



**Desautels Faculty of Management (Graduate)  
Programs, Courses and University Regulations  
2018-2019**



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

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## 1 Dean's Welcome

To Graduate Students and Postdoctoral Fellows:

Welcome to Graduate and Postdoctoral Studies (GPS) at McGill. You are joining a community of world-class researchers and more than 9,000 graduate students in over 400 programs. *GPS* is here to support you from admissions through to graduation and beyond. We take a holistic approach to graduate student success; we support not only your academic development, but also your career-planning and professional development, and your well-being and student life. I invite you to consult the website [\*Resources for Your Success\*](#)

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### **3 Important Dates**

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

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### **4 Graduate Studies at a Glance**

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

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### **5 Program Requirements**

Refer to [University Regulations & Resources > Graduate > Regulations > Program Requir](#)

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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 Enrolment Services 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 hav

- vi. Postdocs are mandatory members of the Post-Graduate Students' Society (PGSS) and an annual association fee is automatically charged. PGSS fees are mandatory. Postdocs are permitted membership in the Faculty Club; an annual fee will be charged for this membership.
- vii. Postdocs are encouraged to participate in Professional Development Workshops provided by Graduate and Postdoctoral Studies and Teaching and Learning services. These sessions are usually free of charge.
- viii. Postdocs have access to the services provided by the Ombudsperson.
- ix. Postdocs may enrol as part-time students in the second language written and spoken English/French courses offered by the School of Continuing Studies/French Language Centre. Postdocs will be charged tuition for these courses. International Postdocs may be required to obtain a CAQ and a Study Permit.
- x. Access to student services and athletic services are available to the Postdoc on an opt-in basis. Fees are applicable.

## 5. Responsibilities

- i. Postdocs are subject to the responsibilities outlined at [www.mcgill.ca/students/srr](http://www.mcgill.ca/students/srr) and must abide by the policies listed at [www.mcgill.ca/secretariat/policies-and-regulations](http://www.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 responsibilities of the department are:
  - to verify the Postdoc's eligibility period for registration;
  - to provide Postdocs with departmental policy and procedures that pertain to them;
  - to oversee the registration and appointment of Postdocs;
  - to assign departmental personnel (e.g., Postdoc coordinator and Graduate Program Director) the responsibility for Postdocs;
  - to oversee and sign off on the Letter of Agreement for Postdoctoral Education;
  - to ensure that each Postdoc has a supervisor, lab and/or office space, access to research operating costs and necessary equipment;
  - to include Postdocs in departmental career and placement opportunities;
  - to refer Postdocs to the appropriate University policies and personnel for the resolution of conflict that may arise between a Postdoc and a supervisor.
- v. Some examples of responsibilities of the supervisor are:
  - to uphold and transmit to their Postdocs the highest professional standards of research and/or scholarship;
  - to provide research guidance;
  - to meet regularly with their Postdocs;
  - to provide feedback on research submitted by the Postdocs;
  - to clarify expectations regarding intellectual property rights in accordance with the University's policy;
  - to provide mentorship for career development;
  - to prepare, sign, and adhere to a Letter of Agreement for Postdoctoral Education.
- vi. Some examples of responsibilities of Postdocs are:
  - to inform themselves of and adhere to the University's policies and/or regulations for Postdocs for leaves, for research, and for student conduct as outlined at [www.mcgill.ca/students/srr](http://www.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;
  - to inform their supervisor of their absences.
- vii. Some examples of the responsibilities of the University are:
  - to register Postdocs;
  - to provide an appeal mechanism in cases of conflict;
  - to provide documented policies and procedures to Postdocs;
  - to provide Postdocs with the necessary information on McGill University student services.

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

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## 8.3 Vacation Policy for Graduate Students and Postdocs

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

*Council of FGSR April 23, 1999*



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

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

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

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

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## 11 Desautels Faculty of Management

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### 11.1 Location

Samuel Bronfman Building  
1001 Sherbrooke Street West  
Montreal QC H3A 1G5  
Canada  
Telephone: 514-398-4066  
Website: [www.mcgill.ca/desautels](http://www.mcgill.ca/desautels)

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### 11.2 About Desautels Faculty of Management

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

#### Graduate Programs in Management

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

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

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

*section 12.9: Master of Business Administration (M.B.A.) Management (Non-Thesis): General Management (57 credits)*



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

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

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

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

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

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

*section 12.9: Master of Business Administration (M.B.A.) Management (Non-Thesis): General Management (57 credits)*

*section 12.10: Master of Business Administration (M.B.A.) Management (Non-Thesis): Global Strategy and Leadership (57 credits)*

*section 12.11: Master of Business Administration (M.B.A.) Management (Non-Thesis): Marketing (57 credits)*

*section 12.12: Master of Business Administration (M.B.A.) Management (Non-Thesis): Technology and Innovation Management (57 credits)*

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## **12.1 Admission Requirements**

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

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

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

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

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

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

**Note:** Students studying on a part-time basis may transfer to full-time upon completion of the core curriculum. Students wishing to do this must meet with the M.B.A. Student



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

See [University Regulations & Resources > Graduate > Graduate Admissions and Application Procedures > : Application Procedures](#) for detailed application procedures.

### 12.2.1 Additional Requirements

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

- A completed Personal Background Sheet
- A completed Work History Form, as well as a Curriculum Vitae
- The GMAT score (written within the past five years) and the TOEFL score (where applicable) written within the past two years, forwarded directly from Pearson Vue for GMAT and the Educational Testing Service (see GMAT and TOEFL information in [section 12.1: Admission Requirements](#) above)
- A minimum of two years of full-time work experience, following completion of an undergraduate degree
- Interview

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



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

#### Application Fee Information

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

## 12.3 Application Dates and Deadlines

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

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

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

### Registration

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

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

Please refer to [University Regulations & Resources > Graduate > Regulations > : Registration](#) for more information.

### Base Camp

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

### Orientation

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

### Immigration Documents

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

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

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

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

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

International Student Services

3600 McTavish Street, Suite 4400  
Montreal QC H3A 0G3  
Telephone: 514-398-4349 (9:00 a.m. to 5:00 p.m.)  
Email: [international.students@mcgill.ca](mailto:international.students@mcgill.ca)  
Website: [www.mcgill.ca/internationalstudents](http://www.mcgill.ca/internationalstudents)

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

*The following is a brief overview of the rules and regulations of the M.B.A. program. All attending students will be given an academic handbook from the M.B.A. office. Students ar*

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 *Partner*

**12.8 Master of Business Administration (M.B.A.) Management (Non-Thesis): Finance (57 credits)**

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

**Required Courses (27 credits)**

FINE 622	(3)	Modern Corporate Finance
FINE 646	(3)	Investments and Portfolio Management
MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip

**Complementary Courses (30 credits)**

At least 6 credits selected from the following courses toward the concentration:

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

At most, 3 credits selected from the following courses toward the concentration:

ACCT 618	(3)	Financial Reporting: Structure & Analysis
BUSA 692	(3)	Advanced Topics in Management 3
INSY 690	(3)	Advanced Topics in Management Information Systems 1

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

6 credits from the following:\*

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

\* Note: Students electing to participate in an International Exchange (12 credits of complementary courses) are exempt from BUSA 650 and BUSA 651. Two additional electives are required to complete the 57-credit requirement.



3 credits selected from the following:

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

At least 6 credits selected from the following courses toward the concentration:

- BUSA 614 (3) Governance of Corporation: Contemporary Issues
- BUSA 640 (3) Launching New Ventures
- BUSA 660 (3) CEO Insights
- BUSA 690 (3) Advanced Topics in Management 1
- ~~INT 633 (3) Creating Wealth and Prosperity~~
- MGPO 615 (3) Consulting for Change
- MGPO 630 (3) Managing Strategy and Innovation
- MGPO 637 (3) Cases in Competitive Strategy
- MGPO 638 (3) Managing Organizational Politics
- Strategies for Sustainable Business (MGPO 638) (3) 19.2

**12.11 Master of Business Administration (M.B.A.) Management (Non-Thesis): Marketing (57 credits)**

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

**Required Courses (24 credits)**

MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip
MRKT 658	(3)	Marketing Intelligence

**Complementary Courses (33 credits)**

3 credits from the following:

MRKT 652	(3)	Competitive Marketing Strategy
MRKT 657	(3)	Customer Insights

At least 6 credits selected from the following courses toward the concentration:

MRKT 645	(3)	Winning at Brands
MRKT 652	(3)	Competitive Marketing Strategy
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

At most 3 credits selected from the following courses toward the concentration:

INSY 645	(3)	Managing Electronic Commerce
INSY 690	(3)	Advanced Topics in Management Information Systems 1
ORGB 633	(3)	Managerial Negotiations

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

6 credits from the following:\*

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

\* Note: Students electing to participate in an International Exchange (12 credits of complementary courses) are exempt from BUSA 650 and BUSA 651. Two additional electives are required to complete the 57-credit requirement.

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## 12.12 Master of Business Administration (M.B.A.) Management (Non-Thesis): Technology and Innovation Management (57 credits)

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

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

### Required Courses (27 credits)

INSY 606	(3)	Technology Management
MGCR 629	(1)	Global Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 660	(6)	International Study Trip
MGSC 616	(3)	Technology in Action

### Complementary Courses (30 credits)

At least 6 credits selected from the following courses toward the concentration:

INSY 607	(3)	Technology Consulting
INSY 608	(3)	Winning with IT
INSY 609	(3)	Technology Project Management
INSY 633	(3)	Knowledge Management and Technology for Innovation
INSY 645	(3)	Managing Electronic Commerce
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

At most 3 credits selected from the following courses toward the concentration:

ACCT 618	(3)	Financial Reporting: Structure & Analysis
BUSA 691	(3)	Advanced Topics in Management 2
MGPO 650	(3)	Managing Innovation
ORGB 625	(3)	Managing Organizational Change

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

6 credits from the following:\*



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

\* Note: Students electing to participate in an International Exchange (12 credits of complementary courses) are exempt from BUSA 650 and BUSA 651. Two additional electives are required to complete the 57-credit requirement.

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

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

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

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

*section 12.13.4: Master of Business Administration and Bachelor of Civil Law/Bachelor of Laws (Joint M.B.A. & B.C.L./LL.B.) Management (Non-Thesis): Finance & Law (144 credits)*

*section 12.13.5: Master of Business Administration and Bachelor of Civil Law/Bachelor of Laws (Joint M.B.A. & B.C.L./LL.B.) Management (Non-Thesis): General Management & Law (144 credits)*

*section 12.13.6: Master of Business Administration and Bachelor of Civil Law/Bachelor of Laws (Joint M.B.A. & B.C.L./LL.B.) Management (Non-Thesis): Global Strategy and Leadership & Law (144 credits)*

*section 12.13.7: Master of Business Administration and Bachelor of Civil Law/Bachelor of Laws (Joint M.B.A. & B.C.L./LL.B.) Management (Non-Thesis): Marketing & Law (144 credits)*

*section 12.13.8: Master of Business Administration and Bachelor of Civil Law/Bachelor of Laws (Joint M.B.A. & B.C.L./LL.B.) Management (Non-Thesis): Technology and Innovation Management & Law (144 credits)*

### 12.13.1 Admission Requirements

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

Students wishing information on the Law program should contact:

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

### 12.13.2 Application Procedures

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

See [University Regulations & Resources](#) > Graduate > Graduate Admissions and Application Procedures > : [Application Procedures](#) for detailed application procedures.

### 12.13.3 Application Dates and Deadlines

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

### 12.13.4 Master of Business Administration and Bachelor of Civil Law/Bachelor of Laws (Joint M.B.A. & B.C.L./LL.B.) Management (Non-Thesis): Finance & Law (144 credits)

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

#### Required Courses (24 credits)

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

**Required Concentration Courses (6 credits)**

Students choosing the Finance concentration must complete these required courses:

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

**Complementary Courses (21 credits)**

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

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

**Elective Courses**

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

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

**Required - Law (59 credits)**

LAWG 100D1	(3)	Contractual Obligations
LAWG 100D2	(3)	Contractual Obligations
LAWG 101D1	(3)	Extra-Contractual Obligations/Torts
LAWG 101D2	(3)	Extra-Contractual Obligations/Torts
PRAC 147D1	(1.5)	Introductory Legal Research
PRAC 147D2	(1.5)	Introductory Legal Research
PRAC 155D1	(1.5)	Legal Ethics and Advocacy
PRAC 155D2	(1.5)	Legal Ethics and Advocacy

PROC 124D1	(2)	Judicial Institutions and Civil Procedure
PROC 124D2	(2)	Judicial Institutions and Civil Procedure
PROC 200	(3)	Advanced Civil Law Obligations
PRV1 144D1	(2.5)	Civil Law Property
PRV1 144D2	(2.5)	Civil Law Property
PRV3 200	(3)	Advanced Common Law Obligations
PRV4 144D1	(2)	Common Law Property
PRV4 144D2	(2)	Common Law Property
PUB2 101D1	(3)	Constitutional Law
PUB2 101D2	(3)	Constitutional Law
PUB2 111	(3)	Criminal Law
PUB3 116D1	(2)	Foundations
PUB3 116D2	(2)	Foundations
WRIT 400D1	(3)	Senior Essay
WRIT 400D2	(3)	Senior Essay

### Complementary - Law

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

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

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

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

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

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

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

### Complementary - Law, Civil and Common Law

The following trans-systemic courses count half their credit weight toward the civil law requirement of 3 credits and half their credit weight toward the common law requirement of 3 credits.

CMPL 522	(3)	Medical Liability
LAWG 200	(3)	Commercial Law
LAWG 273	(3)	Family Law
LAWG 300	(3)	Family Property Law
LAWG 316	(3)	Private International Law
LAWG 400	(4)	Secured Transactions
LAWG 415	(3)	Evidence (Civil Matters)

LAWG 504	(3)	Death and Property
LEEL 570	(3)	Employment Law
PRV5 483	(3)	Consumer Law

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

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

CMPL 500	(3)	Aboriginal Peoples and the Law
CMPL 504	(3)	Feminist Legal Theory
CMPL 511	(3)	Social Diversity and Law
CMPL 516	(3)	International Development Law
CMPL 565	(3)	International Humanitarian Law
CMPL 571	(3)	International Law of Human Rights
CMPL 573	(3)	Civil Liberties
CMPL 575	(3)	Discrimination and the Law
LAWG 503	(3)	Inter-American Human Rights
LEEL 369	(3)	Labour Law
LEEL 582	(3)	Law and Poverty
PUB2 105	(3)	Public International Law
PUB2 500	(3)	Law and Psychiatry
PUB2 502	(3)	International Criminal Law
PUB2 551	(3)	Immigration and Refugee Law
PUB3 515	(3)	Canadian Charter of Rights and Freedoms

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

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

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

WRIT 433D2*	(3)	Legal Clinic 1
WRIT 434*	(3)	Legal Clinic 2
WRIT 435*	(3)	Legal Clinic 3
WRIT 440*	(6)	Student Clerkship A
WRIT 440D1*	(3)	Student Clerkship A
WRIT 440D2*	(3)	Student Clerkship A
WRIT 441*	(3)	Student Clerkship B

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

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

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

### **12.13.5 Master of Business Administration and Bachelor of Civil Law/Bachelor of Laws (Joint M.B.A. & B.C.L./LL.B.) Management (Non-Thesis): General Management & Law (144 credits)**

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

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

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

#### **Concentration Courses (15 credits)**

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

#### **Elective Courses**

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

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

#### **Required - Law (59 credits)**

LAWG 100D1	(3)	Contractual Obligations
LAWG 100D2	(3)	Contractual Obligations
LAWG 101D1	(3)	Extra-Contractual Obligations/Torts
LAWG 101D2	(3)	Extra-Contractual Obligations/Torts
PRAC 147D1	(1.5)	Introductory Legal Research
PRAC 147D2	(1.5)	Introductory Legal Research
PRAC 155D1	(1.5)	Legal Ethics and Advocacy
PRAC 155D2	(1.5)	Legal Ethics and Advocacy
PROC 124D1	(2)	Judicial Institutions and Civil Procedure
PROC 124D2	(2)	Judicial Institutions and Civil Procedure

PROC 200	(3)	Advanced Civil Law Obligations
PRV1 144D1	(2.5)	Civil Law Property
PRV1 144D2	(2.5)	Civil Law Property
PRV3 200	(3)	Advanced Common Law Obligations
PRV4 144D1	(2)	Common Law Property
PRV4 144D2	(2)	Common Law Property
PUB2 101D1	(3)	Constitutional Law
PUB2 101D2	(3)	Constitutional Law
PUB2 111	(3)	Criminal Law
PUB3 116D1	(2)	Foundations
PUB3 116D2	(2)	Foundations
WRIT 400D1	(3)	Senior Essay
WRIT 400D2	(3)	Senior Essay

**Complementary - Law**

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

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

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

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

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

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

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

**Complementary - Law, Civil and Common Law**

The following trans-systemic courses count half their credit weight toward the civil law requirement of 3 credits and half their credit weight toward the common law requirement of 3 credits.

CMPL 522	(3)	Medical Liability
LAWG 200	(3)	Commercial Law
LAWG 273	(3)	Family Law
LAWG 300	(3)	Family Property Law
LAWG 316	(3)	Private International Law
LAWG 400	(4)	Secured Transactions
LAWG 415	(3)	Evidence (Civil Matters)
LAWG 504	(3)	Death and Property
LEEL 570	(3)	Employment Law

PRV5 483 (3) Consumer Law

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

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

CMPL 500	(3)	Aboriginal Peoples and the Law
CMPL 504	(3)	Feminist Legal Theory
CMPL 511	(3)	Social Diversity and Law
CMPL 516	(3)	International Development Law
CMPL 565	(3)	International Humanitarian Law
CMPL 571	(3)	International Law of Human Rights
CMPL 573	(3)	Civil Liberties
CMPL 575	(3)	Discrimination and the Law
LAWG 503	(3)	Inter-American Human Rights
LEEL 369	(3)	Labour Law
LEEL 582	(3)	Law and Poverty
PUB2 105	(3)	Public International Law
PUB2 500	(3)	Law and Psychiatry
PUB2 502	(3)	International Criminal Law
PUB2 551	(3)	Immigration and Refugee Law
PUB3 515	(3)	Canadian Charter of Rights and Freedoms

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

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

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

WRIT 435*	(3)	Legal Clinic 3
WRIT 440*	(6)	Student Clerkship A
WRIT 440D1*	(3)	Student Clerkship A
WRIT 440D2*	(3)	Student Clerkship A
WRIT 441*	(3)	Student Clerkship B

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

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

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

## **12.13.6 Master of Business Administration and Bachelor of Civil Law/Bachelor of Laws (Joint M.B.A. & B.C.L./LL.B.) Management (Non-Thesis): Global Strategy and Leadership & Law (144 credits)**

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

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

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

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

3 credits selected from the following:

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

3 credits selected from the following:

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

9 credits selected from the following courses toward the concentration:

BUSA 640	(3)	Launching New Ventures
BUSA 660	(3)	CEO Insights
BUSA 690	(3)	Advanced Topics in Management 1
INDR 633	(3)	Creating Wealth and Prosperity
MGPO 615	(3)	Consulting for Change
MGPO 630	(3)	Managing Strategy and Innovation
MGPO 637	(3)	Cases in Competitive Strategy
MGPO 638	(3)	Managing Organizational Politics
MGPO 640	(3)	Strategies for Sustainable Development
MGPO 645	(3)	Strategy in Context



MGPO 651	(3)	Strategic Management: Developing Countries
MGPO 669	(3)	Managing Globalization
MGPO 683	(3)	International Business Policy
ORGB 633	(3)	Managerial Negotiations
ORGB 640	(3)	The Art of Leadership
ORGB 680	(3)	Talent Management in a Global World
ORGB 685	(3)	Cross Cultural Management

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

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

**Required - Law (59 credits)**

LAWG 100D1	(3)	Contractual Obligations
LAWG 100D2	(3)	Contractual Obligations
LAWG 101D1	(3)	Extra-Contractual Obligations/Torts
LAWG 101D2	(3)	Extra-Contractual Obligations/Torts
PRAC 147D1	(1.5)	Introductory Legal Research
PRAC 147D2	(1.5)	Introductory Legal Research
PRAC 155D1	(1.5)	Legal Ethics and Advocacy
PRAC 155D2	(1.5)	Legal Ethics and Advocacy
PROC 124D1	(2)	Judicial Institutions and Civil Procedure
PROC 124D2	(2)	Judicial Institutions and Civil Procedure
PROC 200	(3)	Advanced Civil Law Obligations
PRV1 144D1	(2.5)	Civil Law Property
PR	(2.5)	Civil Law Property

PROC 549	(3)	Lease, Enterprise, Suretyship
PRV2 270	(3)	Law of Persons

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

Requirement: Studem nistrative La

MGCR 660 (6) International Study Trip

**Required Concentration Courses (6 credits)**

Students choosing the Marketing concentration must complete these required courses:

MRKT 657 (3) Customer Insights  
MRKT 658 (3) Marketing Intelligence

**Complementary Courses (9 credits)**

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

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

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

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

**Required - Law (59 credits)**

LAWG 100D1 (3) Contractual Obligations  
LAWG 100D2 (3) Contractual Obligations  
LAWG 101D1 (3) Extra-Contractual Obligations/Torts  
LAWG 101D2 (3) Extra-Contractual Obligations/Torts  
PRAC 147D1 (1.5) Introductory Legal Research  
PRAC 147D2 (1.5) Introductory Legal Research  
PRAC 155D1 (1.5) Legal Ethics and Advocacy  
PRAC 155D2 (1.5) Legal Ethics and Advocacy  
PROC 124D1 (2) Judicial Institutions and Civil Procedure  
PROC 124D2 (2) Judicial Institutions and Civil Procedure  
PROC 200 (3) Advanced Civil Law Obligations  
PRV1 144D1 (2.5) Civil Law Property

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PUB3 116D2	(2)	Foundations
WRIT 400D1	(3)	Senior Essay
WRIT 400D2	(3)	Senior Essay

**Complementary - Law**

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

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

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

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

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

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

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

**Complementary - Law, Civil and Common Law**

The following trans-systemic courses count half their credit weight toward the civil law requirement of 3 credits and half their credit weight toward the common law requirement of 3 credits.

CMPL 522	(3)	Medical Liability
CMPL 573	(3)	Civil Liberties
LAWG 200	(3)	Commercial Law
LAWG 273	(3)	Family Law
LAWG 300	(3)	Family Property Law
LAWG 316	(3)	Private International Law
LAWG 400	(4)	Secured Transactions
LAWG 415	(3)	Evidence (Civil Matters)
LEEL 369	(3)	Labour Law
PRV5 483	(3)	Consumer Law

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

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

CMPL 500	(3)	Aboriginal Peoples and the Law
CMPL 504	(3)	Feminist Legal Theory
CMPL 511	(3)	Social Diversity and Law
CMPL 516	(3)	International Development Law
CMPL 565	(3)	International Humanitarian Law
CMPL 571	(3)	International Law of Human Rights

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

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

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

(3)	Securities Regulation
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**12.13.8 Master of Business Administration and Bachelor of Civil Law/Bachelor of Laws (Joint M.B.A. & B.C.L./LL.B.) Management (Non-Thesis): Technology and Innovation Management & Law (144 credits)**

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

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

**Required Courses (24 credits)**

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

**Required Concentration Courses (6 credits)**

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

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

**Complementary Courses (9 credits)**

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

INSY 607	(3)	Technology Consulting
INSY 608	(3)	Winning with IT
INSY 609	(3)	Technology Project Management
		Knowledge Management and Technology for 4.884 408.965 Tme7T

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

### **Complementary - Law**

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

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

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

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CMPL 522	(3)	Medical Liability
LAWG 200	(3)	Commercial Law
LAWG 273	(3)	Family Law
LAWG 300	(3)	Family Property Law
LAWG 316	(3)	Private International Law
LAWG 400	(4)	Secured Transactions
LAWG 415	(3)	Evidence (Civil Matters)
LEEL 570	(3)	Employment Law
PRV5 483	(3)	Consumer Law

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

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

CMPL 500	(3)	Aboriginal Peoples and the Law
CMPL 504	(3)	Feminist Legal Theory
CMPL 511	(3)	Social Diversity and Law
CMPL 516	(3)	International Development Law
CMPL 565	(3)	International Humanitarian Law
CMPL 571	(3)	International Law of Human Rights
CMPL 573	(3)	Civil Liberties
CMPL 575	(3)	Discrimination and the Law
LAWG 503	(3)	Inter-American Human Rights
LEEL 369	(3)	Labour Law
LEEL 582	(3)	Law and Poverty
PUB2 105	(3)	Public International Law
PUB2 500	(3)	Law and Psychiatry
PUB2 502	(3)	International Criminal Law
PUB2 551	(3)	Immigration and Refugee Law
PUB3 515	(3)	Canadian Charter of Rights and Freedoms

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

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

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

(3) The Administrative Process



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

*section 12.15.8: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): Marketing (57 credits)*

*section 12.15.9: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis):Technology and Innovation Management (57 credits)*

**12.15.1 Admission Requirements**

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

**12.15.2 Application Procedures**

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

**12.15.3 Application Dates and Deadlines**

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

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

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

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

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

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

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

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

**Required Core Courses (21 credits)**

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

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

**Required Concentration Courses (6 credits)**

Students choosing the Finance concentration must complete these required courses:

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

**Complementary Courses (30 credits)**

9 credits selected from the following courses toward the concentration:

ACCT 618	(3)	Financial Reporting: Structure & Analysis
FINE 541	(3)	Applied Investments

Corporate Mer

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

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

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

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

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

### Required Core Courses (21 credits)

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

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

### Required Concentration Courses (6 credits)

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

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

### Complementary Courses (30 credits)

9 credits selected from the following courses toward the concentration:

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

6 credits from the following:

BUSA 650	(6)	Internship
B	(6)	Practicum

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

**Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis):Tec**







- Finance: For more information, please refer to [www](#)

ORGB 672	(1.5)	Organizational Network Analysis
ORGB 695	(1.5)	Advanced Topics in Organizational Behaviour

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### 13.4 Master of Management (M.M.) Finance (Non-Thesis) (45 credits)

\*\*This program is currently under revision.\*\*

The Master of Management in Finance (M.M.F.) program is a twelve-month specialized M.M. program. The program is part of the Faculty's expanding portfolio of specialized MM programs. The distinguishing features of the program are: 1) a quantitative level well above the average current M.B.A. elective and 2) a close interaction with the private sector. The crucial 12-credit 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) writing an academic research paper. 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 (33 credits)

ACCT 604	(3)	Financial Statements 1
FINE 673	(3)	Finance Fundamentals
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
FINE 689	(12)	Integrative Finance Project
FINE 689N1	(6)	Integrative Finance Project
FINE 689N2	(6)	Integrative Finance Project

#### Complementary Courses (12 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 500-700 level course offered in the University with permission of the Program Adviser.

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### 13.5 Master of Management (M.M.) Manufacturing Management (Non-Thesis) (56 credits)

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

MECH 629	(1)	Manufacturing Industrial Seminar
MGSC 602	(3)	Strategic Management of Operations
MGSC 603	(3)	Logistics Management
MGSC 605	(3)	Total Quality Management
MGSC 608	(3)	Data Decisions and Models
MGSC 631	(3)	Analysis: Production Operations

**Complementary Courses (26 credits)**

8 credits from General Business & Management Training

6 credits from General Business & Management

12 credits from Manufacturing & Supply Chain

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

8 credits from Group A or Group B:

**Group A**

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

**Group B**

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

**General Business & Management**

6 credits from the following:

ACCT 624	(3)	Management Accounting: Planning & Control
INDR 603	(3)	Industrial Relations
ORGB 625	(3)	Managing Organizational Change
ORGB 632	(3)	Managing Teams in Organizations
ORGB 633	(3)	Managerial Negotiations
ORGB 640	(3)	The Art of Leadership
ORGB 685	(3)	Cross Cultural Management

**Manufacturing & Supply Chain**

12 credits from:

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

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

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

The Ph.D. Program participates in the Joint Ph.D. Program that brings together the four Montreal universities: Concordia University, *École des Hautes Études Commerciales* (affiliated with *Université de Montréal*), McGill University, and *Université de Québec à Montréal*. The Ph.D. program in Management is intended to educate competent researchers and to stimulate research on management issues.

The program represents a number of innovations in doctoral work in the field of administration. First, by cooperating, the four universities are able to make available to the program's students a diverse pool of approximately 400 professors qualified to direct doctoral-level study and research. Second, the program has been carefully developed to encourage independent, creative work on the part of its students, with close, personal contact with the professors. This program will appeal especially to the mature, experienced candidate with relatively well-defined interests. Across the four member universities, some courses are offered in English and some in French. (All papers may, however, be written in English or French.) This is viewed as a definite advantage of the program for those students who expect to work in Canada or francophone countries after graduation.

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

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

##### **Preparation – Phase I**

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

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

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

##### **Specialization – Phase II**

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

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

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

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

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

##### **Dissertation – Phase III**

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

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

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

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## **14.1 Admission Requirements**



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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**14.5 Doctor of Philosophy (Ph.D.) Management: Environment**



15 credits of M.B.A. courses.

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## 15.5 Graduate Certificate (Gr. Cert.) Post MBA Japan (15 credits)

### Required Courses

15 credits of M.B.A./Japan courses.

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

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

#### *section 16.5: 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 CPA Canada and needed for the exercise of professional judgment necessary to solve practical problems related to the practice of professional accounting. Our lecturers are hard-working, dedicated, and moti





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 685	(4)	Accounting and Performance Management
ACCT 687	(4)	Assurance Services
ACCT 689	(4)	Financial Business Analysis
ACCT 699	(0)	Exam Preparation Seminar

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**17 Desautels Faculty of Management Academic Staff**

**Dean**

Isabelle Bajoux-Besnainou; Degree(ENS Paris), M.Sc.(Paris VI & Paris IX), Doctorat(Paris IX)

**Executive Committee**

Morty Yalovsky – *Vice-Dean, Faculty Programs*

Vihang Errunza – *Associate Dean, Research*

Saibal Ray – *Academic Director, Retail Initiative*

Liette Lapointe – *Associate Dean, Undergraduate Programs*

Corey Phelps – *Associate Dean, Executive Programs and Education*

Steve Fortin – *Associate Dean, Master's Programs*

Mark Michaud – *Director of Administration*

Alexander King – *Desautels Director of Advancement*

Rita McAdam – *Director of Marketing and Communications*

**Emeritus Professors**

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

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

## Emeritus Professors

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

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

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

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

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

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

## Professors

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

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

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

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

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

S. Faraj; B.S.(Wisc.), M.S.(MIT), DBA – *Strategy and Organization*

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

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

A.C. Masi; A.B.(Colgate), A.M., Ph.D.(Brown) – *Organizational Behaviour*

H. Mintzberg; B.Eng.(McG.), B.A.(Sir G. Wms.), S.M., Ph.D.(MIT) – *Str*

**Associate Professors**

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

Y



## Assistant Professors

G. Roussellet; B.Sc.(ENSAE), M.Sc.(Paris Sch. Econ.), Ph.D.(Dauphine) – *Finance*

D. Schumacher; Dipl.Int'l.Business(dual degree)(ESB), M.B.A.(Chinese HK), Ph.D.(INSEAD) – *Finance*

J. Serpa; B.Sc.(Trent), M.A., Ph.D.(Br. Col.) – *Operations Management*

B. Wenzel; B.Acy., M.Acy.(Missouri), Ph.D.(Ariz.) – *Accounting*

N. Yang; B.Sc.(Math.)(Alta.), M.A.(Econ.)(Tor.), Ph.D.(Tor.) – *Marketing*

J. Zhang; B.S.(Zhongnan), M.A.(Boston), M.Sc.(Chic.), Ph.D.(N'western) – –

