be billed to their account) for each Reread. Verification of Grades or Rereads in courses not offered by the Faculty of Management are subject to the deadlines, rules and regulations of the particular faculty concerned.

When a Reread is requested, a second reader will be appointed, and will review the examination paper and several other papers in the same general mark range, and will be concerned with actual errors of marking, whether they be errors of omission or judgment. The recommendation of the second reader will stand, whether this recommendation involves an upgrading or a downgrading of the original mark. In a case where the original mark has been upgraded, the Reread fee will be refunded to the student.

**9.4 B.Com. Program Structure**

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

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

**9.4.1 Stream I, General Management**

<b>B.Com. General Management</b>	<b>90-credit</b>	<b>120-credit</b>
Freshman Year Requirements	0	21
Core	51	51
One Concentration	15	15
A Second Concentration (15), a Minor or Minor Concentration (minimum of 18), or 18 approved credits at the 300 level or higher	15 - 24	15 - 24
Electives	0 - 9	9 - 18

**Concentrations**

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

**Minors/Minor Concentrations**

Although only the Mathematics and Statistics Minors are outlined in this section, a wide variety of programs are available as listed in the sections for the Faculty of Arts and Science. Popular choices include Anthropology, Canadian Studies, Computer Science, Environmental Studies, Geological Sciences, German, International Development, Women's Studies, etc.

Students interested in the Minor in Economics (Stream I) must see Ron Critchley in the B.Com. Office for Faculty approval.

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

**9.4.2 Stream II, with Major or with Honours**

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

**Majors**

- Accounting
- Economics
- Finance
- Information Systems
- Labour-Management Relations
- Marketing
- Mathematics
- Psychology

**Honours**

- Accounting
- Economics
- Economics/Accounting
- Economics/Finance

**9.4.3 Stream III, Faculty Program in International Management**

**B.Com. Faculty Program in International Management**





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### 9.6.3 Finance Concentration

Advisers: F. Carrieri, M. Chaudhury, J. Ericsson, P. Ruiz

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

**Required Courses** (9 credits)

**Complementary Course** (6 credits)

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### 9.6.4 Information Systems Concentration

Adviser: Professor R. Donovan

This 15-credit concentration prepares students for a multitude of IT and IT-related career opportunities. The IS concentration is an ideal complement to the majors and concentrations of several other areas. It employs a blend of theoretical concepts, hands-on tools, actual case studies and real-life projects to train students to identify business challenges that can benefit from information systems support and implement appropriate solutions.

Graduates completing a concentration in IS can expect to find employment as business or system analysts in the IT field or as IT specialists within their own field, including but not limited to, banking, insurance, manufacturing, retailing, and consulting.

**Required Courses** (9 credits)

2003-04 academic year. Students enrolled in either program at that time should consult their adviser.

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### 9.6.5 International Business Concentration

Adviser: Professor H. Etemad

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

**Required Course** (3 credits)

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### 9.6.6 Labour-Management Relations Concentration

Adviser: Professor R. Hebdon

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

**Required Courses** (6 credits)

**Complementary Courses** (9 credits)

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### 9.6.7 Management Science Concentration

The **Business Systems Design Stream** and the **Systems Analysis and Implementation Stream** were retired at the end of the



Marketing students: MGSC632, MGSC676;  
 Finance students: MGSC675, MGSC679;  
 IS or Operations Management students: MGSC678.

(Concentration revision awaiting University approval)

**Required Courses** (6 credits)

**Complementary Courses** (9 credits)

**Required Courses** (9 credits)

**Complementary Courses** (6 credits)

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### 9.6.8 Marketing Concentration

Advisers: M.S. Jo, E.Sarigollu, and V.Vaupshas

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

**Required Courses** (12 credits)

**Complementary Course** (3 credits)

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### 9.6.10 Organizational Behaviour and Human Resource Management Concentration

Adviser: Professor M.D. Lee

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

**Complementary Courses** (15 credits)

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### 9.6.9 Operations Management Concentration

Advisers: Professors T. Boyaci, S.Li, and V. Verter

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

(Concentration revision awaiting University approval)





## 9.8 Majors

B.Com. Program Majors Adviser:





3. 3 of the 6 credits for Macroeconomics are counted in the Core, where it replaces ECON295.

**Economics Complementary Courses (12 credits)**

ECON460 (3) History of Thought 1 - Honours  
and ECON461 (3) History of Thought 2 - Honours  
or ECON467D1 (3) Econometrics - Honours  
and ECON467D2 (3) Econometrics - Honours

plus 6 credits of other Economics courses approved by an Honours adviser.

**Accounting Required Courses (9 credits)**

ACCT351 (3) Intermediate Financial Accounting 1  
ACCT352 (3) Intermediate Financial Accounting 2  
ACCT361 (3) Intermediate Management Accounting 1

**Accounting Complementary Course (3 credits)**

ACCT362 (3) Intermediate Management Accounting 2  
or ACCT385 (3) Principles of Taxation

**9.9.4 Joint Honours in Economics and Finance**

Advisers in Economics: Professors G. Grantham, R. Rowley, and N. Turdaliiev, Department of Economics, Faculty of Arts  
Adviser: Professor V. Errunza

Please consult the Economics department Website at [www.mcgill.ca/economics](http://www.mcgill.ca/economics).

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

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

To earn the Honours designation, a CGPA of 3.00 is required in the Economics credits and a grade of B- or better with a CGPA of 3.00 in all Finance courses.

**Economics Required Courses (24 credits)**

ECON250D1<sup>1</sup>(3) Introduction to Economic Theory: Honours  
ECON250D2<sup>1</sup>(3) Introduction to Economic Theory: Honours  
ECON257D1<sup>2</sup>(3) Economic Statistics - Honours  
ECON257D2<sup>2</sup>(3) Economic Statistics - Honours  
ECON352D1<sup>3</sup>(3) Macroeconomics - Honours  
ECON352D2<sup>3</sup>(3) Macroeconomics - Honours  
ECON450D1 (3) Advanced Economic Theory - Honours  
ECON450D2 (3) Advanced Economic Theory - Honours

**Notes:**

- 3 of the 6 credits for Introduction to Economic Theory are counted in the Core, where it replaces MGCR293.
- 6 credits for Economic Statistics are counted in the Core, where it replaces MGCR271 and MGCR272.
- 3 of the 6 credits for Macroeconomics are counted in the Core, where it replaces ECON295.

**Economics Complementary Courses (6 credits)**

ECON460 (3) History of Thought 1 - Honours  
and ECON461 (3) History of Thought 2 - Honours  
or ECON467D1 (3) Econometrics - Honours  
and ECON467D2 (3) Econometrics - Honours

**Finance Required Courses (12 credits)**

FINE342 (3) Finance 2  
FINE441 (3) Investments and Portfolio Management  
FINE443 (3) Applied Corporate Finance  
FINE647 (3) Advanced Finance Seminar

**Finance Complementary Courses (6 credits)**

two of:

FINE448 (3) Derivatives and Risk Management  
FINE449 (3) Implementing Derivatives Models

FINE480 (3) Global Investments  
FINE482 (3) International Finance 1  
FINE492 (3) International Finance 2  
FINE541D1 (1.5) Applied Investments  
FINE541D2 (1.5) Applied Investments

**9.10 Faculty Program in International Management**

B.Com. Faculty Program Adviser: Giulia Campofredano

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

All students admitted into the full-time B.Com. program are eligible for this course of study. Students considering the Faculty Program should take MGCR382 in U1 to help them decide.

In order to fulfill the requirements of this option in the three or four years typically taken to complete a B.Com. degree, students should select their region of specialization by the Spring of their U1 year. An adviser from the Faculty will be appointed to each of the interdisciplinary regional areas of study to help students plan their programs of study.

**Regional Interdisciplinary Areas of Specialization**

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

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

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

**A Term Abroad**

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

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

**Integrative or International Topics in Management**

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

**Integrative/International Topics in Management Component**

9 credits chosen from the following:

BUSA391 (3) International Business Law  
BUSA394\* (3) Asia/Pacific Management  
BUSA395 (3) European Economy and Business









## 9.11 Academic Staff

- Adler, Nancy J.; B.A., M.B.A., Ph.D.(U.C.L.A.); Professor, Organizational Behaviour
- Armstrong, Donald E.; B.A., B.Com.(Alta), Ph.D.(McG.); Emeritus Professor
- Banerji, S.; B.A., M.A.(Calc.), Ph.D.(SUNY, Buffalo); Faculty Lecturer, Finance
- Barlas, Sema; B.S. (Hacettepe U., Turkey), M.S.(Illinois-Champaign), Ph.D.(Chic.); Assistant Professor, Marketing
- Bassellier, Genevieve; B.Com., M.Sc.(HEC); Assistant Professor, Information Systems
- Basu, S.; B.Sc.(Calc.), M.A.(Tufts), Ph.D.(Pitt.); Faculty Lecturer, General Management
- Böckenholt, Ulf; Diploma-Psych./Comp.Sc.(U. Oldenburg, Germany), Ph.D.(Chic.), Ph.D.(U. Oldenburg, Germany); Professor, Marketing (*BCE Professor of E-marketing*)
- Boyaci, T.; B.S.(Middle East Tech., Turkey), M.S., Ph.D.(Col.); Assistant Professor, Management Science
- Brenner, Reuven; B.Sc., M.A., Ph.D.(Hebrew U., Jer.); Professor, Managerial Economics (*Repap Professor of Economics*)
- Carrieri, F.; Laurea-Law(U. di Bari), Ph.D.(U.S.C.); Assistant Professor, Finance
- Cecere, R.; G.D.P.A., B.Com.(McG.); Faculty Lecturer, Accounting
- Chaudhury, M.; B.A., M.A.(Dhaka), M.A.(Wat.), Ph.D.(S.Fraser); Faculty Lecturer, Finance
- Chauvin, L.; B.A.(Ott.), M.A., Ph.D.(C'dia); Faculty Lecturer, Strategy and Organization
- Choi, Jin Nam; B.A., M.A.(Seoul Nat'l), M.A., Ph.D.( Mich); Assistant Professor, Organizational Behaviour
- Christoffersen, P.; B.A.(Copen.), M.A., Ph.D.(Penn.); Associate Professor, Finance
- Christoffersen, S.; B.A.(Queen's), M.A.(Br.Col.), Ph.D.(Penn.); Assistant Professor, Finance
- Croitoru, Benjamin; DIAF(Institut de Statistique de l'Université Pierre et Marie Curie-Paris), Ph.D.(Wharton); Assistant Professor, Finance
- David, Robert; B. Eng., M.B.A.(McG.), Ph.D.(C'nell); Assistant Professor, Strategy and Organization
- De Motta, Adolfo; B.A.(Universidad De Valencia, Spain), Ph.D.(M.I.T.); Assistant Professor, Finance
- Donovan, R.; B.Com.(McG.), G.D.I.T.(C'dia); Faculty Lecturer, Information Systems
- Drury, Donald H.; B.Com., M.B.A.(McM.), Ph.D.(N'western), R.I.A.; Professor, Accounting
- Dubé, Laurette; B.Sc.(Laval), M.B.A.(HEC), M.P.S., Ph.D.(C'nell); Professor, Marketing (*James McGill Professor*)
- Elali, Wajeeh; M.A.(N'eastern), M.B.A., Ph.D.(Belgrade); Faculty Lecturer, Finance
- Ericsson, Jan; M.Sc., Ph.D.(Stockholm School of Economics); Assistant Professor, Finance
- Errunza, Vihang R.; B.S., B.S.(Tech)(Bom.), M.S., Ph.D.(Calif.); Professor, Finance (*Bank of Montreal Professor of Finance and Banking*)
- Etemad, Hamid; M.Eng.(Tehran), M.Sc., M.B.A., Ph.D.(Calif.); Associate Professor, International Business
- Fortin, Steve; Acct. Sci.(Québec à Rimouski), Ph.D.(Wat.); Assistant Professor, Accounting
- Gagnon, Suzanne; B.A.(UBC), M.Sc.(Oxford); Faculty Lecturer, Organizational Behaviour
- Gialloredo, Louis P.; B.A.(Western), M.B.A., LL.M.(McG.); Faculty Lecturer, Marketing
- Goffin, Jean-Louis; B.Eng., M.Sc.(Brussels), M.Sc., Ph.D.(Calif-Berk.); Professor, Management Science
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- Hart, Derek; B.Sc., M.B.A.(McG.), M.Sc.(C'dia); Faculty Lecturer, Management Science
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- Jacobs, Kris; B.A., M.A.(Louvain), Ph.D.(Pitt.); Associate Professor, Finance
- Jaeger, Alfred M.; B.Sc.(N'western), M.B.A., Ph.D.(Stan.); Associate Professor, Organizational Behaviour
- Jo, Myung-Soo; B.Com.(Hankuyk U., Korea); M.B.A.(Mich); M.S.(Illinois), Ph.D.(Colo.); Assistant Professor, Marketing
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