



**Desautels Faculty of Management (Graduate)  
Programs, Courses and University Regulations  
2021-2022**



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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 emphasises skills development; we cultivate your academic and professional growth through a variety of workshops, events and experiential learning opportunities. I invite you to consult the [GPS website](#) for information on the range of resources available to graduate students at McGill.

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

*Josephine Nalbantoglu, Ph.D.*

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

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## 2 Graduate and Postdoctoral Studies

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### 2.1 Administrative Officers

#### Administrative Officers

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

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

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

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

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

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

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

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

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### 2.2 Location

James Administration Building, Room 400

845 Sherbrooke Street West

Montreal QC H3A 0G4

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



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

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### 2.3 Graduate and Postdoctoral Studies' Mission

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

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## 3 Important Dates

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

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## 4 Graduate Studies at a Glance

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

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## 5 Program Requirements

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

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

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

### 1. Definition and Status

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



Students who have been granted such a leave will have to register for the term(s) in question and their registration will show as “leave of absence” on their record. No tuition fees will be charged for the duration of the authorized leave. Research supervisors are not obligated to remunerate students and Postdocs on leave. A summary table of various leave policies (paid or unpaid) for students and Postdocs paid from the Federal and Quebec Councils through fellowships or research grants is available at [mcgill.ca/gps/funding/getting-paid](http://mcgill.ca/gps/funding/getting-paid) under "Leave Policies and Form."

## 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 of a McGill professor to supervise the research and of the Unit
- The individual must have adequate proficiency in English, but is not required to provide official proof of English competency to Enrolment Services
- The individual must comply with regulations and procedures governing research ethics and safety and obtain the necessary training
- The individual will be provided access to McGill libraries, email, and required training in research ethics and safety. Any other University services must be purchased (e.g., access to athletic facilities)
- The individual must arrange for basic health insurance coverage prior to arrival at McGill and may be required to provide proof of coverage

## 9 Graduate Studies Guidelines and Policies

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

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

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

*section 13.8: Master of Business Administration (M.B.A.) Management (Non-Thesis): General Management (48 credits)*

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

*section 13.10.5: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): Finance (57 credits)*

*section 13.10.6: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): General Management (48 credits)*

*section 13.10.7: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): Global Strategy and Leadership (57 credits)*

*section 13.10.8: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): Marketing (57 credits)*

*section 13.10.9: Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis): Technology and Innovation Management (57 credits)*

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

*section 13.11.4: Executive Master of Business Administration (E.M.B.A.) Joint Executive M.B.A. (Non-Thesis) (45 credits)*

#### Master of Management (M.M.)

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

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

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

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

#### Ph.D.

*section 15.4: Doctor of Philosophy (Ph.D.) Management*

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

#### Graduate Certificates

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

*section 16.4: Graduate Certificate (Gr. Cert.) P0 0 1 104.894 694.0 1 282.005 299.74 Tme (GrGr*





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## 13.5 Policies and Regulations of the M.B.A.

*The following is a brief overview of the rules and regulations of the M.B.A. program. All attending students will be given an academic handbook from the M.B.A. office. Students are responsible for reading and abiding by these rules and regulations.*

The McGill M.B.A. (full-time) is designed as a two-year program. The academic year begins in August and ends in April. Students admitted to the Accelerated Study Option may complete the program in a shorter period of time.

### **Withdrawal from the M.B.A. Program**

Students wishing to withdraw from the McGill M.B.A. program must complete a “Withdrawal Form” available from the M.B.A. office. Students will not be considered as officially withdrawn until this form is completed. Students who drop out of the program but do not complete this form will be billed for the full tuition. Refer to [University Regulations & Resources](#) > Graduate > Regulations > Registration > y5y09 0 370.683 666.58 64242.887 608.26 (W)Tj1 0 0 1 75.4

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

### Revision, June 2021. Start of revision.

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 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.

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**13.9 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 pro

LAWG 101D2	(3)	Extra-Contractual Obligations/Torts
LAWG 102D1	(3)	Criminal Justice
LAWG 102D2	(3)	Criminal Justice
LAWG 103	(3)	Indigenous Legal Traditions Integration

CMPL 575

(3)

Discrimination and the Law

IDFC 500

(3)

Indigenous Field Studies

Inter-American Human Rights Field Studies

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.

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

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

The McGill MBA Japan program is a weekend MBA program based on the world-leading Integrative MBA program offered by McGill University's Desautels

### **Required Concentration Courses (6 credits)**

Students choosing the Finance concentration must complete these required courses:

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

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

9 credits selected from the following courses toward the concentration:

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

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

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

The M.B.A. (Japan); Non-Thesis - General Management focuses on both hard and soft key management disciplines and skills with its integrative approach.

The academic content of the M.B.A. (Japan) program is the same as the Montreal M.B.A.; however, the delivery of the content is modified to a1 0 0 c(v)Tj1 v20o9ee 703



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.

### **13.10.7 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 week

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

### 13.10.8 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:

INSY 645	(3)	Managing Electronic Commerce
MRKT 645	(3)	Winning at Brands
MRKT 652	(3)	Competitive Marketing Strategy
MRKT 654	(3)	Marketing Communications
MRKT 655	(3)	Marketing Planning
MRKT 659	(3)	Advanced Business Marketing

MRKT 690	(3)	Advanced Topics in Marketing 1
MRKT 698	(3)	International Marketing Management

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

### **13.10.9 Master of Business Administration (M.B.A.)/Japan Management (Non-Thesis):Technology and Innovation Management (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.

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

#### **Required 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)**



HEC Montréal courses (12 credits)

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

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

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

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## **14.1 Admission Requirements and Application Procedures**

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

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## **14.2 Application Dates and Deadlines**

- Analytics: For more information, please refer to [mcgill.ca/desautels/programs/mma/admissions](http://mcgill.ca/desautels/programs/mma/admissions).
- Finance: For more information, please refer to [mcgill.ca/desautels/programs/mmf/admissions](http://mcgill.ca/desautels/programs/mmf/admissions).
- MGMSM China: For more information, please refer to [mcgill.ca/desautels/programs/gmscm/admissions](http://mcgill.ca/desautels/programs/gmscm/admissions).
- IMPM: For more information, please refer to [www.impm.org/admissions](http://www.impm.org/admissions).
- IMHL: For more information, please refer to [mcgill.ca/desautels/pro](http://mcgill.ca/desautels/pro)

BUSA 649 (3) Community Analytics Project

15 credits from the following:

ACCT 626	(1.5)	Data Analytics in Accounting
ACCT 696	(1.5)	Advanced Topics in Accounting Analytics
BUSA 611	(1.5)	Independent Studies in Analytics 1
BUSA 613	(3)	Independent Studies in Analytics 2
BUSA 684	(3)	Analytics Study Trip
FINE 675	(1.5)	Financial Valuation Analytics for Startups
FINE 695	(1.5)	Advanced Topics in Finance Analytics 1
FINE 696	(1.5)	Advanced Topics in Finance Analytics 2
INSY 669	(1.5)	Text Analytics
INSY 670	(1.5)	Social Media Analytics
INSY 671	(1.5)	Analytics and Open Innovation
INSY 672	(1.5)	Healthcare Analytics
INSY 673	(1.5)	Security Analytics
INSY 695	(1.5)	Advanced Topics in Information Systems
MGPO 695	(1.5)	Advanced Topics in Strategy Analytics
MGSC 670	(1.5)	Revenue Management
MGSC 672	(1.5)	Operations and Supply Chain Analytics
MGSC 673	(1.5)	Introduction to Artificial Intelligence and Deep Learning
MGSC 695	(1.5)	Advanced Topics in Management Science
MRKT 671	(1.5)	Advanced Marketing Analytics
MRKT 672	(1.5)	Internet Marketing Analytics
MRKT 673	(1.5)	Pricing Analytics
MRKT 674	(1.5)	Retail Analytics
MRKT 696	(1.5)	Advanced Topics in Marketing Analytics
ORGB 671	(1.5)	Talent Analytics
ORGB 672	(1.5)	Organizational Network Analysis
ORGB 695	(1.5)	Advanced Topics in Organizational Behaviour

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

The Master of Management in Finance; Non-Thesis (MMF) program is a flexible-length specialized masters degree in finance. The choices are program completion within 12, 16 and 20 months. The program is part of the Faculty's expanding portfolio of specialized MM programs. The distinguishing features of the program are 1) a quantitative level well-above the average current MBA elective and 2) a close interaction with the private sector. The crucial 9-credit major paper requirement is fulfilled either by 1) completing a three-month internship on a financial project with a corporation and writing a detailed report; or by 2) independently working on a research project. The program will contain an investment and corporate finance focus and it will have an advisory board of executives from financial and non-financial corporations.

##### Required Courses (21 credits)

Revision, June 2021. Start of revision.

ACCT 604	(3)	Financial Statements 1
FINE 674	(3)	Fintech

FINE 678	(3)	Financial Economics
FINE 679	(3)	Corporate Finance Theory
FINE 680	(3)	Investments
FINE 681	(3)	International Capital Markets
FINE 682	(3)	Derivatives

**Revision, June 2021. End of revision.**

**Complementary Courses (24 credits)**

12 credits from:

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

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

12 credits from:

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

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

Or

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

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

M.M. in Manufacturing Management, Non-Thesis program provides a professional, hands-on approach that addresses all major issues germane to the optimization of operations. The program moved beyond a manufacturing focus to all facets of supply chains, logistics and manufacturing management. A 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 (30 credits)**

(3)	Strategic Management of Operations
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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 (26 credits)**

8 credits from General Business and Management Training

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

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

##### Research Project (12 credits)

BUSA 689	(12)	Integrative Project
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##### Required Courses (33 credits)

BUSA 666	(5)	The Practice of Management
BUSA 668	(5)	The Venture
BUSA 670	(5)	Managing Organizations
BUSA 672	(3)	Managerial Exchange
BUSA 675	(5)	Managing Context
BUSA 680	(5)	Managing People
BUSA 685	(5)	Managing Change

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

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

##### Required Courses (21 credits)

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





## 15.2 Application Procedures

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

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## 15.3 Application Dates and Deadlines

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

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

### Thesis

A thesis for the doctoral degree must constitute original scholarship and must be a distinct contribution to knowledge. 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)

Note: Students can take MGMT 706 or EDPH 689.

EDPH 689	(3)	Teaching and Learning in Higher Education
MGMT 701	(0)	Comprehensive Examination
MGMT 706	(3)	Seminar in Pedagogy
MGMT 707	(3)	Research Methodology
MGMT 720	(3)	Research Paper

### Complementary Courses (18 credits)

12 credits of specialization courses

6 credits in the support field

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## 15.5 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)**

Note: Students can take MGMT 706 or EDPH 689.

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 706	(3)	Seminar in Pedagogy
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 approved by the Environment Option Committee.

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## 16 Post-M.B.A. Graduate Certificates Admission Requirements and Application Procedures

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

The graduate certificate meets the needs of two groups of professional managers:

1. managers who graduated from an M.B.A. program several years ago and would like to take a series of courses to update their skills; and
2. managers who graduated from an M.B.A. program recently and who would like to broaden the base of their education with a selection of courses that complement their major field of studies.

The graduate certificate may be taken on a full-time or part-time basis.

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

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

For more information, please refer to [mcgillmbajapan.com/admissions/post-mba-certificate-apply](http://mcgillmbajapan.com/admissions/post-mba-certificate-apply).

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

*This program is no longer accepting new students.*

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

For more information, please click on the abov

*section 17.5: Graduate Certificate (Gr. Cert.) Professional Accounting (24 credits)*

The GCPA program is intended to allow students to develop professional skills that will be recognized nationally and internationally. The program focuses on the acquisition and integration of in-depth specialized knowledge in fields in which engagements are likely to be entrusted to CP



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## 17.2 Application Procedures

Online applications for the GCPA program can be submitted through McGill's [uApply](#). For details please visit [Ready to apply?](#)

See [University Regulations & Resources](#) > [Graduate](#) > [Graduate Admissions and Application Procedures](#) > : [Application Procedures](#) and the [GCPA program](#) website for details about submitting your application.

A deferral of admission may be considered in e

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**17.5 Graduate Certificate (Gr. Cert.) Professional Accounting (24 credits)**

The Graduate Certificate in Professional Accounting is a recognized professional education program (PEP) des Ordre des Comptables Professionnels Agr

8 credits from the following:

ACCT 683	(4)	Practice of Taxation
ACCT 685	(4)	Accounting and Performance Management
ACCT 687	(4)	Assurance Services
ACCT 689	(4)	Financial Business Analysis
ACCT 699	(0)	Exam Preparation Seminar

## 18 Desautels Faculty of Management Academic Staff

### Dean

Morty Yalovsky - *Interim Dean*

### Executive Committee

Robert David– *Vice-Dean, Faculty*

Liette Lapointe - *Vice-Dean, Programs*

Emmanuelle Vaast– *Associate Dean, Research*

Lisa Cohen - *Director of Equity, Diversity & Inclusion (EDI)*

Saibal Ray – *Academic Director, Bensadoun School of Retail Management*

Benjamin Croitoru– *Associate Dean, Undergraduate Programs*

Samer Faraj - *Director, PhD Program*

Mark Michaud – *Director of Administration*

Greg Houlahan – *Managing Director of Advancement*

Rita McAdam – *Director of Marketing and Communications*

### Emeritus Professors

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

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

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

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

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

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

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

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

### Professors

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

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

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

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

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

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

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

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

## Professors

- H. Mintzberg; B.Eng.(McG.), B.A.(Sir G. Wms.), S.M., Ph.D.(MIT) – *Strategy and Organization (John Cleghorn Professor of Management Studies)*
- A. Pinsonneault; B.Com.(C'dia), M.Sc.(HEC Montréal), Ph.D.(Calif. Irvine) – *Information Systems (James McGill Professor and IMASCO Chair in I.S.)*
- S. Ray; B.E.(Jad.), M.E.(AIT), Ph.D.(Wat.) – *Operations Management*
- V. Verter; B.A., M.S.(Bogaçi), Ph.D.(Bilkent) – *Operations Management (Director CREATE Program and James McGill Professor)*

## Associate Professors

- A. Animesh; B.Com.(Delhi), M.I.S.(Carn. Mell), Ph.D.(Md.) – *Decision and Information Systems*
- L. Barras; B.Com., M.Sc, Ph.D.(Geneva) – *Finance*
- G. Bassellier; B.Com., M.Sc.(HEC Montréal), Ph.D.(Br. Col.) – *Information Systems*
- S. Betermier; B.A.(Calif., Davis), M.S., Ph.D.(Calif., Berk.) – *Finance*
- M. Bouvard; M.Sc.(HEC Paris), Ph.D.(Toulouse) – *Finance*
- F. Carrieri; Laurea-Law(Bari), M.A., Ph.D.(USC) – *Finance*
- L. Cohen; B.A.(Kalamazoo), M.B.A.(Duke), Ph.D.(Calif., Berk.) – *Organizational Behaviour*
- B. Croitoru; DIAF(Institut de Statistique, Paris VI), Ph.D.(Wharton) – *Finance*
- A. de Motta; B.A.(València), Ph.D.(MIT) – *Finance*
- J. Ericsson; M.Sc., Ph.D.(SSE) – *Finance*
- H. Etemad; B.S.C., M.Eng.(Tehran), M.S., M.B.A., Ph.D.(Calif., Berk.) – *International Business*
- D. Etzion; B.Sc.(Ben-Gurion), M.Sc.(Tel Aviv), Ph.D.(IESE, U. de Navarra) – *Strategy and Organization*

## Assistant Professors

D. Andrei; B.Sc., M.Sc., Ph.D.(HEC Lausanne) – *Finance*

P. Augustin; B.Ec., M.Ec.(Strasbourg), M.Sc.(Luxembourg), Ph.D.(SSE) – *Finance*

M. Banerjee; B.A.(Exe.), M.Phil.(Camb

**CAS Full-time Faculty Lecturers, Assistant Professors (Research) (Professional), & Associate Members**

T. Sidthidet; B.Sc.(Kasetsart), M.A.(Thammasat), M.A.(Wat.), Ph.D.(McG.) – *General*

B. Smith; B.A., M.A.(Dublin), M.Sc.(Alta.), Ph.D.(Qu.) – *Operations Management*

G. Vit; B.Com.(McG.), M.B.A.(C'dia), Ph.D.(Brad.) – *Strategy and Organization (Part-time)*

C. Westgate; B.A., M.B.A.(McM.) – *Organizational Behaviour and Industrial Relations*

G. Zabowski; B.Com., M.B.A.(McG.) – *Operations Management*