



**Desautels Faculty of Management (Graduate)
Programs, Courses and University Regulations
2022-2023**

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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

2 Graduate and Postdoctoral Studies

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)

2.2 Location

James Administration Building, Room 400

845 Sherbrooke Street West

Montreal QC H3A 0G4

Website: mcgill.ca/gps

Note: For inquiries reg

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.

5 Program Requirements

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

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), 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 and must abide by the policies listed at 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;
 - 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;
 - 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, 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 (Postdoctoral Fellows and Scholars) and HR policies and guidelines (Postdoctoral Researchers).

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

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 fellowship (up to maximum of five years post-degree).



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

General Conditions

- The maximum duration is three years
- The individual must be engaged in full-time research
- The individual must provide copies of official transcripts/diplomas
- The individual must have the approval

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

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
- Regulations Concerning the Investigation of Research Misconduct
- Requirements for Research Involving Human Participants
- Policy on the Study and Care of Animals
- Policy on Intellectual Property
- Regulations Governing Conflicts of Interest
- Safety in Field Work
- Office of Sponsored Research
- Postdocs
- Research Associates

12 Desautels Faculty of Management

12.1 Location

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

12.2 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 13.3: Master of Business Administration (M.B.A.) Management (Non-Thesis) (54 credits)

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

section 13.4: Master of Business Administration (M.B.A.) Mana

13.1 Admission Requirements and Application Procedures

For more information, please refer to mcgill.ca/desautels/programs/mba-programs/mba/admissions

13.2 Application Dates and Deadlines

For more information, please refer to mcgill.ca/desautels/programs/mba-programs/mba/admissions

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 allow for completion of the program in 16-20 months. There is maximum flexibility in the selection of electives taken, ranging from a customized set of electives reflecting the student's own interests, to completing a specialization, i.e., taking a set of at least five electives chosen from lists of specializations (e.g. finance, strategy) compiled by the Program office based on input from Faculty Areas. Students can choose between doing an Internship, completing a Practicum or applying to do an exchange semester at a foreign university.

Required Courses (27 credits)

BUSA 650*	(6)	Internship
BUSA 651*	(6)	Practicum
BUSA 695	(1.5)	Real-Time Decisions
MGCR 613	(1.5)	Managerial Economics
MGCR 614	(1.5)	Management Statistics
MGCR 617	(1.5)	Operations Management
MGCR 618	(1.5)	Leadership and Professional Skills
MGCR 620	(1.5)	Information Systems
MGCR 622	(1.5)	Organizational Strategy
MGCR 638	(1.5)	Marketing Management
MGCR 639	(1.5)	Managing Organizational Behaviour
MGCR 640	(1.5)	Accounting and Financial Reporting
MGCR 642	(1.5)	Financial Reporting
MGCR 660	(4.5)	International Study Trip

* Choose EITHER BUSA 650 or BUSA 651. Students who participate in an International Exchange (12 credits of elective courses) are exempt from BUSA 650/BUSA 651; 6 additional credits of elective courses are required to complete the 54-credit requirement.

Elective Courses (27 credits)

27 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.

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 integration sessions midway through the first semester and at its end. The program is structured in such a way as to allow for completion of the program in 12 months ('accelerated') or part-time. There is maximum flexibility in the selection of electives taken ranging from a customized set of electives reflecting the student's own interests, to completing a specialization, i.e., taking a set of at least five electives chosen from lists of specializations (e.g. finance, strategy) compiled by the Program based on input from Faculty Areas.

This streamlined 12 month program does not allow a student to do an internship or an exchange semester at a foreign university.

Required Courses (21 credits)

BUSA 695	(1.5)	Real-Time Decisions
MGCR 613	(1.5)	Managerial Economics
MGCR 614	(1.5)	Management Statistics
MGCR 617	(1.5)	Operations Management
MGCR 618	(1.5)	Leadership and Professional Skills
MGCR 620	(1.5)	Information Systems
MGCR 622	(1.5)	Organizational Strategy
MGCR 638	(1.5)	Marketing Management
MGCR 639	(1.5)	Managing Organizational Behaviour
MGCR 640	(1.5)	Accounting and Financial Reporting
MGCR 642	(1.5)	Financial Reporting
MGCR 660	(4.5)	International Study Trip

Elective Courses (27 credits)

27 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.

13.5 Master of Business Administration (M.B.A.) Management (Non-Thesis) & (B.C.L. & J.D.) (132 credits)

A joint M.B.A.; Non-Thesis - General Management and B.C.L./J.D. 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 J.D. degrees, a trio that prepares them for careers in private and public enterprise, as well as gov

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
LAWG 103	(3)	Indigenous Legal Traditions
LAWG 110D1	(1.5)	Integration Workshop
LAWG 110D2	(1.5)	Integration Workshop
PUB2 101D1	(3)	Constitutional Law
PUB2 101D2	(3)	Constitutional Law
PUB3 116	(3)	Foundations

Second Year – 14 credits

LAWG 210	(3)	Legal Ethics and Professionalism
LAWG 220D1	(3)	Property
LAWG 220D2	(3)	Property
PRAC 200	(1)	Advocacy
PROC 124	(4)	Judicial Institutions and Civil Procedure

Complementary Courses – Law (12 credits)

Civil Law Immersion Courses (3 credits)

BUS2 561	(3)	Insurance
LAWG 506	(3)	Advanced Civil Law Property
PROC 200	(3)	Advanced Civil Law Obligations
PROC 549	(3)	Lease, Enterprise, Suretyship
PRV2 270	(3)	Law of Persons
PRV4 548	(3)	Administration Property of Another and Trusts

Common Law Immersion Courses (3 credits)

PRV3 200	(3)	Advanced Common Law Obligations
PRV3 534	(3)	Remedies
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)

B	(3)	Bankruptcy and Insolvency
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Students must take 34 credits of other elective courses, offered within the Faculty or approved as credit equivalencies in order to complete the 93-credit degree

Minimum Writing Requirement

All students are required to submit at least one research paper. This requirement may be satisfied by: a) writing an essay in a course in which the essay constitutes no less than 75% of the final grade; b) writing a term essay under independent supervision, for credit, within the Faculty of Law; c) writing an article, note, or comment or equivalent substance that is published or accepted for publication in the McGill Law Journal and approved by the Faculty Adviser to that publication. Papers written jointly do not satisfy this requirement.

13.6 M.B.A./Japan Admission Requirements and Application Procedures

About the M.B.A./Japan

The McGill MBA Japan program is a weekend MBA program based on the world-leading Integrative MBA program offered by McGill University's Desautels Faculty of Management in Montreal. Students will follow a lockstep program. MBA Japan classes take place at the Learning Edge Nishi-shinjuku Campus on the 4th floor of Nomura Fudosan Nishi-shinjuku building.

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

MGCR 650

(2)

Business Tools

Managing Resources

MGCR 622	(1.5)	Organizational Strategy
MGCR 628	(1.5)	Integrative Course
MGCR 638	(1.5)	Marketing Management
MGCR 639	(1.5)	Managing Organizational Behaviour
MGCR 640	(1.5)	Accounting and Financial Reporting
MGCR 642	(1.5)	Financial Reporting
MGCR 660	(4.5)	International Study Trip

Elective Courses (24 credits)

24 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.

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

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

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

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 b

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

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

6 credits from the following:

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

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

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

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

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

Required Core Courses (21 credits)

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

MGCR 629	(1)	Healthcare Leadership
MGCR 650	(2)	Business Tools
MGCR 651	(4)	Managing Resources
MGCR 652	(4)	Value Creation
MGCR 653	(4)	Markets and Globalization
MGCR 661	(6)	International Study Experience

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 (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 Faculty.

6 credits from the following:

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

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 take a step back from the tools and understand their strengths and limitations. It also aims at presenting different models of management and is designed to meet the training needs of managers who currently hold, or who will hold in the future, senior management positions.

It is offered jointly with *Hautes Études Commerciales* (HEC) – Montreal.

13.7.1 Admission Requirements

For the admission criteria, please consult the following website: http://www.hec.ca/776m66.57221_0_bamcgl_dhei9/84_Tmen/an_Pr

14 Master of Management Programs Admission Requirements and Application Procedures

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

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.

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.

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.

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 www.impm.org.

section 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, competitiv

- MGMSM China: For more information, please refer to mcgill.ca/desautels/programs/gmscm/admissions.
- IMPM: For more information, please refer to impm.org/admissions.
- IMHL: For more information, please refer to mcgill.ca/desautels/programs/imhl/applying.

14.2 Application Dates and Deadlines

- Analytics: For more information, please refer to mcgill.ca/desautels/programs/mma/admissions.
- Finance: For more information, please refer to mcgill.ca/desautels/programs/mmf/admissions.
- MBA: For more information, please refer to mcgill.ca/desautels/programs/mba-programs/mba/admissions.
- MGMSM China: For more information, please refer to mcgill.ca/desautels/programs/gmscm/admissions.
- IMPM: For more information, please refer to www.impm.org.
- IMHL: For more information, please refer to mcgill.ca/desautels/programs/imhl/applying.

14.3 Master of Management (M.M.) Analytics (Non-Thesis) (45 credits)

The core module is designed to teach the fundamentals of data and decision analytics, team management, and leadership. The complementary course module is designed to expose students to a variety of management analytics application topics including marketing, retailing, supply chain, healthcare, security, pricing, talent and network analytics. Finally, the experiential module, which consists of a capstone management analytics project plus a community project or internship, is designed to provide students with the experience of hands-on application of the concepts taught in real-world settings and the opportunity to interact with practitioners in leading analytics organizations.

Required Courses (27 credits)

Note: Students take either BUSA 693 D1 and BUSA 693 D2 or BUSA 693 N1 and BUSA 693 N2.

BUSA 693D1	(3)	Analytics and Solution Consulting Practicum
BUSA 693D2	(3)	Analytics and Solution Consulting Practicum
BUSA 693N1	(3)	Analytics and Solution Consulting Practicum
BUSA 693N2	(3)	Analytics and Solution Consulting Practicum
INSY 660	(3)	Coding Foundations for Analytics
INSY 661	(3)	Database and Distributed Systems for Analytics
INSY 662	(3)	Data Mining and Visualization
MGSC 660	(3)	Mathematical and Statistical Foundations for Analytics
MGSC 661	(3)	Multivariate Statistical Analysis
MGSC 662	(3)	Decision Analytics
ORGB 660	(1.5)	Managing Data Analytics Teams
ORGB 661	(1.5)	Ethical Leadership and Leading Change

Complementary Courses (180 8.3 Tf1 0 0 1 67.52 202.pt180.3 Tf T(T)Tj1 03180 8.3 S.52 Up 67.52(www)Tjr T

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

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 key feature of the program is industry participation and interaction. To ensure a profound comprehension of the issues and challenges facing business today, courses have corporate sponsors and partners that provide case studies, plant tours, seminars, industrial projects and internships. The

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 (38 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 605	(3)	Total Quality 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 (18 credits)

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

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

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.

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

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

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)

Revision, June 2022. Start of revision.

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

Revision, June 2022. End of revision.

Revision, June 2022. Start of revision.

0-12 credits from:

up to 12 credits of course from 600-1e

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.

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* (International English Language Testing Systems) Office. Applications will not be considered if a TOEFL or IELTS test result is not available. A minimum score of 100 for the Internet-based test, with each component score not less than 20, is required for admission. A minimum score of 7 for IELTS is required. Tests must have been written within the past two years.

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

15.2 Application Procedures

McGill's online application form for graduate program candidates is available at mcgill.ca/gradapplicants/apply.

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

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](#).

15.3 Application Dates and Deadlines

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

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

Required Courses (9 credits)

EDPH 689	(3)	Teaching and Learning in Higher Education
MGMT 701	(0)	Comprehensive Examination
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

15.5 Doctor of Philosophy (Ph.D.) Management: Environment

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

Thesis

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

Required Courses (15 credits)

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

Complementary Courses (15 credits)

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

3 credits chosen from the following list:

ENVR 519	(3)	Global Environmental Politics
ENVR 544	(3)	Environmental Measurement and Modelling

ENVR 620	(3)	Environment and Health of Species
ENVR 622	(3)	Sustainable Landscapes
ENVR 630	(3)	Civilization and Environment
ENVR 680	(3)	Topics in Environment 4

Or another course at the 500-level or higher recommended by the advisory committee and appro

16.4 Graduate Certificate (Gr. Cert.) Post MBA (15 credits)

This program is no longer accepting new students.

Required Courses

15 credits of M.B.A. courses.

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

Required Courses

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

17 Graduate Certificate in Healthcare Management Admission Requirements and Applications Procedures

About the Graduate Certificate in Healthcare Management

The Graduate Certificate in Healthcare Management (GCHM) is a joint initiative between the *Faculty of Medicine and Health Sciences* and the *Desautels Faculty of Management*. The program focuses on a range of managerial skills to positively impact the quality, efficiency, and fiscal responsibility of health care delivery. This includes: leading transformation, financial management and analysis, leading and managing people, conflict resolutions and negotiations, process analysis in health care settings, managing and improving quality in health care systems, and health management.

The program will be supported through readings, individual and group assignments, and workshops. Each student will also participate in an experiential (CAPSTONE) project throughout the certificate program, which serves to reinforce the material presented in each course, under the guidance of a unique mentor. The topic of the project could take the form of a business plan, quality improvement project, or position paper on a topic related to the learning in the program.

The GCHM is a 9-month, 15-credit graduate program which takes place entirely online over 4 modules. These 15 graduate credits can be brought forward for Advanced Standing in the *International Masters for Health Leadership program at McGill*.

17.1 Admission Requirements and Applications Procedures

For more information, please refer to mcgill.ca/desautels/programs/gchm/admissions.

section 17.2: Graduate Certificate (Gr. Cert.) Healthcare Management (15 credits)

The Graduate Certificate in Healthcare Management focuses on a range of managerial skills to positively impact the quality, efficiency and fiscal responsibility of health care delivery. This includes: leading transformation, financial management and analysis, leading and managing people, conflict resolutions and negotiations, process analysis in health care settings, managing and improving quality in health care systems, and health management. The program will be offered in collaboration with the Faculty of Medicine.

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

17.1.1 Required Courses

There are a total of 15 credits required for this program. (15 credits)



18.1 Admission Requirements

Entry to the GCP

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 [uApply](#) when confirming the offer of admission. This fee is non-refundable and will be applied towards the student's tuition.

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.

	Application Opening Dates		Application Deadlines	
	All Applicants	Non-Canadian citizens (incl. Special, Visiting & Exchange)	Canadian citizens/Perm. residents of Canada (incl. Special, Visiting & Exchange)	Current McGill Students (any citizenship)
Fall Term:	N/A	N/A	N/A	N/A
Winter Term:	N/A	N/A	N/A	N/A
Summer Term:	Oct. 1	Dec. 15	Feb. 1	Feb. 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

19 Desautels Faculty of Management Academic Staff

Dean

Yolande Chan

Vice-Deans

Anthony Masi – *Vice-Dean, Faculty*

Liette Lapointe - *Vice-Dean, Programs*

Executive Committee

