

Yl are e ban g a g'ea ed ca a a l e



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1. Desautels Faculty of Management, page 4
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- A. Nain; B.A. (Delhi); M.Sc.(Warwick) ; Ph.D (Michigan-pending);  
Finance
- W. Oh; B.A.(SUNY), M.B.A.(Geo.Wash. U.). M.Phil(Stern);  
Information Systems
- P. Perez-Aleman; B.Sc.(Berkeley), Ph.D.(MIT); Strategy and  
Organization
- S. Ray; B.E.(Jadavpur), M.E.(Asian I.T.), Ph.D.(Wat.);  
Management Science
- L. Zhou: B.A. (Tsinghua-Beijing); Ph.D. (Maryland-pending);  
Accounting
- R. Goyenko; B.S.(Donetsk National University), M.A.(Central  
European University), M.S. (Siena), Master in Business, Ph.D.  
(Kelley School of Business)
- K. Han; B.S., M.A.(KAIST), Ph.D.(Minn.)
- I. Okhmatovskiy; B.A.(Moscow), M.S.(Academy of National  
Economy), Ph.D. (S. Calif.)
- S. Madan; B.S.(MIT), M.B.A.(Indian Institute of Management),  
Ph.D.(McGill)
- D. Tsang; B.Com., M.A.(Tor.), M.S., Ph.D.(Calif., Berk.)
- S. Basu; B.Sc.(Calc.), M.A.(Tufts), Ph.D.(Pitt.); General  
Management
- R. Cecere; B.Com., G.D.P.A.(McG.); Accounting
- M. Chaudhury; B.A., M.A.(Dhaka), M.A.(Wat.), Ph.D.(S. Fraser);  
Finance
- L. Chauvin; B.A.(Ott.), M.A.(C'dia); Strategy and Organization
- R. Donovan; B.Com.(McG.), GDIT(C'dia); Information Systems
- W. Elali; M.A.(Northeastern), M.B.A., Ph.D.(Belgrade); Finance
- S. Gagnon, B.A.(Br.Col.), M.Sc.(Oxf.)











- ITAM, Mexico
- ITESM, Mexico
- Luigi Bocconi, Milan, Italy
- Manchester Business School, England
- Norwegian School of Economics, Norway
- Stockholm School of Economics, Sweden
- Thammasat University, Bangkok, Thailand



(6) This course provides an integrative perspective to the topics in the first year core, building on progressive stages of integrative understanding from basic management skills looking inward to basic and specialized management skills looking both inward and outward. The emphasis is on pedagogic tools which focus on a holistic view of the organization, forcing an understanding of the management of the enterprise from multiple perspectives and the resolution of conflicting viewpoints.

(Students must register for both MGCR 628D1 and MGCR 628D2) (No credit will be given for this course unless both MGCR 628D1 and MGCR 628D2 are successfully completed in consecutive terms) (MGCR 628D1 and MGCR 628D2 together are equivalent to MGCR 628) This course provides an integrative perspective to the topics in the first year core, building on progressive stages of integrative understanding from basic management skills looking inward to basic and specialized management skills looking both inward and outward. The emphasis is on pedagogic tools which focus on a holistic view of the organization, forcing an understanding of the management of the enterprise from multiple perspectives and the resolution of conflicting viewpoints.

(2) (Students must also register for MGCR 628J2 and MGCR 628J3) (No credit will be given for this course unless MGCR 628J1, MGCR 628J2 and MGCR 628J3 are all successfully completed in consecutive terms) (MGCR 628J1, MGCR 628J2 and MGCR 628J3 together are equivalent to MGCR 628) This course provides an integrative perspective to the topics in the first year core, building on progressive stages of integrative understanding from basic management skills looking inward to basic and specialized management skills looking both inward and outward. The emphasis is on pedagogic tools which focus on a holistic view of the organization, forcing an understanding of the management of the enterprise from multiple perspectives and the resolution of conflicting viewpoints.

(2) (Prerequisite: MGCR 628J1) (Students must also register for MGCR 628J3) (No credit will be given for this course unless MGCR 628J1, MGCR 628J2 and MGCR 628J3 are all successfully completed in consecutive terms) (MGCR 628J1, MGCR 628J2 and MGCR 628J3 together are equivalent to MGCR 628) See MGCR 628J1 for course description.

(2) (Prerequisite: MGCR 628J2) (No credit will be given for this course unless MGCR 628J1, MGCR 628J2 and MGCR 628J3 are all successfully completed in consecutive terms) (MGCR 628J1, MGCR 628J2 and MGCR 628J3 together are equivalent to MGCR 628) See MGCR 628J1 for course description.

(1) Aug. 29, 30 & 31st 9:00 to 5:00 p.m. Place: TBD. An introduction to the

and Mexico, are adjusting to the realities of global competitiveness and to the often overwhelming regional role of the United States. The evolution of NAFTA and the possible next steps in trade accords are examined, as are continuing efforts to preserve elements of meaningful national autonomy in a rapidly changing global marketplace.

(1) After completing their stage, (minimum 80 hours in an organization) students in the M.B.A program must submit a paper which integrates the applied and academic aspects of the first year courses and stage. This paper involves the equivalent of 15 academic hours.

(3) Application of the knowledge acquired in graduate business education to the launching of a new product or service through venture capital funding.

(3) Focusing on the strategies and operating policies of small business enterprises, the course is designed for individuals who are considering entrepreneurial careers either as owners or managers. Provides a practical approach to the many problems likely to be encountered in the evolving life cycle of the small business.

(3) The course is designed to teach students the concepts of entrepreneurship and the fundamentals of managing small businesses. It will explore, within the context of small entrepreneurial companies, the various interactions between financing, accounting, marketing, strategic planning, operations and human resources.

(3) Topic: Pharmaceutical  
Enterpr.

(3) Overview of current social, economic and business developments in Europe; examination of cultures, practices and institutional arrangements underpinning business in both the EU and Eastern Europe; opportunities and challenges in conducting business in Europe.

(3) Overview and study of the Quebec, Canadian and international health care systems within the Canadian context. Brief historical overview and analysis of its major elements: Quebec Ministry of Social Affaires, Regional Health Councils, Social Service Centres, hospitals, etc. Critical issues examined: planning health care needs and resources, financing health care, labour relations, patterns of power and assessing quality of care.

(3) Course is divided into hospital goals and priorities; the basic elements and functioning of administrative and medical organization structure; the complexity of hospital management; assessment of overall as well as departmental performance. Course material, approach and assignments are strongly practice-oriented.

(3) (Prerequisite (Undergraduate): FINE 441. U3 students only) (Prerequisite (Graduate): Permission of the instructor.) Students are exposed to practical aspects of managing investment portfolios. A principal activity of students is participation in the management of a substantial investment fund.

(Prerequisite (Undergraduate): FINE 441. U3 students only) (Prerequisite (Graduate): Permission of the instructor.) (Students must register for both FINE 541D1 and FINE 541D2.) (No credit will be given for this course unless both FINE 541D1 and FINE 541D2 are successfully completed in consecutive terms) (FINE 541D1 and FINE 541D2 together are equivalent to FINE 541) Students are exposed to practical aspects of managing investment portfolios. A principal activity of students is participation in the management of a substantial investment fund.

(3) (Prerequisite (Undergraduate): FINE 441 and FINE 443, or FINE 646.) (Prerequisite (Graduate): must have completed at least 4 finance courses

and/or be taking last courses in concentration concurrently.) (Restriction: Not open to students who have taken FINE 647.) (Note: Lectures for this course span both the fall and winter semesters.) Selected topics will be discussed by Faculty members, invited guest speakers, and the students. Each student is required to select a topic for study and prepare a written report for presentation.

(3) (Restriction: MBA students only.) (Note: This course requires advance preparation based on each new case study presented each week.) This course deals with the rationale, structuring, shareholder value creation, financial implications and management of corporate joint ventures, alliances, mergers and acquisitions, including discussion of the external and internal reasons for these alliances and combinations and the steps taken to create structure and value and then to manage their implementation.

(3) (Prerequisite: FINE 639.) (Restriction: MBA students only.) (Note: Students require a good grounding in the use of financial information, ratios and finance concepts such as the cost of capital and discounted cash flow.) Methods of creating and measuring value for the shareholders of a business, emphasizing the practical use of valuation in the context of making business decisions.

(3) (Prerequisite: FINE 639.)  
Fixed income securities and their uses for financial engineering as

(3) Primary focus will be on global investments. The course will deal with the theoretical foundations of modern international portfolio theory and empirical evidence in a real world setting. It will span the developed markets of Europe and Japan, NICS of the Pacific rim and emerging markets. The primary objective is to prepare a new generation of managers who can operate effectively in the new global investment environment.

(3) (Prerequisite: MGCR 642.) (Restriction: MBA students only.) (Note: This course requires usage of various financial databases.) To gain understanding of the interrelation between fundamental and behavioural approaches in exploring financial market dynamics, investment strategies and performance.

(3) Quantitative finance, including mathematics, statistics and financial economics.

(3) (Prerequisite: FINE 673.) Theoretical foundations of modern financial economics, including the principles underlying the theoretical results on individual portfolio decisions under uncertainty and the implications for the valuation of securities.

(3) (Prerequisite: FINE 673.) Fund raising for companies: The choice between long-term debt and equity. The basic concepts of valuing a company.

(3) (Prerequisite: FINE 673.) Financial markets, portfolio theory, and portfolio management.

(3) (Prerequisite: FINE 673.) International finance, including comprehensive analysis of the institutions and the theoretical models that characterize open economies.

(3) (Prerequisite: FINE 673.) Introduction to the valuation and hedging of derivatives contracts such as options, futures and forwards.

(3) (Prerequisite: FINE 679.) Financial tools required for good business decisions, focusing on the relation between finance and corporate strategy.

(3) (Prerequisite: FINE 682.) Fixed income financial instruments and their uses for financial engineering and risk management.

(3) (Prerequisite: FINE 682.) Measuring and managing risks facing corporations, focusing on aspects of market risks.

(3) (Prerequisite: FINE 681.) Multinational financial management, including quantitative approach to tackle issues currently faced by multinational corporations and all enterprises interested in accessing global markets.

(3) (Prerequisite: FINE 681.) Top-down portfolio management skills, including basic understanding of the global investment approach.

(3) This course covers the issues relating to managing information systems resources. A combination of lecture and class discussions covers topics such as the role of the Information Systems department within the corporation, staff organization and leadership, strategic systems, planning, end user computing, and other areas of importance to information systems managers.

(3) Principles of business systems designs, organization structure, software design and systems theory. Information system modelling techniques. Inter-organizational systems. Use of Computer Assisted Software Engineering tools. Design Project.

(3) Focus on the management of organizational data and database management systems. Practice in database design. Examination of different models of representing data with emphasis on the relational model.

(3) This course will provide students with an understanding of e-commerce. The most important concepts, models, tools and applications related to e-commerce will be studied. The primary objective of the course is to explore the knowledge and the skills that an IS professional should develop to face this new reality in business organizations.

(3)  
Topic: Project Management. Topic: IT in Business.

(3)  
Topic: IT Consulting. Current topics in management information systems.

(3)  
Current topics in management information systems.

(6) The process and problems of independent research. Choice of topic may be a normative or descriptive study based on primary or secondary data. Opportunity to work on a one-to-one basis with a faculty member. Members of the Montreal business community may act as resource consultants.

(3) (Prerequisite: MBA One.) Consultation in the area of assisting firms to introduce strategic change including approaches that are used to assess, understand and advise firms whose status quo is no longer considered satisfactory.

(3) This course examines the organizational issues associated with strategic change. It focuses on how managers can orchestrate organizational changes in order to realize strategic intentions and exploit environmental opportunities. Students examine how the strategic change in process works and how to tackle key strategic transitions faced by organizations.

(3) The course applies the techniques for analyzing industries to a number of industries (electronics, photocopy, bicycles, chain saws, securities, fibre optics) through the use of specific company cases. The objective is to develop skills and techniques in a competitive environment and define competitive strategies through practical application.

(3) The course examines how organization politics impacts on the individual and how the individual can impact on the political system. We draw on some of the classic works on power, politics, decision making, and bureaucracy. We then apply the concepts derived from the theory to explicit organizational situations, to develop practical frameworks that will help and benefit the student.

(3)  
This course aims to produce new knowledge about the multidimensional nature of sustainable development; develop skills required to formulate and implement policies that integrate economic progress with quality of life and the preservation of the biosphere.

(3) To survive competitively, many organizations need to develop new products successfully and consistently, yet established firms often face difficulties responding to new opportunities. This course examines the strategic, organizational, and interdepartmental aspects of the new product development process to understand why problems occur and what managers can do about them. Topic areas include (1) the creative synthesis of market possibilities with technological potential; (2) the collaborative coordination of diverse functions in the firm; and (3) the strategic connection between the project and the firm's strategy and structure.

(3) The course examines strategic management challenges in developing countries using lectures and discussion of readings and cases. Topics include economic policy management (national development strategies, structural adjustment, privatization), economic cost/benefit analysis, technology choice and transfer, negotiations between multinational firms and host governments, and strategic management for public enterprise, family-owned firms, economic groups, and developmental organizations.

(3) MBAs need to understand international competitive issues, such as: forces for industry globalization, a firm's international expansion process, and international competitive strategies. Many types of firms will be analyzed, from small U.S. and Canadian firms beginning to explore internationally to large multinationals that are managing investments around the world.

(3) Development and application of conceptual approaches to general management policy and strategy formulation in multinational enterprises. Alternative forms of international business involvement (licenses, contractual arrangements, turnkey projects, joint ventures, full direct investment); formulation and implementation of international, multinational and transnational competitive strategies; technology transfer; ownership strategy; international collaborative arrangements. A combination of conceptual readings and applied case analyses.

(3) Topic: CESO  
PROJECT

(3)







For more information visit our Website at [www.impm.org](http://www.impm.org).

Applying an experience based approach to leadership development, the program will recruit practising managers and professionals throughout the health field, and from all parts of the world to learn from each other and gain a better understanding of their own leadership styles, the systems they work in, their organizational contexts, and the work relationships they must build in order to achieve change. For more information visit our Web site at [www.imhl.ca](http://www.imhl.ca).

(5)

Examination of the philosophy, the history, and the practice of management, with introduction to personal competences necessary to carry out the complex role of general manager effectively. Latest developments in management theory and practice will be examined, in the context of the history, role of managers, and personal competence.

(5)

An introduction to the tools of the analytic disciplines such as managerial economics, accounting, statistics and finance. Students will apply tools to specific problems or activities within their organization, and complete an analysis that integrates these concepts and competences with a work situation.

(5)

Provides a basic understanding of the key processes and configurations of organizing, alternate systems and structures. Examines practical and theoretical aspects of measurement, data classification, reporting, practical analysis, cost accounting, performance measurement and forecasting.

(3)

A field experience that exposes the student to critical managerial challenges faced by an organization other than his/her own. Requires application of concepts, and competences.

(5)

Examination of the role of "outsiders," and review of the competences needed by general managers to effectively manage contextual relationships such as with government bodies, capital markets, customers and suppliers. Also, examination of cultures, emerging issues in global management, and perspectives on ethics and human rights.

(5)

Examination of different models of individual behaviour and of similarities and differences among them. Review of interpersonal competences, including ability to communicate, lead individuals and groups, create commitment, develop trust for strategic alliances, and coaching employees rather than directing them.

(5)

Examination of major kinds of organizational transformations that managers must deal with including starting a new business, turning around a moribund company, restructuring, downsizing, and regrouping businesses around the world. Review of new product/service development, and development of competences that help create flexible organizations.

(12)

An examination of a major managerial issue facing their organization. Working with supervisors in weekly exchange, they will prepare a report that integrates the relevant concepts from the program to explain and/or evaluate the issue and recommend



services provided by a Chartered Accountant. A multi-discipline approach integrating other accounting related areas; financial accounting, auditing and taxation. The course will examine the role

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(3)

(3)

(3) Automatic psychological processes underlying consumer judgements and decisions.

(3) Basic conception ideas of hierarchical linear and nonlinear models, including various extensions of hierarchical models that are useful in applied work.

Apr. 10, Mon.	INFO	Last day for students to request fee exemptions from and to submit legal documents for proof of Canadian citizenship and proof of Quebec residency to the Admissions, Recruitment and Registrar's Office for the Winter 2006 term. Students in Medicine or Continuing Education should submit their documents directly to their Faculty Student Affairs office or the Centre for Continuing Education. Documents received after this date will be updated for the following term only.
Apr. 10, Mon.	LEC	Last day of lectures for Winter term 2006.
Apr. 11, Tues. to Apr. 28, Fri.	EXAM	Examination period for courses ending during the Winter term.
Apr. 14, Fri. and Apr. 17, Mon.	HOLIDAY	No classes or exams. Administrative offices closed. Library hours to be announced.
May 15, Mon.		Deadline for Web withdrawing (grade of "W") from multi-term courses (D1/D2, N1/N2) that started in Winter 2006.
	NOTE	Students in multi-term courses with course numbers ending in N1 and N2 only (started in the winter, skip the summer, are completed in the subsequent Fall term) may withdraw on Minerva until May 15 and following May 15 until the end of the Fall term course change period on September 12 (with full refund for the Fall term) by contacting their faculty Student Affairs Office.
May 15, Mon.		Deadline for newly admitted students beginning their graduate thesis program in a Summer Term of Residence to withdraw from the University, with fee refund (less deposit or \$100 minimum charge).
May 22, Mon.	HOLIDAY	(Classes cancelled). Administrative offices closed.
May 29, Mon.	CONV	10:00 Education 14:00 Management 19:00 Continuing Education
	NOTE	For additional information regarding Convocation, please consult <a href="http://www.mcgill.ca/convocations">www.mcgill.ca/convocations</a> .
May 30, Tues.	CONV	10:00 Engineering 15:00 Health Science
May 31, Wed.	CONV	10:00 Science "A" 14:00 Science "B" 18:00 Law
June 1, Thurs.	CONV	10:00 Arts "A" 14:00 Arts "B"
June 5, Mon.	CONV	10:00 Music (Pollack Hall)
June 5, Mon.	THES	Deadline to submit Doctoral theses with Nomination of Examiners forms to GPSO (Thesis Office) for students expecting to convocate in Fall 2006. Meeting this deadline does not guarantee a Fall graduation.

June 6, Tues. Tm0.A

CALENDAR OF DATES

Aug. 15, Tues.	INFO	Last day for students to request fee exemptions and to submit legal documents for proof of Canadian citizenship and proof of Quebec residency to the Admissions, Recruitment and Registrar's Office for the Summer 2006 term. Students in Medicine or Continuing Education should submit their documents directly to their Faculty Student Affairs office or the Centre for Continuing Education. Documents received after this date will be updated for the following term only.
Aug. 15, Tues.		Registration using Minerva begins for Fall term Continuing Education courses.
Aug. 21, Mon. to Sept. 1, Fri.	IDCARD	IDs at the Trottier Building Cafeteria from 9 a.m. to 5 p.m. Including Saturday, August 26 and Sunday, August 27.
Aug. 28, Mon. to Sept. 1, Fri.	IDCARD	IDs at Laird Hall during "Discover Mac" week. Refer to Orientation schedule and Website <a href="http://www.mcgill.ca/macdonald">www.mcgill.ca/macdonald</a> for more details (closed Monday, September 4).
Aug. 28, Mon. to Sept. 1, Fri.	ORIENT	Orientation Week
Aug. 28, Mon. to Sept. 1, Fri.	ORIENT	– Faculty Orientation for all new students (undergraduate and graduate) in the Faculty of Agricultural and Environmental Sciences. Refer to Orientation schedule and Website <a href="http://www.mcgill.ca/macdonald/orientation">www.mcgill.ca/macdonald/orientation</a> for details.
Aug. 28, Mon. to Sept. 15, Fri.	ORIENT	Orientation Centre opens daily at 9:00 a.m., Brown Student Services Building, 2 <sup>nd</sup> floor, 3600 McTavish Street (closed weekends and Labour Day).
Aug. 28, Mon. to Sept. 22, Fri.	ORIENT	First-Year Resource Room opens daily (9:00 a.m. to 5:00 p.m.) Brown Student Services Building, Room 2007, 3600 McTavish Street (closed weekends and Labour Day).
Aug. 31, Thurs.		Deadline for cancellation of registration for the Fall term except Continuing Education. (Deposit is non-refundable for new students.)
Aug. 31, Thurs.	THES	Registered students in 2005-2006 who have completed the residency in a thesis program and who submit their theses to GPSO (Thesis Office) on or before this date are not required to register for the 2006-2007 academic year. Students who have already registered for the year must ask the Graduate and Postdoctoral Studies Office, in writing, to delete their registration at the time of their thesis submission, by completing the "Request to Cancel Graduating Program Registration" form on the Web at <a href="http://www.mcgill.ca/gps/programs/dates">www.mcgill.ca/gps/programs/dates</a> .





## CALENDAR OF DATES

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- Jan. 9, Tues. ORIENT University Orientation for new graduate students (5:00 p.m. - 6:00 p.m., Ballroom in Thomson House).
- Jan. 11, Thurs. ORIENT University Orientation for new postdoctoral scholars (5:00 p.m. - 6:00 p.m., Ballroom in Thomson House).
- Jan. 16, Tues. Final Course Add/Drop deadline for Winter term courses and N1/N2 courses in Graduate Studies. After this date students receive a mark of "W" (withdrawn).
- Jan. 16, Tues. Deadline for Web withdrawing (grade of "W") from multi-term courses that started in September 2006
- Jan. 22, Mon. to Jan. 27, Sat. EVENT Carnival Week at Macdonald Campus.

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Full-time students are students with a registration status of full-time and paying full-time fees. Full-time Master's, Diploma and Certificate candidates must show a minimum of 12 credits per term on their record.

In some departments,

registering for courses required for their degree program at other Quebec universities are required to pay for the course(s) at the home university. McGill University and Université de Montréal participate in an exchange (graduate) with the University of British Columbia and the University of Toronto.

As a rule, graduate students should not register for courses through Inter-university Transfers (IUT) during the last semester before graduation. There are considerable delays in receiving official transcripts which delay the degree audit process and graduation. If special departmental permission is given for such a course to be taken in the last semester, there will be no extension given for the grade submission deadline.

Graduate students registered in a degree program at another university who wish to come to McGill to do

- transcripts or be included in McGill grade point averages.
- Students who are attending McGill as exchange students from outside Quebec are not eligible to take courses at another Quebec institution through the IUT agreement.
  - Be aware that late results received from host universities may delay your graduation.

Scholarship holders should consult with GPSO and the Scholarships Coordinator concerning eligibility for continuation or renewal of their awards.

Students must initiate an on-line Inter-University Transfer (IUT) application to request the required authorizations. McGill students are advised to access the IUT application via the Web at [www.mcgill.ca/student-records/register/iut](http://www.mcgill.ca/student-records/register/iut). Students may also find additional information posted at the GPSO Website.

Once the IUT application is approved by both the home and host universities, the student remains responsible for registering in the same course for which they have obtained electronic approval. The method of registration of the host university will vary (e.g., Web, in-person, phone, etc.). The student is advised to initiate the electronic application allowing enough time to meet the host university's registration deadlines. Furthermore, the student is responsible for adhering to all registration deadlines of the host institution.

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All returning and new graduate students must register on-line at [www.mcgill.ca/minerva](http://www.mcgill.ca/minerva), after completing a Minerva Course Selection Form and obtaining departmental approval.

Courses may be added until the end of the course change period without penalty.

Returning students register via Minerva between Thursday, March 23 and Tuesday, August 1.

Students will be charged a late registration fee during the late registration period.

Successful completion of registration is contingent upon acceptable academic standing in the previous session and payment of any previous outstanding fees and fines.

New students entering in September 2006 register on Minerva between Thursday, August 3 and Tuesday, September 5.

Students will be charged a late registration fee during the late registration period

New students entering in January 2007 register on (ts enteringbpayak5 studen)7-0.003ngbpayak56.2(x)-5nua042 [((eec Twstand[( Tc2ion50.000We

Two courses are offered through English and French Language Centre for graduate students whose first language is not English. These courses cannot be counted toward the requirements of a graduate program. The courses are:

(3) (3 hours) (Pre-requisite placement test) (Restriction: Open only to graduate students for whom English is a second language.) Audience, purpose, organization and style of graduate-level academic writing. Mechanics. Editing. Textual analysis. Critical thinking. Genres: problem-solution, general-specific, process description, data commentary, article summary/critique. Student work-in-progress, ESL diagnosis-correction. Multiple drafts. Extensive feedback including audio-tapes commentary and individual conferences.

(3) (3 hours)  
Restrictions: Open only to graduate students for whom English is a second language.) (This course cannot be counted towards course requirements of any graduate program.) Focus on developing pronunciation and communication skills, including aspects of pronunciation that most affect intelligibility, and with verbal and non-verbal techniques for effective presentations.

The following writing course is available for senior graduate students but cannot be counted toward the requirements of a graduate program:

(3) (Restriction: Limited to senior graduate students - Ph.D.2 and above.) Techniques for writing reader-sensitive scientific articles and grant applications, including how to express abstract ideas.

No student may register in two degree programs or in two departments or faculties or two institutions concurrently without special permission granted by the Graduate and Postdoctoral Studies Office. Students are advised that permission is never granted to attempt two programs concurrently. Letters of recommendation, including details of the proportions of time that the student intends to allot to each program, must be received from the Chair of each department concerned. Each year, a progress report must be submitted from the two departments concerned to the GPSO before a student in this category will be permitted to register.

Candidates for Master's degrees must complete the degree . If the degree is pursued strictly on a less than full-time basis, it must be completed within five years of initial registration.

In exceptional cases, a student who wishes to submit a thesis, or to complete outstanding degree requirements, after withdrawal may do so only on the recommendation of the

are successfully completed in consecutive terms, e.g., Fall 2005 and Winter 2006.

are taught in two non-consecutive terms (Winter and Fall). Students must register for the same section of both the N1 and N2 components. No credit will be given unless both components (N1 and N2) are successfully completed within a twelve (12) month period.

are taught over three consecutive terms. Students must register for the same section of all three components (J1, J2, J3). No credit will be given unless all three components are successfully completed.

Course A is prerequisite to course B if a satisfactory pass in course A is required for admission to course B.

Course A is corequisite to course B if course A must be taken concurrently with (or may have been taken prior to) course B.

The credit weight of each course is indicated in parentheses beside the course title. For D1 and D2 courses the credit weight is indicated after the course number.

Courses absolutely required in a program. All students in that program must take this (these) course(s) unless they are granted exemption(s).

Cours foncièrement obligatoire dans un programme. Tous les étudiants inscrits à ce programme doivent suivre ce (ou ces) cours, à moins de bénéficier d'exemptions.

Courses selected from a restricted list, a particular subject area, or a discipline. In some programs, students must include a number of these in order to meet program requirements.

Cours sélectionnés à partir d'une liste limitée, ou de la liste des cours offerts dans une matière particulière ou dans une discipline. Dans certains programmes, les étudiants doivent inclure un certain nombre de ces cours afin de satisfaire aux exigences du programme.

The difference between Complementary courses and Required courses is that Complementary courses offer an element of choice, however small that choice may be. Students may choose from the two (or more) courses specified within Complementary Course segment(s) of a program description, but ONLY from those.

courses chosen freely (with advice and approval of the Graduate Program Director and GPSO).

Students should consult Class Schedule when preparing to register ([www.mcgill.ca/courses](http://www.mcgill.ca/courses)). Here they will find up to date information including days and times when courses are offered, class locations, names of instructors, and course pre-requisites. Class Schedule only displays courses that are being offered in the term selected.

For a complete listing of all McGill courses, even if they are not offered in a given year or term, students may consult the Course Catalog at [www.mcgill.ca/courses](http://www.mcgill.ca/courses). Searches are conducted by term and provide information such as full course descriptions, course pre-requisites and registration requirements.

Registration regulations may change for Summer 2007. Detailed information about summer registration will also be available in March 2007 on the web at [www.mcgill.ca/gps/records/registration](http://www.mcgill.ca/gps/records/registration).

Graduate courses are available in some subject areas during the summer and the should be consulted for a complete listing of undergraduate and graduate level courses.

Students doing graduate work in Education are strongly advised to enrol in summer studies and many programs can only be completed by participation in summer studies.

Registration for courses for graduate students takes place via Minerva for the Summer session. It is the responsibility of the student to register for courses within the deadlines, after completing a Minerva Course Selection Form and obtaining departmental approval.

Students in thesis programs, who pay fees on a per term basis and who have already paid full-time tuition fees during the preceding year are not required to pay for required courses taken in the summer. Students in non-thesis programs will be charged fees for courses taken in the summer.

Many summer courses have limited enrolment and students are advised to register for such courses as early as possible. Graduate students intending to register for restricted undergraduate courses MUST COME IN PERSON to the Graduate and Postdoctoral Studies Office with an approved Minerva Course Selection form, where the course will be added if there is space available in the course.

Please consult the for specific information on course dates and times. Information is also available on the Summer Studies Web site at [www.mcgill.ca/summer](http://www.mcgill.ca/summer).

During the initial Registration Periods, see section 15.2 "Registration", students may make changes to their course registrations (add or drop courses), subject to the requirements and restrictions of their program and of individual courses.

The Course Change deadline coincides with the deadline for late registration. Please refer to the Calendar of Dates.

Students who are registered in the Fall term may continue to add and drop courses that will begin in the Winter term throughout the Fall term until the deadline for course change/late registration in the Winter term.

After the Course Change deadline, courses may be added only with written permission of the instructor and your department, and the approval of the GPSO. A fee will be charged for each course added.

Following the Course Change deadline there is a period of a few days during which students may withdraw, with a grade of W and full refund of course fees, from courses that start in that term.

After the Withdrawal (with refund) deadline, there is a period during which withdrawal from a course will also result in a grade of W but no course fees will be refunded.

Deadline for withdrawal (grade of 'W') with refund:  
Sunday, September 24, 2006

Deadlines for withdrawal (grade of 'W') without refund:

- Single-term courses: SunTJT\*.a-11.1852ATwPSO.agradua\*.a-1ac[(De

Deadline for withdrawal (grade of 'W') with refund:  
Sunday, January 21, 2007

Deadline for withdrawal (grade of 'W') without refund:

- Single-term courses: Sunday, February 18, 2007
- Multi-term courses: Tuesday, May 15, 2007\* (with refund of Summer term fees)

\*Please note that students in multi-term courses with course numbers ending in N1 and N2 (begin in the winter, skip the summer, are completed in the subsequent Fall term) may withdraw after May 15 and until the end of the Fall term course change period by contacting their faculty Student Affairs Office. After the withdrawal (without refund) deadline, but before the end of term, the student may, under exceptional circumstances, be granted permission to withdraw from a course. (Permission will not be granted merely because a student is doing unsatisfactory work.) A grade of W or WF, as appropriate, will appear on the transcript but will not be calculated in the GPA. For further information students should consult their faculty Student Affairs Office.

1. Students who wish to withdraw from required or complementary courses must also secure permission from the required course student withdrawal form (G)-0.0038 2Tw(stude)7.4(nt(0m(n 2Tw[6](Note:the09 Tesecit taueadeaes

- failed to meet the extended deadline for submission of work in a course or for the completion of a program requirement. This is a failure and is calculated in the TGPA and CGPA as a failure.
  - This is used in exceptional cases only, with the approval of the Director of the Graduate and Postdoctoral Studies Office. Not calculated in TGPA or CGPA.
    - granted with the approval of the Director of the Graduate and Postdoctoral Studies Office (maximum two years.) (Need a K contract signed.)
  - for students whose final examinations or papers have been deferred, for reasons such as illness, at the time of the examination. The "L" grade must be cleared as soon as possible (maximum four months).
    - A dated medical certificate or appropriate document recommending a deferral must be submitted to the Graduate and Postdoctoral Studies Office with a departmental recommendation for a deferral the examination. In particular, such recommendations will not be considered if medical reasons are brought forth after a grade is assigned.
      - By commencing to write any examination, the student waives the right to plead medical causes for deferral or permission to write a supplemental examination, unless the medical problem occurs in the course of the examination and is documented by examination authorities.
        - permitted to defer examination for more than the normal period.
  - by the instructor (recorded by the Registrar).
  - Course continued in next term.
  - A course dropped, with permission, after the change of course period. Not included in GPA calculations.
  - a course dropped, with special permission in exceptional case, after faculty deadline for withdrawal from course, the student's performance in the course at that stage being on the level of an F; not calculated in TGPA or CGPA. (Not used in Music.)
  - Withdraw from a deferred examination (approved by GPSO); not calculated in TGPA or CGPA.
    - Student withdrew from the University; not calculated in TGPA or CGPA.
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Students are responsible for verifying their academic record on Minerva using the unofficial transcript to ensure that they are registered in the proper courses, and that the correct program information and expected term of graduation is appearing on their record.

Graduating students must make sure to verify their record on





Transcripts are free of charge.

Official transcripts are sent directly to the addresses provided by the student. Official transcripts in sealed envelopes can be given to those requesting them.

Requests are processed in 3 to 5 working days, somewhat longer for pre-1976 records and at peak times.

ARR is not responsible for transcripts that are lost or delayed in the mail.

The University will issue only complete transcripts recording all work attempted and results obtained in any and all programs. In no circumstances will partial transcripts be issued.

Official transcripts will NOT be issued for students registered on or after September 2001 who have failed to provide the information and/or documents necessary to obtain or verify their Permanent Code.

Transcripts will not be issued if you owe fees or fines over \$30.

Official transcripts are produced on secure paper that cannot be

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You may alternatively supply your Quebec baptismal certificate if it was issued \_\_\_\_\_ and clearly shows where you were born and that your baptism occurred no more than 4 months after your birth.

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Students registered at McGill are required to present an ID card when writing examinations and when using libraries, Student Services, certain laboratories, and many residences.

An ID card cannot be issued until at least 3 hours after the student has registered. When requesting the card, new students must present Permanent Code information and proof of legal status in Canada (for a list of documents please see [section 15.16 "Legal Documents"](#)).

Registered students may obtain an ID card at these times and locations:

- if your card has expired there is no charge for a replacement as long as you hand in the ID card.
- if you change programs or faculties there is no charge as long as you hand in the ID card.
- if your card has been lost, stolen or damaged, there is a \$20 replacement fee.

The Student Identification Card is the property of the University, is to be used by the cardholder only, and is not transferable. Stcard.

On the Macdonald Campus, newly registered students entering from Quebec CEGEPs, may obtain an ID card from the Student Affairs Office, Room 106, Laird Hall. Office hours are from 9:00 a.m. to 4:00 p.m., Monday through Thursday and 9:00 a.m. to 3:00 p.m. on Friday throughout the Summer. (Please note that the Student Affairs Office will be closed on Thursday, June 22 and Thursday, June 29, followed by the statutory holidays of Friday, June 23rd and Friday, June 30th. The regular Monday through Friday schedule will resume with the week commencing July 3rd.)

ID cards will be issued to new Canadian and Quebec students during the weeks of August 7 - 11, 14 - 18, 21 - 25, in the Student Affairs Office, Room 106, Laird Hall. Those students missing any of the dates noted, will be able to obtain their ID cards during Orientation activities.

Please note that international students may obtain their ID cards as of August 21, 2006.

As of Tuesday, September 5th, 2006, ID cards may be obtained in the Student Affairs Office during normal office hours.

Other notes:

- students who do not register for consecutive terms should retain their ID card to avoid having to replace it when they re-register.











In accordance with the Charter of Student Rights, and subject to the conditions stated therein, graduate students have the right, subject to reasonable administrative arrangements, "to consult any written submission for which they have received a mark and to discuss this submission with the examiner". Upon request by the student, the instructor of the course is obliged to conduct this consultation with the student.

(Note: Where materials have been graded by a TA and the student wants a reconsideration of the grade, the faculty member responsible for the course is expected to review the materials and the appropriateness of the grade. This is so even if the materials in question have already been discussed by the TA with the student.)

In a case where a student feels that totalling errors have been made in arriving at the final grade, the student can request the instructor to carry out a detailed check that all questions have been marked and that the final grade has correctly been computed on the basis of the term work, final examination, etc.

According to the Charter, students have the right, subject to reasonable administrative arrangements, "to an impartial and competent review of any mark" (hereafter "reread").

At the time the request for a reread is made, the student should have already met with the faculty member responsible for the course to review the mark, or made a reasonable attempt to do so.

Rereads can only be requested if a change upwards in the letter grade for the course is possible as a result of the reread. Assignments can only be reread if, together, they account for more than 20% of the course grade.

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

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

(Note: Material that is returned to a student

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

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

2. The request for a formal reread must be made by the student in writing to the Graduate and Postdoctoral Studies Office and should specify the reasons for the request. It should include a statement indicating that the student has already met with the faculty member responsible for the course to review the mark or indicating why this has not been possible. The reread fee (\$35 for an exam, \$35 for a paper, \$35 for one or more assignments, to a maximum of \$105 per course) will be charged directly to the student's fee account after the result of the reread is received. No fee will be charged if there is a change upwards in the letter grade for the course.
3. Administration of the reread is handled by the Graduate and Postdoctoral Studies Office, not by the department. The Office will contact the department to obtain the work to be reread, a list of potential readers, and details of the marking. All communication with the second reader is conducted by the GPSO.

The second reader is given the original assignment, with marginalia, corrections, summary comments and mark intact, as well as any notes from the instructor pertinent to the general nature of the course or the assignment and grading schemes, etc.

4. The student's and the instructor's names are blanked out to reduce the possibility of prejudice and to help meet the requirement of the Charter of Students' Rights that the review be impartial. The rereader's name will not be made known to the student or instructor at any time; the student's name will not be made known to the rereader at any time.
5. The second reader should support his or her assessment with a brief memorandum to the Graduate and Postdoctoral Studies Office. As a result of the reread process, the grade may become . The grade submitted by the second reader shall replace the original grade. The reread grade cannot be challenged.  
In the case of requests for rereads of group work, all members of the group must sign the request, indicating that they agree to the reread. In the event that members of the group are not in agreement, the written request should indicate which students are requesting the reread and which students do not wish for a reread. In such cases, the outcome of the reread (whether positive or negative) will affect only the students in favour of the reread. Neither the reread grade nor the decision to opt in or out of the reread can be challenged.
6. The new grade resulting from the review will be communicated to the student in a letter from the Graduate and Postdoctoral Studies Office, with a copy to the academic unit.

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A leave of absence may be granted by the Graduate and Postdoctoral Studies Office for maternity or parenting (interpreted according to McGill's "Parental Leave Policy" for non-academic staff) reasons or for health reasons.

Such a leave must be requested on a term by term basis and may be granted for a period of up to 52 weeks. Students must make a request for such a leave in writing to their department and submit a medical certificate. The department shall forward the request to the GPSO.

During a , a student will not be eligible to take courses but he/she may request and expect guidance on thesis and research work and will have free access to the University's academic facilities. Library services will continue to be available by registering at the Circulation Desk of the Humanities and Social Sciences Library (McLennan-Redpath). In special circumstances, familial leave may be considered by the GPSO for a student when a close family member is ill.

During a s, a student will not be eligible to request guidance on thesis and research work or to take courses. He/she will not have access to the University's academic facilities but Library services will normally continue to be available by registering at the Circulation Desk of the Humanities and Social Sciences Library (McLennan-Redpath).

A medical certificate must accompany such leave requests.

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Please refer to [section 15.9 "Failure Policy"](#), for information regarding the policy and procedures to follow in cases of failure.

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The Desautels Faculty of Management maintains a Career Centre geared specifically to the needs of prospective employers of M.B.A. students and to students themselves. The Centre acts as a facilitator for all on-campus recruiting activities by coordinating job postings, interviews and by managing a resource library centre for M.B.A. students.

The Centre helps students to prepare for the challenges of their job search by assisting them in improving their interviewing skills and developing well-focused appropriate job search techniques. Among other activities organized by the Centre are: group workshops, individual training sessions, videotaped mock interviews, the Career Day and alumni-student networking meetings.

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if they decide not to attend the

McGill scholarships or awards normally are credited to the recipient's fee account by mid-August. These awards have the effect of reducing the student's outstanding balance.

Students can view upcoming

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All applicants are considered automatically for awards and fellowships available through the Facu

All students – all fees: \$50,000 U.S.

The tuition fees over the program (normally 4 terms) will total \$25,000. Other fees are estimated to be as follows for the Fall and Winter terms:

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Qualified students with limited financial resources should not be deterred from applying for admission to the M.B.A. program. Information on financial aid offered by sources outside the Desautels Faculty of Management is listed here in the expectation that applicants will seek such aid in all cases for which they are eligible.

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All International Students are automatically considered for renewable International Student Fellowships.

A limited number of international students from countries that have signed a tuition fee agreement with Quebec may be exempted from the higher rate of tuition fees normally required of students from foreign countries. Students must apply to the government authorities (usually the Ministry of Education) in their country at the time they apply for admission. The foreign government authorities make the official recommendation of students to be exempted from higher fees.

Additional information on opportunities for financial assistance available to international graduate students can be found in the UNESCO publication "Study Abroad", available for consultation at the McLennan Library, as well as many national libraries around the world. "Study Abroad" can also be purchased directly from UNESCO distributors in member countries. The Canadian Bureau for International Education (CBIE) has published a booklet entitled "Awards for Study in Canada: Awards Offered to International Students and Trainees". These are available upon request to: CBIE, 85 Albert Street, Suite 1400, Ottawa, Ontario K1P 6A4, telephone: (613) 237-4820.



a handbook at registration containing information designed to solve potential problems before they occur. Copies can be had in advance by writing to the PGSS at Thomson House, 3650 McTavish Street, Montreal, QC, H2C 3G1.

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McGill NCS provides data services including access to Local Area Networks (LANs), the Internet, e-mail, McGill central systems, and the McGill University Website - all from virtually anywhere on campus (wired or wireless) and remotely. NCS also provides REZ, Voice and Data Service (complete with long distance, voice mail and connectivity to the McGill network) to students in McGill Residences. Visit [www.mcgill.ca/ncs](http://www.mcgill.ca/ncs) for a complete list of the products and services that NCS offers.

WebCT Vista is McGill's on-line course management system used in a large number of McGill courses. Currently most courses are taught in a hybrid fashion with WebCT Vista serving as a component within a traditional class structure. As an on-line environment, WebCT Vista provides key tools for extending the educational experience. Students can access content in various forms, post assignments, take quizzes and participate in on-line discussions.

On the WebCT Vista Website at [www.mcgill.ca/webct](http://www.mcgill.ca/webct) students will find an overview of WebCT Vista tools, task-oriented how-tos and general advice for student success with educational technology. Help is available on-line via the ICS Virtual Help Desk at [www.mcgill.ca/ics/vhd](http://www.mcgill.ca/ics/vhd) or by phone at (514) 398-3398.

The computer labs are provided by many faculties and departments for students in their programs. A list of these labs can be found at [www.mcgill.ca/index/computer](http://www.mcgill.ca/index/computer). Check the unit listings or contact the unit directly for information concerning facilities and accessibility.

Instructional Multimedia Services (IMS) provides services related to the use of technology in teaching. It is McGill's central facility for the loan of audiovisual equipment and support for video production.

The IMS Audiovisual Arrangements Section located in the lobby of the Redpath Library and the IMS office at the Macdonald Campus house a full range of audio, video, computer, and projection equipment available for loan to McGill students. Equipment is provided free of charge for credit course activities. Training in equipment use is available and advance reservations are highly recommended. Further details are available on the IMS Website, [www.mcgill.ca/ims/equipment/loan](http://www.mcgill.ca/ims/equipment/loan).

The IMS also maintains two video editing suites available for









