



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



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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

To Graduate Students and Postdoctoral Fellows:

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

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

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

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

*Martin Kreiswirth, Ph.D.*

*Associate Provost (Graduate Education)*

*Dean, Graduate and Postdoctoral Studies*

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## 2 Graduate and Postdoctoral Studies

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### 2.1 Administrative Officers

Martin Kreiswirth; B.A.(Hamilton), M.A.(Chic.), Ph.D.(Tor.)

**Associate Provost (Graduate Education) and Dean (Graduate and Postdoctoral Studies)**

Heather Durham; M.Sc.(W. Ont.), Ph.D.(Alta.)

**Associate Dean (Graduate and Postdoctoral Studies) (until Sept. 2011)**

Meyer Nahon; B.Sc.(Qu.), M.Sc.(Tor.), Ph.D.(McG.), Eng.

**Associate Dean (Graduate and Postdoctoral Studies)**

Lisa deMena Travis; B.A.(Yale), Ph.D.(MIT)

**Associate Dean (Graduate and Postdoctoral Studies) (as of Sept. 2011)**

Shari Baum; B.A.(C'neil), M.Sc.(Vermont), Ph.D.(Brown)

**Associate Dean (Graduate and Postdoctoral Studies)**

Charlotte E. Légaré; B.Sc.(Montr.), M.Sc.(Sher.), M.B.A.(McG.)

**Director (Graduate and Postdoctoral Affairs)**

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### 2.3 General Statement Concerning Higher Degrees

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

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### 3 Important Dates 2011-2012

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

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

#### Agricultural and Environmental Sciences

: [Agricultural Economics](#)

: [Animal Science](#)

: [Bioresource Engineering](#)

: [Dietetics and Human Nutrition](#)

: [Food Science and Agricultural Chemistry](#)

: [Natural Resour](#)

## **Arts**

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

## **Dentistry**

- : *Dentistry*

## **Desautels Faculty of Management**

*section 11: Desautels Faculty of Management*

## **Education**

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

## **Engineering**

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

## **Law**

- : *Law*

## **McGill School of Environment**

- : *Environment*

## **Medicine**

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



**Graduate Certificates are offered in:**

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

All graduate regulations apply to graduate diploma and certificate candidates.

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**4.2 Master's Degrees**

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

**The following master's degrees are offered (see below for more Prerequisites:**  
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## **Master of Architecture Degrees**

M.Arch. programs offered:

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

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

## **Master of Arts Degrees**

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

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

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

Classics (Thesis and Non-Thesis)

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

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

Education (Thesis and Non-Thesis)

English (Thesis and Non-Thesis)

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

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

German Studies (Thesis and Non-Thesis)

Hispanic Studies (Thesis and Non-Thesis)

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

Islamic Studies; option in Gender and Women's Studies

Italian Studies (Thesis and Non-Thesis)

Jewish Studies (Thesis and Non-Thesis)

Kinesiology and Physical Education (Thesis and Non-Thesis)

Linguistics (Non-Thesis)

Mathematics and Statistics (Thesis and Non-Thesis)

Music (Thesis and Non-Thesis)

Philosophy; option in Bioethics

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

Psychology

Religious Studies (Thesis and Non-Thesis); options in Bioethics and Gender and W

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

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

Educational Psychology

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

Kinesiology and Physical Education (Thesis and Non-Thesis)

### **Master's Degree in Engineering**

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

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

Other degrees:

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

### **Master's Degrees in Law**

The degree of Master of Laws is offered in:

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

### **Master of Library and Information Studies Degree**

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

### **Master's Degrees in Music**

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

The M.A. may be taken in:

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

The M.Mus. may be taken in:

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

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

### **Master's Degrees in Nursing**

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

### **Master's Degrees in Religious Studies**

A program leading to the degree of Sanctae Theologiae Magister (S.T.M.) is given in the Faculty of Religious Studies. This de







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

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## 4.4 Postdoctoral Research

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

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

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

### Coursework – Master's Degrees

Program requirements are outlined in the relevant departmental sections of the Graduate and Postdoctoral Studies Calendar available at [www.mcgill.ca/study](http://www.mcgill.ca/study).

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

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

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

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

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

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

### Research and Thesis – Master's Degrees

All candidates for a research degree must present a thesis based on their own research. The total number of credits allotted to the thesis in any master's program must not be less than 24. The title of the thesis and names of examiners must be forwarded on a *Nomination of Examiners* form, in accordance with the dates on [www.mcgill.ca/importantdates](http://www.mcgill.ca/importantdates)

### **Language Requirements – Master's Degrees**

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

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## **5.2 Doctoral Degrees**

### **Residence Requirements – Doctoral**

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

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

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

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

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

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

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

### **Comprehensive Examinations – Doctoral**

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

### **Language Requirements – Doctoral**

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

Graduate departments in the Faculties of



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

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

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

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

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

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

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

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

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

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

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## 6.3 Admission Tests

### Graduate Record Examination (GRE)

The Graduate Record Examination (GRE) (Educational Testing Service, Princeton, NJ 08540) consists of a relatively advanced test in the candidates' specialty, and a general test of their attainments in several basic fields of knowledge for which no special preparation is required or recommended. It is offered at man

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

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

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

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

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

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

*Revised – July 2008*

## 6.5 Admission to a Qualifying Program

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

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

In all cases, after the completion of a qualifying year or term, an applicant interested in commencing a degree program must apply for admission by the dates for guaranteed consideration. Successful completion of the work in the Qualifying Program (B- in all courses) does not automatically entitle the student to proceed to for guarae Qualifying 1 67.50m(42.guarae Qualresne uaranteed 1 8ed consideration. SucI9e Tmr qualifying ye76 selet239 whr)T.4l 59y57 385an2Tj/5Ohich

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## **6.8 Admission to an Ad Personam Joint Program**

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

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

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## **6.9 Admission to an Ad Hoc Program (Thesis)**

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

Candidates, through the supervisor designated by the academic department most closely related to their research field, must submit a research proposal, an outline of the coursework needed including a comprehensive examination (for doctoral programs) in the relev



Email: [graduate.fellowships@mcgill.ca](mailto:graduate.fellowships@mcgill.ca)

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

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

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

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

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

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

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

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## 8 Postdoctoral Research

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

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### 8.1 Postdocs

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

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

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

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

#### 1. Definition and Status

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

#### 2. Registration

- i. Postdocs must be registered annually with the University through Graduate and Postdoctoral Studies. Initial registration will require an original or notarized copy of the Ph.D. diploma. Re

- 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

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

vi. Some examples of responsibilities of Postdocs are:

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

vii. Some examples of the responsibilities of the Univ

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

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

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

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



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

### General Conditions

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

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## 9 Graduate Studies Guidelines and Policies

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



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

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

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

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

#### 1. Assignment of Advisers, Supervisors, and Committees

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

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

## 2. Program

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

## 3. Responsibilities

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

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

## 4. Quality of Supervision and Teaching

- i. Academic units and Graduate and Postdoctoral Studies should consider ways to assess and improve the quality of supervision and to help new supervisors, e.g., through workshops or mentoring

iii. Academic units should establish criteria of excellence in supervision and graduate teaching appropriate to their disciplines and should suitably reward those who meet these criteria, e.g., in decisions concerning tenure and promotion, or merit pay awards.

iv. The maximum number of students under the direction of a single supervisor should be consistent with the ability of the supervisor to provide quality supervision, taking into account the workload of the supervisor and norms of the discipline.

v. Procedures should be established for ensuring continuity in supervision when a student is separated from a supervisor – for example, when the supervisor takes a sabbatical leave, retires from McGill or changes universities or when the student leaves to complete field work or takes a job before submitting a thesis.

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

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**Polic**

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

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

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

### **1. General Policy**

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

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

### **Specific Issues**

#### **Objectives and Content**

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

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

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

#### **Format**

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

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

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

#### **Timing**

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

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

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

#### **Assessment, Grading and Reporting**

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

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

#### **Feedback**

The assessment and reasons for the decision must be documented and provided to the student in sufficient detail to allow the student to understand the



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

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

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

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

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

2. The request for a formal reread must be made by the student in writing to Graduate and Postdoctoral Studies and should specify the reasons for the request. It should include a statement indicating that the student has already met with the faculty member responsible for the course to review the mark or indicating why this has not been possible.

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

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

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

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

No retroactive requests for leave of absence will be considered.

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

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## 9.7 Failure Policy

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

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## 9.8 Guideline on Hours of Work

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

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

Students must inform themselves of University rules and regulations and keep abreast of any changes that may occur. The *Research Policy and Guidelines, Patents, Postdocs, Associates, Trainees* section of this publication contains important details

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**10.5 Guidelines for Research with Animal Subjects**

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

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**10.6 Policy on Intellectual Property**

Please refer to the Policy on Intellectual Property available at: [www.mcgill.ca/research/researchers/ip](http://www.mcgill.ca/research/researchers/ip).

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**10.7 Regulations Governing Conflicts of Interest**

Please refer to the regulations governing conflicts of interest available at [www.mcgill.ca/secretariat/policies/conflictinterest](http://www.mcgill.ca/secretariat/policies/conflictinterest).

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**10.8 Safety in Field Work**

Please refer to the policies on safety in field work available at [www.mcgill.ca/ehs/fieldworksafety](http://www.mcgill.ca/ehs/fieldworksafety).

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**10.9 Office of Sponsored Research**

Please refer to the Office of Sponsored Research, available at: [www.mcgill.ca/research/researchers](http://www.mcgill.ca/research/researchers).

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**10.10 Postdocs**

Please see [www.mcgill.ca/gps/postdocs](http://www.mcgill.ca/gps/postdocs).

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**10.11 Research Associates**

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

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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)

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## 11.2 About Desautels Faculty of Management

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

### Graduate Programs in Management

#### M.B.A. Programs

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

##### Concentrations

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

*section 12.5: Master of Business Administration (M.B.A.); Management (Non-Thesis) —*

## **Admission Requirements**

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

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

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

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

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

The McGill M.B.A. program may also be completed on a part-time basis.

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



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

#### **Application Fee Information**

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

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

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

### **Registration**

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

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

For more information on registration, please refer to the

**Outside Elective Courses**

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

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

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

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

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

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

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

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

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

**Option 1**

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

**Option 2**

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

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

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**12.3 M.B.A. International Exchange Program**

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

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

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

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

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

Non-PIM member:

- Solvay Business School, Brussels, Belgium

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

The Finance Concentration focuses on how firms raise capital and on the optimal allocation of capital for investments. This concentration prepares students  
418spital for in



6 credits from the following:\*

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

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

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

The Global Strategy and Leadership Concentration prepares students for the challenges posed by a globalizing marketplace. The approach is cross-disciplinary and includes courses in strategy, organizational behaviour, and international business. Students will consider questions such as: What issues will the leaders of tomorrow face and how can they best tackle them? How to take a firm international0 1 252.066 540.se a

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

6 credits from the following:\*

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

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

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

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

### Required Core Courses (15 credits)

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

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

### Required Concentration Courses (6 credits)

Students choosing the Marketing concentration must complete these required courses:

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

### Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

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

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

6 credits from the following:\*

BUSA 650	(6)	Internship
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BUSA 651

(6)

Practicum

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

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

As technology reshapes the globe and innovations transform markets and organizations, the 21st century manager will be deeply immersed in Technology and Innovation Management. As Information Technology is noM.B.Aes, 0 1 163.936 104.96 US6.0

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 electiv

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

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

**Required - Law ( 67 La**





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

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

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

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

For more information visit our website at [www.mcgill.ca/desautels/mbajapan](http://www.mcgill.ca/desautels/mbajapan).

### Admission Requirements

For more information on Admission Requirements, visit our website at [www.mcgill.ca/desautels/mbajapan](http://www.mcgill.ca/desautels/mbajapan).

### Application Procedures

For more information on Application Procedures, visit our website at [www.mcgill.ca/desautels/mbajapan](http://www.mcgill.ca/desautels/mbajapan).

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

This program is pending review.

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## 12.11 Joint Executive Admission Requirements and Application Procedures

### About the Joint Executive

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

The E.M.B.A. program is designed both to provide managers with the tools and techniques to take a strategic approach to their strengths and limitations, and to provide managers with the tools and techniques to take a strategic approach to their strengths and limitations. It aims at providing different models of management designed to meet the needs of managers who hold, or who will hold, senior management positions.

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

### Admission Requirements

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

### Application Procedures

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

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

### Required Courses (45 credits)

McGill Univ



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

### About Master of Management Programs

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

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

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

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

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

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

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

(12-13 credits)

6 credits from the following:

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

6-7 credits from the following:

0 or 6 credits from:

Discrete Manufacturing Option

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

0-7 credits from:

Process Manufacturing Option

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

**Required Courses - Industry (12 credits)**

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

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### 13.2 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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### 13.3 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

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

The Ph.D. program in Management is offered jointly by the four Montreal universities: Concordia University, École des Hautes Études Commerciales (affi

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

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

#### Phase I – Preparation

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

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

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

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

#### Phase II – Specialization

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

The support field is selected to help the student develop a foundation of kno

Files will not be considered unless GMAT (or GRE-General

**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

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

*This program is no longer accepting new students.*

**About the Post-M.B.A. Certificate**

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

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

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

*This program is no longer accepting new students.*

**Admission Requirements**

Graduate Management Admission Test (GMAT)

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

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

**Application Procedures**

This program is no longer accepting new students.

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

This program is no longer accepting new students.

**Required Courses**

15 credits of M.B.A. courses.

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

**About the Diploma in Public Accountancy (Chartered Accountancy)**

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

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

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

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

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

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

1. possession of a univ



ACCT 660D2\* (3) Internship

OR

ACCT 661D2\*\* (3) Practicum

ACCT 685 (4) Engagement Management

**Summer Year 2**

ACCT 689 (4) Business Advisory Services - Cases

ACCT 699 (0) Uniform Final Exam Prep Seminar

## Emeritus Professors

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

## Professors

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

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

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

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

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

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

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

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

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

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

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

V. Verter; B.A., M.S.(Bogaziçi), Ph.D.(Bilk 0 0 1 125.05 54u325.05.52 495.48 tG –

**Associate Professors**

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

**Assistant Professors**

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

**Faculty Lecturers**

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

**Faculty Lecturers**

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