



**Desautels Faculty of Management (Graduate)  
Programs, Courses and University Regulations  
2023-2024**



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

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## 1 Dean's Welcome

Welcome to Graduate and Postdoctoral Studies (GPS) at McGill. You are joining a community of world-class researchers and more than 10,000 graduate students in over 400 programs. GPS is here to support you from admissions through to graduation and beyond. McGill's approach to graduate education emphasizes skills development; we cultivate your academic and professional growth through a variety of workshops, events and experiential learning opportunities. I invite you to consult the [GPS website](#) for information on the range of resources available to graduate students at McGill.

I would like to wish you all the best in your studies at McGill. We are here to make sure that you have the best possible experience.

*Josephine Nalbantoglu, Ph.D.*

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

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## 2 Graduate and Postdoctoral Studies

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### 2.1 Administrative Officers

#### Administrative Officers

Josephine Nalbantoglu; B.Sc., Ph.D.(McG.)

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

Lorraine Chalifour; B.Sc., Ph.D. (Manit.)

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

Nathan Hall; B.A., M.A., Ph.D. (Manit.)

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

Russell Steele; B.S., M.S. (Carn. Mell), Ph.D. (Wash.)

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

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### 2.2 Location

James Administration Building, Room 400

845 Sherbrooke Street West

Montreal QC H3A 0G4

Website: [mcgill.ca/gps](http://mcgill.ca/gps)



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

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### 2.3 Graduate and Postdoctoral Studies' Mission

The mission of Graduate and Postdoctoral Studies (GPS) is to promote university-wide academic excellence for graduate and postdoctoral education at McGill. GPS provides leadership and strategic direction across the university in close collaboration with the academic and administrative units, and the graduate and postdoctoral community.

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## 3 Important Dates

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

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## 4 Graduate Studies at a Glance

Please refer to [University Regulations & Resources](#) > *Graduate* > : *Graduate Studies at a Glance* for a list of all graduate departments and degrees currently

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

Every unit hosting postdocs should apply institutional policies and procedures for the provision of postdoctoral education and have established means for informing postdocs of policies, procedures, and privileges (available at [mcgill.ca/gps/postdocs](http://mcgill.ca/gps/postdocs)), as well as mechanisms for addressing complaints. For their part, postdocs are responsible for informing themselves of such policies, procedures, and privileges.

### 1. Definition and Status

- i. Postdoctoral status will be recognized by the University in accordance with Quebec provincial regulations as may be modified from time to time. The eligibility period for postdoctoral status is up to five years from the date when the Ph.D. or equivalent degree was awarded. A : *leave of absence* for parental or health reasons may extend the eligibility period. Leaves for other reasons, including vacation, do not impact the eligibility period.
- ii. Some McGill postdocs have dual status as both students and employees (unionized or non-unionized). Consult the [Graduate and Postdoctoral Studies website](#) for definitions of Postdoctoral Fellows, Postdoctoral Scholars, and Postdoctoral Researchers.
- iii. Postdocs must conduct research under the supervision of a McGill professor (including Adjunct Professors), qualified in the discipline in which training is being provided and with the ability to fulfil supervisory responsibilities and act as a mentor for career dev

- i. Postdocs are subject to the responsibilities outlined at [mcgill.ca/students/srr](http://mcgill.ca/students/srr) and must abide by the policies listed at [mcgill.ca/secretariat/policies-and-regulations](http://mcgill.ca/secretariat/policies-and-regulations).
- ii. Each academic unit hosting postdocs should clearly identify postdocs' needs and the means by which they will be met by the unit.
- iii. Each academic unit should assess the availability of research supervision facilities, office space, and research funding before recruiting postdocs.
- iv. Some examples of the responsibilities of the academic unit are:
- to verify the postdoc's eligibility period for registration;
  - to provide postdocs with departmental policy and procedures that pertain to them;
  - to facilitate the registration and appointment of postdocs;
  - to assign departmental personnel the responsibility for postdoctoral affairs in the unit;
  - to oversee and sign off on the Letter of Agreement for Postdoctoral Education;
  - to ensure that each postdoc has a supervisor, lab and/or office space, access to research operating costs and necessary equipment;
  - to include postdocs in departmental career and placement opportunities; and
  - to refer postdocs to the appropriate University policies and personnel for the resolution of conflict that may arise between a postdoc and a supervisor.
- v. Some examples of the responsibilities of the supervisor are:
- to uphold and transmit to their postdocs the highest professional standards of research and/or scholarship;
  - to provide research guidance;
  - to meet regularly with their postdocs;
  - to provide feedback on research submitted by the postdocs;
  - to clarify expectations regarding intellectual property rights in accordance with the University's policy;
  - to provide mentorship for career development; and
  - to prepare, sign, and adhere to a Letter of Agreement for Postdoctoral Education.
- vi. Some examples of the responsibilities of postdocs are:
- to inform themselves of and adhere to the University's policies and/or regulations for postdocs as outlined at [mcgill.ca/gps/postdocs](http://mcgill.ca/gps/postdocs) and [mcgill.ca/students/srr](http://mcgill.ca/students/srr), and the Graduate and Postdoctoral Studies *University Regulations and Resources*;
  - to submit a complete file for registration to Enrolment Services;
  - to sign and adhere to their Letter of Agreement for Postdoctoral Education;
  - to communicate regularly with their supervisor; and
  - to inform their supervisor of their absences.
- vii. Some examples of the responsibilities of the University are:
- to register postdocs;
  - to provide an appeal mechanism in cases of conflict;
  - to provide documented policies and procedures to postdocs;
  - to provide postdocs with the necessary information on McGill University student services (Postdoctoral Fellows and Scholars) and HR policies and guidelines (Postdoctoral Researchers).

*Approved by Senate, April 2000; revised May 2014; February 2020.*

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### **8.3 Vacation Policy for Postdocs**

Please refer to the : [Vacation Policy for Graduate Students and Postdocs](#).

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## 8.5 Postdoctoral Research Trainees

### Eligibility

If your situation does not conform to the Government of Quebec's definition of a Postdoctoral Fellow, you may be eligible to attend McGill as a Postdoctoral Research Trainee. While at McGill, you can perform research only (you may not register for courses or engage in clinical practice). Medical specialists who will have clinical exposure and require a training card must register through Postgraduate Medical Education of the Faculty of Medicine and Health Sciences—not Graduate and Postdoctoral Studies.

The category of Postdoctoral Research Trainee is for:

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

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

**Category 3:** An individual who holds a professional degree (or equivalent) in a regulated health profession (as defined under CIHR-eligible health profession) and is enrolled in a program of postgraduate medical education at another institution. This individual wishes to conduct the research stage or elective component of their program of study at McGill University under the supervision of a McGill professor. This individual will be engaged in full-time research with well-defined objectives, responsibilities, and methods of reporting. Applications must be accompanied by a letter of permission from the applicant's 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 fello

- Service Point
- Student Rights and Responsibilities
- Student Services – Downtown and Macdonald Campuses
- Residential Facilities
- Athletics and Recreation
- Ombudsperson for Students
- Extra-Curricular and Co-Curricular Activities
- Bookstore
- Computer Store
- Day Care

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

Refer to [University Regulations & Resources](#) > [Graduate](#) > : [Research Policy and Guidelines](#) for information on the following:

- Regulations on Research Policy

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

*section 13.4: Master of Business Administration (M.B.A.) Management (Non-Thesis): General Management (48 credits)*

*section 13.5: Master of Business Administration Joint (M.B.A.) Management (Non-Thesis) and (B.C.L./J.D) Law (132 credits)*

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

**\*\*M.B.A. Japan program is no longer accepting new students.\*\***

*section 13.6.4: Master of Business Administration (M.B.A.) M.B.A./Japan (Non-Thesis) (51 credits)*

*section 13.6.5: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): Finance (57 credits)*

*section 13.6.6: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): General Management (48 credits)*

*section 13.6.7: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): Global Strategy and Lear of Business*

## **Master of Business Administration (M.B.A.); Management (Non-Thesis)**

*section 13.3: Master of Business Administration (M.B.A.) Management (Non-Thesis) (54 credits)*

*section 13.4: Master of Business Administration (M.B.A.) Management (Non-Thesis): General Management (48 credits)*

*section 13.5: Master of Business Administration Joint (M.B.A.) Management (Non-Thesis) and (B.C.L./J.D) Law (132 credits)*

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### **13.1 Admission Requirements and Application Procedures**

For more information, please refer to [mcgill.ca/desautels/programs/mba-programs/mba/admissions](http://mcgill.ca/desautels/programs/mba-programs/mba/admissions).

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### **13.2 Application Dates and Deadlines**

For more information, please refer to [mcgill.ca/desautels/programs/mba-programs/mba/admissions](http://mcgill.ca/desautels/programs/mba-programs/mba/admissions).

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### **13.3 Master of Business Administration (M.B.A.) Management (Non-Thesis) (54 credits)**

The MBA; Non-Thesis focuses on both hard and soft key management disciplines and skills in its required courses. Integration of the material in the required courses is accomplished with integration sessions midway through the first semester and at its end. The program is structured in such a way so as to allo



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**13.4 Master of Business Administration (M.B.A.) Management (Non-Thesis): General Management (48 credits)**

The M.B.A.; Non-Thesis - General Management program focuses on both hard and soft key management disciplines and skills in its required courses. Integration of the material in the required courses is accomplished with inte

MGCR 640	(1.5)	Accounting and Financial Reporting
MGCR 642	(1.5)	Financial Reporting
MGCR 660	(4.5)	International Study Trip

**Elective Courses (15 credits)**

15 credits of courses are chosen from 600-level courses offered by the Faculty. Course choice must be approved by a program adviser in the Faculty. Students will have to attend the M.B.A. Base Camp (Accounting and Business Math) prior to commencing the M.B.A.

**Required Courses - Law (47 credits)**

First Year – 33 credits

LAWG 100D1	(3)	Contractual Obligations
LAWG 100D2	(3)	Contractual Obligations
LAWG 101D1	(3)	Extra-Contractual Obligations/Torts
LAWG 101D2	(3)	Extra-Contractual Obligations/Torts
LAWG 102D1	(3)	Criminal Justice
LAWG 102D2	(3)	Criminal Justice

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**Complementary Courses – La**

Civil Law Immersion Courses (3 credits)

Insurance

PRV4 500	(3)	Restitution
PRV4 549	(3)	Equity and Trusts

## Social Diversity, Human Rights and Indigenous Law Courses (3 credits)

CMPL 500	(3)	Indigenous Peoples and the State
CMPL 504	(3)	Feminist Legal Theory
CMPL 511	(3)	Social Diversity and Law
CMPL 516	(3)	International Development Law
CMPL 565	(3)	International Humanitarian Law
CMPL 571	(3)	International Law of Human Rights
CMPL 573	(3)	Civil Liberties
CMPL 575	(3)	Discrimination and the Law
IDFC 500	(3)	Indigenous Field Studies
LAWG 503	(3)	Inter-American Human Rights
LAWG 505	(3)	Critical Engagements with Human Rights
LAWG 507	(3)	Critical Race Theory Advanced Seminar
LAWG 508D1	(3)	Indigenous Constitutionalism
LAWG 508D2	(3)	Indigenous Constitutionalism
LEEL 369	(3)	Labour Law
LEEL 582	(3)	Law and Poverty
PUB2 105	(3)	Public International Law
PUB2 500	(3)	Law and Psychiatry
PUB2 502	(3)	International Criminal Law
PUB2 551	(3)	Immigration and Refugee Law
PUB3 515	(3)	Canadian Charter of Rights and Freedoms

## Principles of Canadian Administrative Law (3 credits)

BUS1 532	(3)	Bankruptcy and Insolvency
BUS2 504	(3)	Securities Regulation
CMPL 539	(3)	International Taxation
CMPL 543	(3)	Law and Practice of International Trade
CMPL 574	(3)	Government Control of Business
CMPL 575	(3)	Discrimination and the Law
CMPL 577	(3)	Communications Law
CMPL 580	(3)	Environment and the Law
LAWG 523	(3)	Tax Practice Seminar
LEEL 369	(3)	Labour Law
LEEL 570	(3)	Employment Law
LEEL 582	(3)	Law and Poverty
PRV4 545	(3)	Land Use Planning
PRV5 483	(3)	Consumer Law
PUB2 400	(3)	The Administrative Process

PUB2 401	(3)	Judicial Review of Administrative Action
PUB2 500	(3)	Law and Psychiatry
PUB2 515	(3)	Tax Policy
PUB2 551	(3)	Immigration and Refugee Law

**Elective Courses (34 credits)**

Students must tak

Based on McGill's world-leading Integrative MBA Curriculum, the MBA Japan program allows you to complete a full MBA by studying two weekends per month in as little as 20 months. Taught by w

**Required Core Courses (24 credits)**

BUSA 695                      (1.5)                      Real-Time Decisions



MRKT 658 (3) Marketing Intelligence

**Complementary Courses (30 credits)**

9 credits selected from the following courses toward the concentration:

MRKT 645	(3)	Winning at Brands
MRKT 652	(3)	Competitive Marketing Strategy
MRKT 655	(3)	Marketing Planning
MRKT 690	(3)	Advanced Topics in Marketing 1

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



### **Complementary Courses (30 credits)**

9 credits selected from the following courses toward the concentration:

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

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

6 credits from the following:

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

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

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

*section 13.7.4: Executive Master of Business Administration (E.M.B.A.) Joint Executive M.B.A. (Non-Thesis) (45 credits)*

The E.M.B.A. program is designed both to teach new managerial tools as well as to allow managers to tak

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

HEC Montréal courses (12 credits)

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

## 14 Master of Management Programs

### About Master of Management Programs

#### *section 14.3: Master of Management (M.M.) Analytics (Non-Thesis) (45 credits)*

The M.M. Analytics is designed to teach the fundamentals of data and decision analytics, team management, and leadership. Students are exposed to a variety of management analytics application topics including marketing, retailing, supply chain, healthcare, security, pricing, talent, and network analytics. For more information, visit [mcgill.ca/desautels/programs/mma](http://mcgill.ca/desautels/programs/mma).

#### *section 14.4: Master of Management (M.M.) Finance (Non-Thesis) (45 credits)*

The M.M. Finance degree is a twelve-month specialized program in finance. The M.M.F. program prepares students for a career in finance through a comprehensive curriculum that integrates advanced financial concepts and quantitative methods with real-world business practices. For more information, visit [mcgill.ca/desautels/programs/mmfi](http://mcgill.ca/desautels/programs/mmfi).

#### *section 14.5: Master of Management (M.M.) Manufacturing Management (Non-Thesis) (56 credits)*

Alternatively, a Master in Global Manufacturing and Supply Chain Management (MGMSCM) program is offered at Zhejiang University (Hangzhou, China). It follows the same curriculum as the M.M.M. program and is offered on a part-time basis at Zhejiang University (with options for a semester of courses in Montreal and a summer trip). As part of Master in Global Manufacturing and Supply Chain Management initiative, students having completed the MGMSCM program could then transfer the acquired credits to apply toward Zhejiang's M.B.A. degree. Students having successfully completed all requirements for Zhejiang's MGMSCM program would have two degrees: an M.M.M. from McGill and an M.B.A from Zhejiang.

The program is instructed in English. It is targeted at high-potential managers in manufacturing, services, and logistics industries as well as entrepreneurs.

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

Find out more about Zhejiang University's [MGMSCM program](#) in China.

#### *section 14.6: Master of Management (M.M.) IMHL (Non-Thesis) (45 credits)*

The M.M. in International Master's for Health Leadership; Non-Thesis program is designed for clinicians and managers in the context of health care to help develop management skills for emerging health care leaders. This is a 15-month program made up of five 12-day modules, followed by a Master's paper.

For more information, visit our website at [mcgill.ca/desautels/programs/imhl](http://mcgill.ca/desautels/programs/imhl).

#### *section 14.7: Master of Management (M.M.) IMPM (Non-Thesis) (45 credits)*

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

For more information, visit our website at [mcgill.ca/desautels/programs/impm](http://mcgill.ca/desautels/programs/impm).



MGSC 662	(3)	Decision Analytics
ORGB 660	(1.5)	Managing Data Analytics Teams
ORGB 661	(1.5)	Ethical Leadership and Leading Change

**Complementary Courses (18 credits)**

3 credits from the following:

(3)	Analytics Internship
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major paper requirement is fulfilled either by 1) completing a three-month internship on a financial project with a corporation and writing a detailed report; or by 2) independently working on a research project. The program will contain an investment and corporate finance focus and it will have an advisory board of executives from financial and non-financial corporations.

**Required Courses (21 credits)**

ACCT 604	(3)	Financial Statements 1
FINE 674	(3)	Fintech
FINE 678	(3)	Financial Economics
FINE 679	(3)	Corporate Finance Theory
FINE 680	(3)	Investments
FINE 681	(3)	International Capital Markets
FINE 682	(3)	Derivatives

**Complementary Courses (24 credits)**

12 credits from:

ACCT 605	(3)	Financial Statements 2
FINE 683	(3)	Advanced Corporate Finance
FINE 684	(3)	Fixed Income Analysis
FINE 685	(3)	Market Risk Management
FINE 686	(3)	Global Corporate Finance
FINE 687	(3)	Global Investments
FINE 688	(3)	Mergers and Acquisitions

or any other relevant 600-level courses offered by Desautels Faculty of Management with permission of the Program Adviser.

12 credits from:

FINE 670	(3)	Fundamentals of Financial Research
FINE 671*	(9)	Applied Finance Project
FINE 671D1*	(4.5)	Applied Finance Project
FINE 671D2*	(4.5)	Applied Finance Project
FINE 671N1*	(4.5)	Applied Finance Project
FINE 671N2*	(4.5)	Applied Finance Project

\*Note: Choose either FINE 671 or FINE 671D1/D2 or FINE 671N1/N2.

Or

FINE 689	(12)	Integrative Finance Project
FINE 689N1	(6)	Integrative Finance Project
FINE 689N2	(6)	Integrative Finance Project

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

M.M. in Manufacturing Management, Non-Thesis program provides a professional, hands-on approach that addresses all major issues germane to the optimization of operations. The program moved beyond a manufacturing focus to all facets of supply chains, logistics and manufacturing management. A ke

major emphasis of these activities is on improving productivity and operational effectiveness. The program aims at training the students with diversified backgrounds who wish to pursue a career in the top management of global operations and supply chain.

A version of M.M. in Manufacturing Management, Non-Thesis program is collaboratively offered with Zhejiang University Hangzhou in China.

#### **Required Courses (35 credits)**

MGCR 611	(2)	Financial Accounting
MGCR 612	(2)	Organizational Behaviour
MGCR 616	(2)	Marketing
MGCR 641	(2)	Elements of Modern Finance 1
MGSC 602	(3)	Strategic Management of Operations
MGSC 603	(3)	Logistics Management
MGSC 608	(3)	Data Decisions and Models
MGSC 609	(1)	Operations Industrial Seminar
MGSC 610	(2)	Operations Case Studies
MGSC 611	(9)	Operations Industrial Stage
MGSC 614	(3)	Computer Integrated Manufacturing
MGSC 631	(3)	Analysis: Production Operations

#### **Complementary Courses (21 credits)**

9-12 credits of General Business and Management courses from the following:

ACCT 624	(3)	Management Accounting: Planning and Control
MGSC 604	(2)	Managerial Communication in Supply Chain Management
MGSC 607	(1)	Corporate Social Responsibility in Supply Chain Management
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

9-12 credits of Manufacturing and Supply Chain courses from the following:

MGSC 605	(3)	Total Quality Management
MGSC 615	(3)	Procurement and Distribution
MGSC 617	(3)	Product Design
MGSC 618	(3)	Data Analytics Foundations in Supply Chain Management
MGSC 690	(3)	Selected Topics in Management Science 1
MGSC 691	(3)	Selected Topics in Management Science 2

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#### **14.6 Master of Management (M.M.) IMHL (Non-Thesis) (45 credits)**

The M.M. in International Master's for Health Leadership; Non-Thesis program is designed for clinicians and managers in the context of health care that focuses on management skills for emerging health care leaders. This is a 15-month program made up of five 12-day modules, followed by a Master's paper. The program will be delivered online.

#### **Required Courses (45 credits)**

BUSA 663	(6)	Reflective Mindset
BUSA 667	(6)	Analytic Mindset
BUSA 671	(3)	Managerial Experience
BUSA 676	(6)	Worldly Mindset
BUSA 677	(6)	Collaborative Mindset
BUSA 678	(6)	Catalytic Mindset
BUSA 694	(12)	Final Master's Paper

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**14.7 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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**14.8 Master of Management (M.M.) Retailing (Non-Thesis) (45 credits)**

The Master of Management in Retailing; Non-Thesis, is focused on the customer journey and explores how retail disruptors can lead to retail innovations that can significantly improve operational efficiencies, competitiveness and impact customer satisfaction to provide a foundation for a better society. International in scope, the program will focus on how retailers must adapt to the rapidly changing and increasingly complex global business environment to thrive. It aims to integrate diverse disciplines and experiential learning opportunities, including an optional internship, research opportunities with the state-of-the-art Retail Lab in addition to an international trip and Global Retail Challenge.

**Required Courses (21 credits)**

RETL 601	(3)	Foundations of Retailing
RETL 603	(3)	Retail Science and Data Analytics
RETL 611	(3)	360-Degree Customer Insight
RETL 613	(3)	Digital Retailing Models
RETL 615	(3)	Managing Retail Operations
RETL 617	(3)	Managing for Sustainability
RETL 625	(3)	Experiential Retail

**Complementary Courses (24 credits)**

12-24 credits from:

RETL 621	(6)	Retail Internship
RETL 631	(3)	Digital Media Marketing

RETL 633	(3)	Data-Driven Retail Decisions
RETL 635	(3)	Creativity and Experiential Economy
RETL 637	(3)	Innovative Retail Technology
RETL 641	(3)	Fashion Retail Management
RETL 643	(3)	Fintech and Financial Services
RETL 645	(3)	Food Retail
RETL 651	(6)	Retail Practicum
RETL 652	(3)	Independent Study in Retail
RETL 661	(3)	Advanced Topics in Retail Management 1
RETL 662	(3)	Advanced Topics in Retail Management 2
RETL 663	(3)	Advanced Topics in Retail Management 3

0-12 credits from:

up to 12 credits of course from 600-level courses offered by Desautels Faculty of Management. Course choice must be approved by the Program Administrator/  
Program Adviser of the Master of Management in Retailing Non-Thesis program office.

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- Information Systems
- Marketing
- Operations Management
- Organizational Behaviour
- Retail Management
- Strategy and Organization

### **Specialization – Phase II**

In Phase II, students probe deeply into their chosen area of specialization. With their Phase II Advisory Committee, students work out an individual program of study, which takes about 18–24 months. The phase focuses on a specialization area and a support field. The specialization area could be one of the basic ones listed in Phase I (for example, marketing or operations management), a sub-area within one of these (such as organizational development within organizational behaviour), or an interdisciplinary area that combines two or more of these (such as behaviour aspects of accounting or international marketing).

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

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

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

The Phase II Advisory Committee will normally consist of at least three members; a supervisor and others decided upon jointly by the supervisor and the student. One of these members will typically come from the support field. Every student's Phase II Advisory Committee must have representation from at least two universities in the joint program.

### **Dissertation – Phase III**

In the third phase of the program, students research, write, and defend a dissertation that probes deeply into a well-defined research topic. The topic is developed with the Phase III Advisory Committee (at least three members), which may be the same as the Phase II Advisory Committee or may be reconstituted, again with representation from at least one of the other participating universities. The topic is approved formally by the Phase III Advisory Committee and, once the research is completed and the dissertation written, the student publicly defends the completed thesis. The Phase III Form (Phase III Advisory Committee) must be approved by the McGill and the Joint Doctoral Committees.

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## **15.1 Admission Requirements**

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

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

Applicants to graduate studies whose mother tongue is not English, and who have not completed an undergraduate or graduate degree from a recognized foreign institution where English is the language of instruction or from a recognized Canadian institution (anglophone or francophone), must submit documented proof of competency in oral and written English. Before acceptance, appropriate exam results must be submitted directly from the *TOEFL* (Test of English as a Foreign Language) or *IELTS*

### 15.2.1 Additional Requirements

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

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

For more information, consult the Desautels Faculty of Management's [website](#).

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### 15.3 Application Dates and Deadlines

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

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### 15.4 Doctor of Philosophy (Ph.D.) Management

#### Thesis

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

ENVR 651	(1)	Environmental Seminar 2
ENVR 652	(1)	Environmental Seminar 3
MGMT 701	(0)	Comprehensive Examination
MGMT 707	(3)	Research Methodology
MGMT 720	(3)	Research Paper

**Complementary Courses (15 credits)**

12 credits of courses/seminars at the 500-lev

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

- Graduate Certificate Post-M.B.A. Japan: This program is no longer accepting new students.

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## **16.2 Application Procedures**

- Graduate Certificate Post-M.B.A.: This program is no longer accepting new students.
  - Graduate Certificate Post-M.B.A. Japan: This program is no longer accepting new students.
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*section 18.5: Graduate Certificate (Gr. Cert.) Professional Accounting (24 credits)*

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

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

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

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## 18.2 Application Procedures

Online applications for the GCPA program can be submitted through McGill's [online application system](#). For details please consult [Application steps](#). See [University Regulations & Resources](#) > Graduate > Graduate Admissions and Application Procedures > : [Application Procedures](#) and the [GCPA program](#) website for details about submitting your application.

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

### Time Limits

The program must be completed within three years of admission.

### 18.2.1 Additional Requirements

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

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

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## 18.3 Application Dates and Deadlines

Application opening dates are set by Enrolment Services in consultation with Graduate and Postdoctoral Studies (GPS), while application deadlines are set by the Desautels Faculty of Management and may be revised at any time. Applicants must verify all deadlines and documentation requirements well in advance on the appropriate McGill departmental website; please consult the list at [mcgill.ca/gps/contact/graduate-program](http://mcgill.ca/gps/contact/graduate-program).

Information on application deadlines is available at [mcgill.ca/gradapplicants/how-apply/application-steps/application-deadlines](http://mcgill.ca/gradapplicants/how-apply/application-steps/application-deadlines).

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## 18.4 Obtaining a CPA designation

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

1. Completed a Professional Education Program (PEP)
2. Passed the Common Final Examination (CFE)
3. Completed a 24-month period of practical experience with an accredited training office (it is the student's responsibility to obtain such employment)
4. Proof of knowledge of the French language or passed the OQLF French language examination

Once all these criteria have been met, the student will obtain the designation of Chartered Professional Accountant from the OCPAQ.

Further information can be obtained from:

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

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

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## 18.5 Graduate Certificate (Gr. Cert.) Professional Accounting (24 credits)

The Graduate Certificate in Professional Accounting is a recognized professional education program (PEP) des Ordre des Comptables Professionnels Agréés du Québec (OCPAQ). The program prepares students for a career as a professional accountant and to write the national CPA Common Final Exams. It allows

students to develop professional skills that will be recognized nationally and internationally. Students are exposed to the latest concepts and practice related issues and have the choice of studying in the areas of public accounting (assurance), performance measurement, taxation, or financial business analysis.

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

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

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

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

**Required Courses (16 credits)**

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

**Complementary Courses (8 credits)**

8 credits from the following:

ACCT 683	(4)	Practice of Taxation
ACCT 687	(4)	Assurance Services



ACCT 689	(4)	Financial Business Analysis
ACCT 699	(0)	Exam Preparation Seminar

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**19 Desautels Faculty of Management Academic Staff**

