

MBA Academic Calendar



2015 | 2016

DeGroote
SCHOOL OF BUSINESS
EDUCATION WITH PURPOSE

McMaster
University 

Academic Calendar 2015 | 2016

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Ron Joyce Centre (RJC)

DeGroote School of Business
 McMaster University
 4350 South Service Road
 Burlington, ON L7L 5R8
 Telephone: 905-525-9140 ext. 20511
 Fax: 905-634-4985
 RJC Concierge Services: 905-525-9140 ext. 20536

<http://www.degroote.mcmaster.ca>

The MBA Academic Calendar is an official publication of the School of Graduate Studies. The purpose of this calendar is to provide a place of reference for faculty and students about the internal administration and operation of the MBA program at the DeGroote School of Business at McMaster University.

This document is not intended to replicate or modify the information found in the <http://academiccalendars.romcmaster.ca/index.php> . If there is any discrepancy between this document and the SGS Calendar, then the School of Graduate Studies Calendar shall prevail.

Release from Liability

McMaster University reserves the right to change or revise information contained in this Calendar, including the alteration of fee structures, schedules and/or courses. The University reserves the right to limit enrollment in, or admission to, any course or Program at any level. The University will not be liable for any interruption in, or cancellation of, any academic activities as set forth in this Calendar and related information where such interruption is caused by fire, strike, lock-out, inability to procure materials or trades, restrictive laws or governmental regulations, actions taken by the faculty, staff or students of the University or by others, civil unrest or disobedience, or any other cause of any kind beyond the reasonable control of the University.

The Canadian MBA Oath

As a professional business leader my actions will affect the wellbeing of all stakeholders; accordingly, I will strive to create and sustain value over the long term while maintaining a commitment to social, ethical, and global values.

I will be responsible to all stakeholders, and this will include employees, shareholders, customers, the community in which I operate, and all those that may be affected by my actions.

I will act with integrity and respect in all my dealings, making transparency paramount and demanding the same in return.

I will allow neither ego nor malice to play a role in my decision making process.

I will conduct my activities in an environmentally sustainable manner, and will consider the true societal costs when making investment and operating decisions.

I will maintain the same care and vigilance when dealing with public money, as I would if it were my own.

I will obey and uphold local and international laws wherever and with whomever I engage in commercial activities whether personally or on behalf of a corporate, government, or non-profit entity.

I will similarly oppose corruption and any dishonest practices whether or not prohibited by local or international law.

I will accept and take responsibility for my actions, honestly and without exception.

We, as DeGroote MBA students hereby take this Oath, as professional business leaders.

Dates and Deadlines

	Fall Term 2015	Winter Term 2016	Summer Term 2016
Mosaic Registration opens for all students	July 28	Dec. 3	April 7
Registration Deadline (without late registration penalty)	Aug. 14	Dec. 17	April 21
Late Registration Penalty Start Date	Aug. 15	Dec. 18	April 22
Course Waiver Application Deadline	Aug. 14	Jan. 4	N/A
Drop and Add Period Begins	Sept. 1	Dec. 7	April 4
Pre-MBA for International Students	Aug. 24-31	N/A	N/A
Transition for all Year One Students	Sept. 8-11	N/A	N/A
600 and 700-level courses begin	Sept. 14	Jan. 4	April 25
Drop and Add Period/Course Registration Ends	Sept. 25	Jan. 15	May 6
Last day for withdrawing from 600 and 700-level courses without academic penalty.	Oct. 2	Jan. 22	May 13
Thanksgiving Day - No day or evening classes or exams will be held.	Oct. 12		
Victoria Day - No day or evening classes or exams will be held.			May 23
Mid-Term recess - No day or evening classes or exams will be held.		Feb. 15-20	
Family Day - No day or evening classes or exams will be held.		Feb. 15	
Good Friday - No day or evening classes or exams will be held.		Mar. 25	
Canada Day - No day or evening classes or exams will be held.			July 1
Last day of 600 and 700-level courses	Dec. 11	April 8	July 22
600 and 700-level FINAL EXAMINATIONS	Dec. 12–23	April 9-23	July 23-30

Dean's Message



When I ask our students what's special about the DeGroote MBA, I hear over and over it's the community. They use words like purposeful, transformative, shared, supportive and fun.

At DeGroote, your classmates are your friends. You connect over business concepts, group projects, exams and presentations. You bond through competitions, charitable activities and social events. Faculty are your partners, pushing you to think critically, acquire the latest knowledge and apply your learning. Staff are your cheerleaders, guiding you through the program and supporting your development. And alumni are your advocates, mentoring you, hiring you and endorsing you.

With an MBA from DeGroote, you will be equipped with the competencies and leadership skills you need to succeed in a rapidly changing business environment. But you will also be prepared to thrive in your community: to be leaders at all levels and to forge positive change.

Our mission is to deliver **education with purpose**. You'll find that and more in the DeGroote MBA program. I wish you much success.

Dean Leonard Waverman

Officers of the University

(As of July 1, 2015)

Chancellor

Suzanne Labarge, BA, MBA

President and Vice-Chancellor

Patrick Deane, BA, MA, PhD

Provost and Vice-President (Academic)

David S. Wilkinson, BA.Sc, MA.Sc, PhD, P.Eng

Vice-President (Research and International Affairs)

TBD

Vice-President and Dean (Health Sciences)

John G. Kelton, M.D., F.R.C.P.(C)

Vice-President (Administration)

Roger Couldrey, Dip. FS

Vice-President (University Advancement)

Mary Williams, BA, MA

Associate Vice-President (Faculty)

Susan Searls-Giroux, BA, MAT, PhD

Associate Vice-President (International Affairs)

Peter Mascher, PhD, FCAE, P Eng

Associate Vice-President (Students and Learning) and Dean of Students

Sean Van Koughnett, BA, MAES

Associate Vice-President (Teaching and Learning)

Arshad Ahmad, PhD

Associate Vice-President (Institutional Research and Analysis)

Jacy Lee, LL.M. MTS, MPA, EdD

Associate Vice-President and Dean of Graduate Studies

Allison B. Sekuler, BA, PhD

Assistant Vice-President (Public and Government Relations)

Andrea Farquhar, BA

University Registrar

Melissa Pool, BA (Hons), MBA

Assistant Vice-President (Administration) and Chief Financial Officer

Deidre Henne, Hons. B.Comm, MBA, CA

University Librarian

Vivian Lewis, BA, MA, MLS

University Secretary

Helen Ayre, BA

Summary of Program Requirements

YEAR 1 (TERM 1)

- A600** Financial Accounting and Reporting
- B600** Organizational Behaviour
- E600** Economics
- K603** Information Systems in Business
- Q600** Applied Business Statistics

YEAR 1 (TERM 2)

- A610** Managerial Accounting
- F600** Managerial Finance
- H600** Human Resources Management
- M600** Marketing Concepts and Applications
- O600** Operations Management

YEAR 2 (TERM 3)

- P700** Business, Government and the Global Environment

Plus 4 additional year 2 courses taken as specialization requirements/ electives.

YEAR 2 (TERM 4)

- P720** Strategic Management

Plus 4 additional year 2 courses taken as specialization requirements/ electives.

Plus successful completion of the following two courses. All incoming students in September 2015 will be required to complete these two courses in September 2015 at the Ron Joyce Centre.

SGS 101 / Academic Research Integrity and Ethics

All graduate students, including all new MBA students (full time, part-time, co-op, accelerated), must complete the course SGS 101 - Academic Research Integrity and Ethics **within the first academic term of their program**. The purpose of this course is to ensure that the standards and expectations of academic integrity and research ethics are communicated early and are understood by incoming students. **A graduate student may not obtain a graduate degree at McMaster without having passed this course. In the event that a student fails this course, they must retake it at the earliest opportunity.** This course will introduce incoming graduate students to the standards of academic integrity expected at McMaster. It will provide examples of acceptable and unacceptable practices and will clarify the responsibility and expectations of graduate students with respect to academic integrity. Students will be exposed to the Academic Integrity Policy of McMaster and best practices will be described that will minimize the likelihood of incorrectly attributed work from appearing in their assignments and research records.

SGS 201 / Accessibility for Ontarians with Disabilities Act

(AODA) Training

All graduate students, including all new MBA students (full time, part-time, co-op, accelerated), **must complete** the course training on the Accessibility for Ontarians with Disabilities Act (AODA), which can be completed on-line <http://www.mcmaster.ca/accessibility/> **within the first academic term of their program**. Having an understanding of how we can identify and reduce attitudinal, structural, information, technological, and systemic barriers to persons with disabilities is core to McMaster University's commitment to supporting an inclusive community in which all persons are treated with dignity and equality, and completion of AODA training is critical as McMaster's graduates move forward in their varied, chosen professions.

Students may not graduate or register for subsequent terms in their program until they have completed their required training.

Structure of the MBA Program

Quantitative Skills – The DeGroote School of Business strongly recommends that all candidates for the MBA program be adequately prepared in mathematics and statistics prior to enrolling in the program. This will ensure that each candidate has the necessary tools to succeed in the program.

The areas of mathematics which are important include:

- algebra and general analytical skills
- relations and functions
- topics in finite mathematics and
- differential and integral calculus

The areas of statistics include:

- descriptive statistics,
- probability rules,
- random variables, and
- probability distributions

Program Duration

Part-Time MBA

Part-time students may register in two courses per term with the option of taking entire terms off. Special permission to register for a maximum of three courses may be granted by an MBA Academic Advisor or the Manager, Student Experience - Academic. A student who is seeking this exception cannot exceed 30 hours of work per week. Please see the Student Experience - Academic team for details.

Full-Time MBA: Full-time students, other than those in the co-op option, ordinarily complete the 20-month or 16-month program in two academic years (September to April) as follows:

MBA Full-time Term Sequencing				
Term 1	Term 2		Term 3	Term 4
Fall	Winter	Summer	Fall	Winter
Academic	Academic	Off	Academic	Academic

Accelerated MBA:

Full-time accelerated students normally finish the program in two academic terms of full-time study (8 months), or 20 months of part-time study as follows:

MBA Full-time Accelerated Term Sequencing	
Term 3	Term 4
Fall	Winter
Academic	Academic

Co-op MBA:

Co-op students ordinarily integrate four academic terms with three four-month paid work terms as follows:

MBA Co-op Term Sequencing						
Year 1	Year 1	Year 1	Year 2	Year 2	Year 2	Year 2
Fall	Winter	Summer	Fall	Winter	Summer	Fall
Academic	Work	Academic	Work	Academic	Work	Academic

For off-cycle sequencing options, please visit the Student Experience – Career and Professional Development team. Details of these options will be shared with all MBA Co-op students during the first month of classes in September (attached to your Student Contract).

Students may undertake work terms of greater than four months. Approval must be obtained from the Student Experience Managers (Academic and Career and Professional Development). A minimum of three four-month work terms (or equivalent) are required for the co-op designation.

Each academic term consists of thirteen weeks followed by an examination period. The fall term extends from September to December, the winter term from January to April, and the summer term from April to July, the latter incorporating the necessary second term courses for co-op students as well as a limited number of second year electives. Part-time students may register in any or all of the three terms – fall, winter, and summer.

The permissible time for the completion of the MBA program is limited to eight calendar years from the date of first registration in the program. The Accelerated MBA program duration is 4 years.

Structure of the MBA Program

Vacation

All MBA students will have the following breaks in their academic schedules:

- First academic term: Mid – late December (after final examination period is complete) up to the first day of classes in early January
- Second academic term: Month of August*
- Third academic term: Mid-term recess (usually mid-February)

*Note – Co-op Students may be expected to commence their work term in August and so students may not have the entire month of August off as a break.

Students are strongly encouraged to book vacations and holidays during the above mentioned breaks. Students enrolled in the co-op program are not permitted to take vacations while on work term as the required work term duration is minimum 14 consecutive (uninterrupted) weeks.

Course Offerings

Full-time and co-op students will register for classes in one of four cohorts. Each cohort has scheduled classes for at least three days of the week and one evening course.

First Year Core

The first year core provides a common foundation upon which the second year of the program is built. Normally, seven 600-level courses must be completed before 700-level courses may be taken, with the exception of P700, where students must have completed five 600-level courses.

Second Year Areas of Specialization

A student may elect to graduate with a General MBA degree or choose a specialization. Students wishing to concentrate their program in a particular area of management must successfully complete all the courses required for the specialization of their choice.

Specializations offered in the MBA Program are:

- General
- Accounting and Financial Management Services
- Finance
- Health Services Management
- Management Information Systems
- Management of Innovation and New Technology
- Strategic Business Valuation
- Strategic Marketing
- Supply Chain Management

Minors – Minors are available in:

- Accounting and Financial Management Services
- Finance
- Management
- Management Information Systems
- Management of Innovation and New Technology
- Strategic Business Valuation
- Strategic Marketing
- Supply Chain Management

Courses used in fulfillment of specialization requirements cannot also be applied to a minor area. Completion of minors is subject to course availability. Students may complete more than one minor.

The policy on minors is under review. Once approved, this new policy will be effective starting September 2016.

Specializations of the MBA Program

SECOND YEAR COURSES

Students wishing to concentrate their program in a particular area of management must successfully complete all the courses required for the specialization of their choice.

GENERAL MBA

Required: **P700** Business, Government and the Global Environment
 P720 Strategic Management

and eight 700-level courses

The General MBA is designed for students who are interested in preparing themselves for positions which require ability to co-ordinate several functional areas of business and other complex organizations. The General MBA might also be considered by those intending to start their own business enterprise as well as by those experienced students who are interested in preparing themselves for advancement to upper management levels.

The General MBA combines a required program of introductory courses in all the functional areas of management with a program of electives offering students considerable freedom to seek a broad education tailored to their individual backgrounds and career interests.

Specializations of the MBA Program

ACCOUNTING AND FINANCIAL MANAGEMENT SERVICES

Required: **P700** Business, Government and the Global Environment
 P720 Strategic Management

and five of the following:

A701 Intermediate Financial Accounting I
A702 Intermediate Financial Accounting II
A703 Advanced Financial Accounting
A717 Seminar in Accounting Theory
A718/28/38/48... Selected Topics in Accounting
A721 Management Accounting Information for Strategic Development
A723 Accounting Information Systems
A727 Financial Fraud and Market Surveillance
A730 Canadian Taxation I
A732 Canadian Income Tax Fundamentals
A733 Canadian Taxation II
A745 Assurance
A750/F717/V701 Financial Statement Analysis
P745 Corporate Governance

plus 3 electives

The Accounting and Financial Management Services Specialization emphasizes the fundamental areas and current issues in financial reporting, including the problems of measurement and reporting to both internal and external users of financial information. Course work is required in the various functional areas of business in Year 1 and the election of further work in finance, economics, information systems, and quantitative methods is strongly encouraged in Year 2.

This specialization provides students with a wide variety of career options. Graduates may pursue careers in financial reporting, public accounting (specializing in auditing and assurance, forensic accounting, taxation), business valuations, or bankruptcy trusteeship. Other career opportunities include management accounting positions in for-profit and not-for-profit business environments as Chief Financial Officers, controllers, financial analysts, and treasury officers responsible for developing reporting and control systems as well as decision support systems within organizations. A specialization in Accounting and Financial Management Services also provides opportunities for access to positions in financial institutions as credit officers and financial specialists as well as opportunities in management consulting in areas requiring financial expertise.

The Accounting and Financial Management Services specialization serves as a gateway to valuable professional financial designations and contains maximal embedded career options. Choosing this specialization enables one to be in a position to qualify for a financial designation such as Chartered Professional Accountant (CPA), Certified Public Accountant (CPA), and Chartered Financial Analyst (CFA).

The Accounting and Financial Management Services Specialization in the MBA program is accredited by the Chartered Professional Accountants of Ontario (CPA Ontario). Effective September 1, 2010, MBA students who complete the following courses with at least a B cumulative average are considered having completed the Institute's 51 credit-hour requirement in the Accredited Specialization: MBA Specific courses BUS A600, A610, E600, F600, A701, A702, A703, A717, A721, A723, A730, A733, A745, P722; and Courses for Professional Designation BUS&COM 4AG3, 4AH3, and 4AI3 (or 4AJ3* effective April 2012). These courses may be completed as part of the required and elective courses within the MBA program, and as complementary courses outside the program.

Further opportunities for meeting educational requirements for professional designations are available to students in all MBA programs. Additional course work may be taken while in the program. Further units of credit may also be taken after graduation. Information concerning credit towards these professional designations can be obtained from the Student Experience - Academic team at the Ron Joyce Centre.

*BUS A750 is recognized as an equivalent of BUS&COM 4AJ3.

Disclaimer: The ICAO has adopted the new designation (CPA) effective November 1, 2012. The last UFE exam for the CA designation was offered in September 2014. (CPA Canada and CPA Ontario are in the process of developing transitional programs to support students currently in university programs. For more information, please visit www.cpacanada.ca)

Specializations of the MBA Program

FINANCE

Required: **P700** Business, Government and the Global Environment
P720 Strategic Management

and five of the following:

E714	Business and Economic Forecasting
F700	Valuation for Finance Professionals
F701	Alternative Investments and Portfolio Management*
F710	Financial Economics and Quantitative Methods
F711	Financial Institutions
F712	Applied Corporate Finance
F713	Security Analysis*
F714	Options and Futures: Theory and Applications
F715	Portfolio Theory and Management
F716	International Financial Management
F717/A750/V701	Financial Statement Analysis*
F718/28/38/48/58...	Selected Topics in Finance
F720	Small Business/Entrepreneurial Finance
F721	Mergers, Acquisitions, and Corporate Control
F722	Market Trading and Risk Management with Options
F723	Fixed Income Analysis*
F724/V705	Venture Capital and Private Equity
F725	Personal Financial Management
F726/V702	Behavioural Finance
F727	Working Capital Management
F730	Pension, Retirement and Estate Planning
F731	Insurance and Risk Management
F732	Personal Financial Planning and Advising
F733	Financial Risk Management
F734	Real Estate Finance and Investment
F735/V703	Financial Modelling
F736	Ethics and Professional Practice in Finance*
F737	Financial Fraud and Market Surveillance
F740	Islamic Finance
F742	Market Trading and Risk Management with Futures

plus 3 electives

The Finance specialization offers a complete range of courses to prepare the student for a career in finance. In Business F600, the introductory course which all MBA students must take, students are introduced to the financial market tools of valuation, market efficiency, arbitrage pricing, contingent claims, and risk-return tradeoffs. On the corporate side, students are introduced to concepts such as cost of capital, capital budgeting, dividend policy, and capital structure. In advanced courses, students deepen their practical understanding through the use of models currently used in financial markets: options, futures and other derivatives, portfolio management, and forecasting and quantitative methods. Students apply concepts in cases, computer simulations, projects, and market analysis. Among other things, the Specialization is designed to prepare students for the exams required to obtain the Chartered Financial Analyst (CFA) and Certified Financial Planner (CFP) designations. **The Finance Specialization has been recognized by the CFA Institute as meeting the requirements for membership in its University Recognition Program. At a minimum, students pursuing the CFA designation should take the courses marked with an asterisk (*).**

Career opportunities for graduates in finance include employment in the financial services sector, a sector which currently accounts for about one-fifth of the Canadian economy and continues to grow – banks, trusts, management consulting, investment banks, pension funds, mutual funds, real estate, and insurance companies. The financial function in corporations offers opportunities for the finance specialist as well. For more information, students should contact the Finance and Business Economics Area Chair, Dr. Anna Danielova at adaniel@mcmaster.ca or refer to the Finance and Business Economics Area's "Information for MBA Students" found at <http://mbastudent.degroote.mcmaster.ca/files/2012/01/Finance-Course-and-Specialization-Information.pdf>

Specializations of the MBA Program

HEALTH SERVICES MANAGEMENT

Co-op, Part-time and Full-time Accelerated

Required:

- P700** Business, Government and the Global Environment
- P720** Strategic Management
- C700** Introduction to Health Management
- C711** Health Economics and Evaluation
- C721** Health Policy Analysis

and two of the following:

- C715** Health Care Funding and Resource Allocation
- C722** Management of Population Health
- C725** Managing Communications in Health Care
- C727** Pharma/Biotech Business Issues
- C736** Quality Management in Health Services
- C741/M722** Health Care Marketing
- C750** Ethical and Legal Issues in Health Care

plus 3 electives

Co-op students are required to complete at least two out of three work terms in the Health Services Management field.

The competent professional health services manager is a critical element in the framework of effective and efficient delivery of health services. Such individuals need solid management grounding in the fundamentals of planning, operations and evaluation, and a broad orientation to the realities, limitations, and potentialities of our health “system”.

The underlying assumption of this specialization is that a solid MBA training, including selected graduate courses in health services, coupled with a range of work term experiences in the health sector designed with specific educational objectives, will produce a unique graduate with accelerated capabilities in the health services field. The health services management (HSM) specialization also provides the added benefit of preparing students for a career and certification as a Certified Health Executive (CHE), Canada’s only professional credential available to health leaders, under the DeGroot School of Business’ strategic alliance with the Canadian College of Health Service Executives (CCHSE).

For those who choose co-op, the work-study nature of the MBA co-op program is an excellent educational format. The three work terms provide a 12-month “residency” training period as an integral part of the total educational experience. To the extent possible, the work term sites and activities are based on the student’s interests and needs. During each work term, the student receives on-the-job training under the guidance of a supervisor (preceptor) from the work setting. MBA co-op work terms in the Canadian health services management field can be credited towards the CHE practical experience requirement.

This specialization provides students in the full-time and co-op option a fast-track opportunity to earn the MBA degree and CHE designation. Students who enroll in the strategic alliance must complete the CHE program requirements within three years from the date of enrollment.

Eligible individuals who have a full-time management position in a health services setting are able to take the Health Services Management specialization of the MBA program on a part-time basis.

For more information, please visit <http://www.cchl-ccls.ca/>

This specialization is also available to students in the Accelerated Program provided they have a minimum of 1-year work experience in the Health Care industry at the time of their application.

Specializations of the MBA Program

MANAGEMENT INFORMATION SYSTEMS

Required: **P700** Business, Government and the Global Environment
P720 Strategic Management

and five of the following:

K718/28/38/48...	Selected Topics in Management Information Systems
K723	Data Mining and Business Intelligence
K724	eBusiness Strategies
K725	Business Process Management
K731	Project Management
K735	Managing the Implementation of Enterprise Systems
K736	Management Issues in eHealth
K737	Cases in eBusiness, Innovation and Entrepreneurship
O734	Supply Chain Management

plus 3 electives

An information system is an organized and interrelated set of components, which includes information technology and people's activities, to support operations, management, and decision-making. Information systems have become an integral part of doing business. The Management Information Systems (MIS) specialization provides students with the knowledge and skills they need to shape the effective implementation and use of information systems to facilitate the strategic objectives of organizations.

Courses in the MIS specialization provide a balanced blend of theory and practice to best prepare students for MIS professional success. In Business K603, the introductory course, students will learn about the fundamental concepts of information systems and the roles they play in an organization. Students will also learn how to utilize information systems as effective aids to enhance managerial decisions. Through the use of case studies, students will develop analytical skills and an understanding of how information systems can be critical for success across various business functions and industries. Effective communication and presentation skills will also be developed. In year 2 of the program, students will have the opportunity to deepen their understanding of enterprise-wide systems, business intelligence, business process management, project management, eBusiness strategy development and management issues specific to eHealth.

Through our alliance with SAP, the world's leading vendor of enterprise software, students have access to the state-of-the-art SAP R/3 Enterprise software. Enterprise software, such as SAP, allows companies to gain a competitive advantage in the marketplace by integrating all business processes and optimizing the utilization of available resources. Students who take three SAP supported MBA courses are entitled to take a two-week course offered by SAP Canada to obtain certification in SAP Business Integration. This is an expedited way to achieve a highly desired certification that complements the MBA degree and makes our graduates even more marketable.

Career opportunities for MIS professionals are both broad and plentiful. MIS professionals are in demand in every sector, every industry and every functional area within organizations. Graduates from the MBA MIS specialization may choose to work for a particular company or become independent consultants in positions such as eBusiness/systems specialist, business process analyst, project manager, business intelligence manager, etc. Bureaus of Labour from around the world indicate that career opportunities for MIS professionals are expanding rapidly and will continue to do so for the foreseeable future.

Specializations of the MBA Program

MANAGEMENT OF INNOVATION AND NEW TECHNOLOGY

Required:	P700	Business, Government and the Global Environment
	P720	Strategic Management
	B730	Strategic Management of Technology
	M724	Innovation and New Products

and three of the following:

B716	Strategic Organizational Change
C727	Pharma/Biotech Business Issues
F724	Venture Capital and Private Equity
K725	Business Process Management
K731	Project Management
K735	Managing the Implementation of Enterprise Systems
P715	Entrepreneurship
P727	Strategic Knowledge Management
P734	Current Issues in the Management of Innovation and New Technology
P737	Profiting from Intellectual Property

plus 3 electives

Technology and innovation are two of the principal bases for competitive advantage in business. Firms that mobilize technology in innovative ways and/or have mastered general capabilities for innovation are leading the way in revolutionizing how business is done. The core of this specialization provides a focus on the management of innovation and technology and the electives provide the opportunity to pursue further studies that may emphasize innovation, technology or some combination of these.

The three electives can be chosen from any of the electives available to second year MBA students, including those in the list above, providing the student has the necessary prerequisites. For this category, students may also choose graduate courses from the technical faculties of the university (engineering and science) provided those faculties are satisfied that they have the appropriate prerequisites.

Specializations of the MBA Program

STRATEGIC BUSINESS VALUATION

Required: **P700** Business, Government and the Global Environment
 P720 Strategic Management
 V700 Strategic Business Analysis and Valuation
 V704 Advanced Strategic Business Valuation

and three of the following:

F712 Applied Corporate Finance
 F713 Security Analysis
 F721 Mergers, Acquisitions, and Corporate Control
V701/A750/F717 Financial Statement Analysis
 V702/F726 Behavioural Finance
 V703/F735 Financial Modeling and Valuation
 V705/F724 Venture Capital and Private Equity

plus 3 electives

DeGroote MBA students enrolled in the Strategic Business Valuation (SBV) specialization who have taken and passed V700 Strategic Business Valuation and V704 Advanced Strategic Business Valuation will be granted exemptions from two of the six required courses in the Canadian Institute of Chartered Business Valuators program of studies leading to the Chartered Business Valuator (CBV) designation. These two courses will also serve as preparation for the exams of two courses of the CICBV: Introductory Business and Securities Valuation (the "Introductory Course") and Intermediate Business & Securities Valuation (the "Intermediate Course").

Students in the Strategic Business Valuation specialization learn best practices for business valuation through a unique interdisciplinary approach using a blend of finance, economics, and accounting principles which include: investigative techniques to identify the drivers of value in an enterprise; case analysis and class discussion; and panel discussions with industry experts. They are exposed to valuation models and analytical techniques that value a business, including both tangible and intangible assets, drawing upon both traditional valuation techniques and newer, more contemporary approaches. The purpose is to accurately and exhaustively profile firms to identify those that meet rigorous standards of excellence and growth and to develop strategies for further value enhancement and preservation.

The underlying philosophy of this whole-business approach is that wise investments are made for the long run rather than for quick returns through rapid buying and selling. This approach requires the identification of firms for investment which have enduring financial health and growth. Such long-term potential can only be assessed through a complete analysis of the firm and the drivers of value.

The pedagogy in the specialization stresses the use of conceptual/theoretical material in analyses that have practical value in solving the kinds of problems and making the kinds of decisions that are encountered in the workplace. Graduates are thus prepared to enter unique positions in, business valuation, credit analysis, consulting, and corporate management, and are well prepared to assume positions of responsibility relatively quickly.

Specializations of the MBA Program

STRATEGIC MARKETING

Required:

- P700** Business, Government and the Global Environment
- P720** Strategic Management
- M731** Marketing Research

and four of the following:

- M713** International Marketing Management
- M718/28/38/48...** Selected Topics in Marketing
- M721** Business Marketing
- M722/C741** Health Care Marketing
- M724** Innovation and New Products
- M727** Marketing Communication
- M732** Consumer Behavior
- M733** Marketing Analytics
- M734** Strategic Marketing Analysis
- M736** Services Marketing
- M740** Corporate Reputation and Brand Management
- M750** Consultative Selling
- M751** Sustainability and Corporate Social Responsibility
- P715** Entrepreneurship
- P731** Crisis Management and Communications

plus 3 electives

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Professional marketers act in a forward looking manner to create, maintain, and enhance relationships among different stakeholders to facilitate such exchanges. Highly successful marketers understand both the quantitative (e.g. economics) as well as the qualitative (e.g. psychology, sociology and politics) aspects of customer behaviour in consumer and business markets.

The Strategic Marketing Specialization provides MBA students a diverse selection of courses to develop the broad understanding of the fundamental concepts, theories and applications needed to be a successful marketer. Integrated experiential learning is an important part of this education. This is achieved via projects with local and national businesses, cases, research projects, and marketing simulations.

Graduates in this specialization are well prepared for careers in marketing management, new product marketing, brand management, services marketing, marketing analytics, marketing research, retailing, sales, advertising, promotion etc. Students are provided with the education and experience to become highly successful in both consumer and business marketing professions as well as to effectively operate in domestic and international markets.

Specializations of the MBA Program

SUPPLY CHAIN MANAGEMENT

Required:

- P700** Business, Government and the Global Environment
- P720** Strategic Management

*and five of the following, including at least two denoted by *:*

- K731** Project Management
- 0701** Modelling and Analytics using Spreadsheets *
- 0711** Risk Models in Operations Management *
- 0715** Simulation of Manufacturing and Service Systems
- 0718/28/38/48...** Selected Topics in Operations Management
- 0721** Inventory Management and Production Planning *
- 0722** Modern Manufacturing Strategy *
- 0725** Business Logistics
- 0726** Methods for Quality Management
- 0727** Service Operations Management
- 0734** Supply Chain Management *
- 0735** Strategic Procurement
- P714** Total Quality Management

plus 3 electives

Businesses are increasingly realizing that optimizing their internal operations is no longer sufficient for maintaining a competitive advantage. Instead, they also need to tap into their supply chain partners' resources through strategic coordination and collaboration. This has led to a shift in market competition: competition is no longer between companies but rather between supply chains.

The Supply Chain Management (SCM) specialization will train you on how to integrate the management of information and processes including supply and demand management, operations, and logistics – for both your company and its external partners.

Students who complete the SCM specialization will be well prepared to pursue careers in supply chain management, procurement, logistics, service and manufacturing operations, and consulting. Typical examples for such jobs include supply chain analyst, logistics manager, sourcing specialist, purchasing analyst, facilities specialist, management analyst/consultant, and operations manager. Some of the requirements for the Canadian Operational Research Society (CORS) Diploma in Operational Research can be fulfilled with the courses in the SCM specialization. The courses will assist students in preparing for the certification examinations conducted by SCMA (Supply Chain Management Association) for its Certified Supply Chain Management Professional (CSCMP) designation. Similarly, the courses will assist students in preparing for the certification examinations conducted by APICS (The Association for Operations Management) for its Certified Supply Chain Professional (CSCP) designation. Most of the courses in the SCM specialization can also be used towards the SAP Business Integration Certification program.

Minors

Minors are available in:

- Accounting and Financial Management Services
- Finance
- Management
- Management Information Systems
- Management of Innovation and New Technology
- Strategic Business Valuation
- Strategic Marketing
- Supply Chain Management

Courses used in fulfillment of specialization requirements cannot also be applied to a minor area. Completion of minors is subject to course availability. Students may complete more than one minor.

Requirements for the Minors are:

ACCOUNTING AND FINANCIAL MANAGEMENT SERVICES

Three of the following:

A701	Intermediate Financial Accounting I
A702	Intermediate Financial Accounting II
A703	Advanced Financial Accounting
A717	Seminar in Accounting Theory
A718/28/38/48...	Selected Topics in Accounting
A721	Management Accounting Information for Strategic Development
A722	Market Trading and Risk Management with Options
A723	Accounting Information Systems
A727	Financial Fraud and Market Surveillance
A730	Canadian Taxation I
A732	Canadian Income Tax Fundamentals
A733	Canadian Taxation II
A745	Assurance
A750	Financial Statement Analysis
P745	Corporate Governance

Minors

FINANCE

Three of the following:

E714	Business and Economic Forecasting
F700	Valuation for Finance Professionals
F701	Alternative Investments and Portfolio Management
F710	Financial Economics and Quantitative Methods
F711	Financial Institutions
F712	Applied Corporate Finance
F713	Security Analysis
F714	Options and Futures: Theory and Applications
F715	Portfolio Theory and Management
F716	International Financial Management
F717	Financial Statement Analysis
F718/28/38/48/58...	Selected Topics in Finance
F720	Small Business/Entrepreneurial Finance
F721	Mergers, Acquisitions, and Corporate Control
F722	Market Trading and Risk Management with Options
F723	Fixed Income Analysis
F724	Venture Capital and Private Equity
F725	Personal Financial Management
F726	Behavioural Finance
F727	Working Capital Management
F730	Pension, Retirement and Estate Planning
F731	Insurance and Risk Management
F732	Personal Financial Planning and Advising
F733	Financial Risk Management
F734	Real Estate Finance and Investment
F735	Financial Modelling
F736	Ethics and Professional Practice in Finance
F737	Financial Fraud and Market Surveillance
F740	Islamic Finance
F742	Market Trading and Risk Management with Futures

MANAGEMENT

Three of the following:

B712	Managerial Negotiations
B715	Leadership
B716	Strategic Organizational Change
B717	Management Development
B718/28/38/48...	Selected Topics in Organizational Behaviour
B730	Strategic Management of Technology
B733	Multidisciplinary Entrepreneurship
H718/28/38/48...	Selected Topics in Human Resources
H721	Recruitment and Selection
H723	Compensation/Reward Systems
H788	Selected Topics in Labour Relations

Minors

MANAGEMENT INFORMATION SYSTEMS

Three of the following:

- K718/28/38/48...** Selected Topics in Management Information Systems
- K723** Data Mining and Business Intelligence
- K724** eBusiness Strategies
- K725** Business Process Management
- K731** Project Management
- K735** Managing the Implementation of Enterprise Systems
- K736** Management Issues in eHealth
- K737** Cases in eBusiness, Innovation and Entrepreneurship
- O734** Supply Chain Management

MANAGEMENT OF INNOVATION AND NEW TECHNOLOGY

Required:

- B730** Strategic Management of Technology
- M724** Innovation and New Products

and one of the following:

- B716** Strategic Organizational Change
- C727** Pharma/Biotech Business Issues
- F724** Venture Capital and Private Equity
- K725** Business Process Management
- K731** Project Management
- K735** **Managing the Implementation of Enterprise Systems**
- P715** Entrepreneurship
- P727** Strategic Knowledge Management
- P734** Current Issues in the Management of Innovation and New Technology
- P737** Profiting from Intellectual Property

STRATEGIC BUSINESS VALUATION

Required:

- V700** Strategic Business Analysis and Valuation

and two of the following:

- F712** Applied Corporate Finance
- F721** Mergers, Acquisitions, and Corporate Control
- V701** Financial Statement Analysis
- V702** Behavioural Finance
- V703** Financial Modeling and Valuation
- V704** Advanced Strategic Business Valuation
- V705** Venture Capital and Private Equity

Minors

STRATEGIC MARKETING

Three of the following:

M713	International Marketing Management
M718/28/38/48...	Selected Topics in Marketing
M721	Business Marketing
M722	Health Care Marketing
M724	Innovation and New Products
M727	Marketing Communications
M731	Marketing Research
M732	Consumer Behavior
M733	Marketing Analytics
M734	Strategic Marketing Analysis
M736	Services Marketing
M740	Corporate Reputation and Brand Management
M750	Consultative Selling
M751	Sustainability and Corporate Social Responsibility

SUPPLY CHAIN MANAGEMENT

Three of the following:

K731	Project Management
O701	Modelling and Analytics using Spreadsheets
O711	Risk Models in Operations Management
O715	Simulation of Manufacturing and Service Systems
O718/28/38/48...	Selected Topics – Operations Management
O721	Inventory Management and Production Planning
O722	Modern Manufacturing Strategy
O725	Business Logistics
O726	Methods for Quality Management
O727	Service Operations Management
O734	Supply Chain Management
O735	Strategic Procurement
P714	Total Quality Management

MBA Course Descriptions

Note 1: Not all courses are necessarily offered every year.

Note 2: Under normal circumstances, a student is expected to complete seven 600-level courses before beginning 700-level courses. Requests to circumvent this expectation are generally not permitted.

SELECTED TOPICS COURSES

Selected topics courses are special courses offered in the MBA program which are not part of the regular curriculum.

Topics vary depending on recent developments in the subject area and on the research interests of the instructor(s).

These courses are not listed in the MBA Academic Calendar and may change from term to term. Course descriptions are available at <http://mbastudent.degroote.mcmaster.ca/courses/course-schedule/>.

Prerequisites for these courses depend upon the topic offered.

Selected topics courses with a given course number may be repeated for credit if a different topic is offered.

YEAR ONE COURSES

W610 and W611

DEGROOTE DAY PROFESSIONAL DEVELOPMENT ACTIVITIES

Prerequisite: Students must be enrolled in first year of co-op or full-time MBA program

A series of workshops and activities to improve communication and team building, case analysis, leadership skills, business ethics and professionalism to equip students with the essential enabling competencies required for success in their MBA program.

Each term, first year co-op and full-time students will be required to participate in the mandatory “DeGroot Day Challenge” workshop, and select any 2 additional workshops that are being offered. The course grading of ‘complete’ or ‘incomplete’ will be based on participation each term.

BUSADMIN A600 FINANCIAL ACCOUNTING AND REPORTING

This course focuses on the role of the accounting function external to organizations. It takes a broad view of financial accounting and reporting encompassing virtually any external information or incentive system. The orientation will help students to understand what accounting can do for managers, the decision-maker, and how accounting policy choice affects decisions. A key aspect of the course is a group project report on the analysis of the annual reports of a sample of firms in a selected industry.

BUSADMIN A610 MANAGERIAL ACCOUNTING

Prerequisite: A600

Managerial Accounting introduces students to various costing systems in the manufacturing and service sectors, the different types of cost behaviour and their uses for decision making and planning via cost-volume-profit analysis. It further considers relevant costing in relation to pricing decisions, joint cost and service department cost allocations, budgeting, variance analysis, responsibility accounting and use of accounting measures for evaluating managerial and divisional performance. The course also emphasizes strategic importance of aligning accounting systems to firm technologies and goals.

BUSADMIN A701 INTERMEDIATE FINANCIAL ACCOUNTING I

(Formerly A712)

Prerequisite: A600

This course emphasizes the conceptual and technical issues related to accounting for such items as inventory, depreciable assets, intangible assets, leases, pensions and taxes. Short cases and problem solving are used to reinforce the concepts and to give students some experience and understanding of techniques of financial reporting in these areas. Other topics covered may include revenue recognition, partnership, and not-for-profit accounting.

BUSADMIN A702 INTERMEDIATE FINANCIAL ACCOUNTING II

(Formerly A711)

Prerequisite: A600

This course explores the issues of accounting measurement and financial reporting introduced in A600 in more depth. It uses case analysis and problem solving to consider a variety of topics essential to understanding contemporary financial statements. Topics include the valuation and measurement of financial assets and financial instruments such as bonds, shares, options and derivatives, as well as the phenomenon of off-balance sheet financing. The course relates the disclosure and valuation of these selected assets, liabilities, and equities to issues of income measurement and reporting.

BUSADMIN A703 ADVANCED FINANCIAL ACCOUNTING

(Formerly A714)

Prerequisite: Completion of A701 or A702; or concurrent registration in A701 or A702

This course focuses on the accounting for mergers, acquisitions, and takeovers. The course emphasizes the techniques and conceptual background of accounting for business combinations and intercorporate investments, and the preparation of consolidated financial statements. Other topics covered may include accounting for foreign operations, and segment and interim reporting.

MBA Course Descriptions

BUSADMIN A717 SEMINAR IN ACCOUNTING THEORY

Prerequisite: A610

This course provides an in-depth examination of the various theories and contemporary research findings which describe and explain important accounting and auditing phenomena observed in practice. Particular attention is given to the contracting paradigm, information content of accounting figures, accounting and auditing regulations, and aspects of economic behaviour.

BUSADMIN A721 MANAGEMENT ACCOUNTING INFORMATION FOR STRATEGIC DEVELOPMENT

Prerequisite: A610

This course considers advanced problems in managerial accounting and analysis. The application of material covered in the core courses to cost analysis and decisions based on accounting data is considered. Problems, cases, and readings are discussed in class. A project in which an application of a management accounting topic is studied forms the core of the course.

BUSADMIN A722 MARKET TRADING AND RISK MANAGEMENT WITH OPTIONS

Prerequisite: F600

Antirequisite: F722

This experiential course develops practical skills in trading securities with a focus on options as a tool to manage risk and enhance return. The course deals comprehensively with the increased importance of risk and uncertainty in today's financial markets. The course relies on the facilities and resources available in the Horizon Exchange Traded Funds Investment Decision Centre (IDC).

BUSADMIN A723 ACCOUNTING INFORMATION SYSTEMS

Prerequisite: A610

This course emphasizes the understanding of the roles of accounting information and information technology in managerial decision making, operational support, stewardship, and organizational competitiveness. Basic principles underlying the design, integrity, and effectiveness of accounting information systems are covered. The course also focuses on how the function and implementation of accounting information systems are constantly evolving under the influence of economic and technological changes. Both manual and computerized systems are considered in a case context. The role of the accountant, whether management accountant or auditor, in helping to ensure that information systems are properly controlled, is explored.

BUSADMIN A727 FINANCIAL FRAUD AND MARKET SURVEILLANCE

Prerequisite: A600, A610, and F600

Antirequisite: F737

With the well-publicized financial fraud debacles involving Enron, WorldCom, Parmalat, questions such as, "Where is the money?", "What happened to our money (investments, pensions and alike)?" are on the news screens worldwide. Students will gain an appreciation of the magnitude and impact of financial fraud (fraud is an extremely costly business problem), and its consequences; an overview of common fraud schemes and their linkages to various business functions and processes; the relevant legal, regulatory, and accounting standards; management and mitigation of fraud through risk assessment, controls to deter and detect fraud, auditing, investigation, and remediation. Thus, this course aims to equip financial and business professionals with the investigative skills they need to understand, pre-empt (uncover) fraud. A salient aspect of the course quite apart from lectures and cases is the regulatory perspective undertaken with presentations from professionals from the OSC, RCMP, Regulation Services (RS) and an introduction to the market survey.

BUSADMIN A730 CANADIAN TAXATION I

(Formerly P721)

Prerequisite: A600

Antirequisite: A732

The principles of Canadian federal income taxation are examined in considerable detail through a reading of both the statute law and the common law. Emphasis is placed on the application of the law to the situations of individuals and businesses. Topics include liability for income tax, computation of income, taxable income, and tax.

BUSADMIN A732 CANADIAN INCOME TAX FUNDAMENTALS

Prerequisite: A600

Antirequisite: A730 and A733

This course will appeal to future managers who wish to have knowledge about Canadian taxation policies both for their own personal needs as well as to improve the equity position of firms through tax planning and compliance. The course is intended to provide students with general knowledge of major topics of Canadian income tax law. Topics include liability for tax, computation of income, taxable income and tax for both individuals and corporations. Other topics include incorporation and dissolution of a corporation, purchase and sale of a business, and rights and obligations under the Income Tax Act.

MBA Course Descriptions

BUSADMIN A733 CANADIAN TAXATION II

(Formerly P723)

Prerequisite: A730, A701, or A702; or concurrent registration in A701 or A702

Antirequisite: A732

The objective of this course is to advance the student's knowledge of Canadian federal income taxation in the area of business activities of corporations and transactions with shareholders. Other topics include computation of corporate taxable income and tax for various types of corporations, corporate surplus distribution, the sale of a corporation, and rights and obligations under the Income Tax Act.

BUSADMIN A740 STRATEGIC MANAGEMENT ACCOUNTING

Prerequisite: A721 or Registration in A721

This course examines the challenges executives face and attempts to develop the strategic management accounting skills required for effective implementation of organizational strategies. Topics include developing corporate and business strategies, strategy mapping and balanced scorecard. Other topics covered include management of organizational change, risk management, corporate governance, strategic management and governance of not-for-profits organizations, value chain analysis and activity-based management.

BUSADMIN A745 ASSURANCE

(Formerly A737)

Prerequisite: A610

This course considers the development of the audit function, the auditor's opinion, the theory of audit evidence and internal control evaluation, the selection, scope, and application of auditing procedures, legal requirements and professional standards, and operational auditing. The roles of internal and external auditors are compared.

BUSADMIN A750 FINANCIAL STATEMENT ANALYSIS

Prerequisite: F600

Antirequisite: F717 and V701

This course provides a comprehensive and up-to-date treatment of the analysis of financial statements as an aid to decision making. Topics covered include: financial ratio analysis, the effect of various accounting alternatives on financial ratios, forecasting accounting and financial numbers, bond rating and financial statement information, financial distress prediction, and corporate restructuring. The relationship between financial markets and financial statements is studied using computerized data sets.

BUSADMIN B600 ORGANIZATIONAL BEHAVIOUR

The objective of this course is to introduce the study of human behaviour in organizations, considering both the individual and contextual determinants of that behaviour. Topics include, but are not limited to, motivation, cognition, individual differences, leadership and teams, organizational structure, technology, and environment.

BUSADMIN B712 MANAGERIAL NEGOTIATIONS

Prerequisite: H600

The purpose of this course is to help you understand the theory and process of effective negotiations. The course will complement the technical and diagnostic skills learned in other courses in the MBA program. While a manager needs strong analytical skills to develop optimal solutions to problems, good negotiation skills are needed in order for these solutions to be accepted and implemented. Great analysis is of little value if you are unable to win support for the actions it recommends. To provide you with the opportunity to develop both analytical frameworks and practical skills in negotiation, the course will rely primarily on hands-on learning.

BUSADMIN B715 LEADERSHIP

Prerequisite: H600

This course provides a critical review of key concepts, models, theories, and practitioner approaches relating to leadership in organizations. The implications of this literature for the practice of leadership will also be thoroughly considered. Illustrations and application of leadership principles will be demonstrated through experiential exercises, skill development exercises, and a six-week transformative learning piece embedded within the body of the course. Personal and professional development will form a common theme throughout this course. A more fitting label for this course would be "Inspiring Individual Leadership".

BUSADMIN B716 STRATEGIC ORGANIZATIONAL CHANGE

Prerequisite: H600

This course will enable students to cultivate the multiple capabilities required for ongoing, long-run strategic change. Leading change perspectives will be integrated and extended by utilizing a strategic organizational change framework. This systematic and multidimensional approach will provide students with a roadmap for developing change capabilities in themselves, as well as their current and future organizations. Illustrations and applications of organizational change principles will be demonstrated through a transformative learning experience, skill development exercises, experiential exercises, cases analyses, and an actual strategic organizational change project, all embedded within the body of the course. Weekly speakers from the community will be incorporated to provide actual practitioner change examples.

MBA Course Descriptions

BUSADMIN B717 MANAGEMENT DEVELOPMENT

Prerequisite: B600

This highly participative and interactive course highlights the importance of Management Skills in the contemporary workplace. Using a combination of readings, lectures, classroom discussions and exercises, individual assignments, self-assessments and group projects, the course will emphasize skills acquisition as well as a thorough understanding of the theory behind management principles. The course will follow a skills-based educational approach, which emphasizes not only helping students to think differently by helping them to understand the theory behind Management Skills, but to act differently by practicing those skills in the classroom environment.

Classroom exercises are designed to help students apply management skills in a way that reinforces learning, changes behaviour, and is transferrable to the workplace.

BUSADMIN B730 STRATEGIC MANAGEMENT OF TECHNOLOGY

Prerequisite: B600

In today's competitive environment technology has become a central component of the strategic process of many innovative organizations. This course surveys the issues involved in this new role for technology including competitive advantage, analytical tools, technology-based strategies, partnerships and alliances, and the process for managing technology so that it is closely integrated with the activities of the firm.

BUSADMIN B733 MULTIDISCIPLINARY ENTREPRENEURSHIP

This course examines issues associated with mounting entrepreneurial ventures from a heterogeneous university base and addresses such concerns as intellectual property, marketing, strategic human resources, raising capital, and starting and growing a business in that context. The course is open to students from all faculties at McMaster and provides an opportunity to develop networks for accessing varied resources for entrepreneurial ventures.

BUSADMIN C700 INTRODUCTION TO HEALTH MANAGEMENT

Prerequisite: Registration in the MBA program or permission of the instructor.

This course provides students with an introduction to basic concepts and issues related to health care funding, services delivery, and the structure of health care systems. The focus will be on the Canadian health care system but will reference other health systems as points of comparison. Students will gain familiarity with health care terminology as well as some of the major controversies within the sector. This course will be valuable for any student that might consider the Health Services Management specialization (as subsequent Health Services Management courses build on this material). The course is also designed to meet the needs of students who are

interested in other specializations since it provides a valuable overview and insight into one of the world's most significant industries.

BUSADMIN C711 HEALTH ECONOMICS AND EVALUATION

Prerequisite: C721 and registration in the Global Health program, or eHealth program, or Health Services Management specialization of the MBA program, or permission of the instructor.

This course will examine the application of economic principles to policy-relevant questions in the area of health and healthcare. Topics will include applied health economics, economic correlates to health, demand and supply of healthcare and insurance, healthcare system financing, alternative payment schemes, economic regulation of the pharmaceutical industry, cost-effectiveness and cost-benefit analyses, QALY's, and means by which to improve value-for-money in the health sector.

BUSADMIN C715 HEALTH CARE FUNDING AND RESOURCE ALLOCATION

Prerequisite: Registration in the Global Health program, or Health Services Management Specialization of the MBA program, or permission of the instructor.

This course will examine the allocation of resources for health care and health promotion in Canada. Students will develop a clear understanding of the components of health systems, and how the financial, human and capital resources used are financed (where the money comes from), how resources are allocated across the system (funding) and the influence of health professional remuneration (payment) on service delivery. Canadian approaches will be compared with those in selected other countries within a global context. Issues of financial sustainability and efficiency in health care systems will be examined along with proposals for system reform to improve quality and control cost increases in Canada and elsewhere. Topics will include hospital funding, physician payment, pharmaceutical pricing, alternate financing approaches, and the role of provincial and regional structures in allocating funding for long-term care, rehabilitation and community health programs.

BUSADMIN C721 HEALTH POLICY ANALYSIS

Prerequisite: Registration in the Global Health program, or eHealth program, or Health Services Management specialization of the MBA program, or permission of the instructor.

This course will examine the field of health policy analysis with particular emphasis on clinical, administrative and government policy. After establishing a framework by which to analyze policy – which will include consideration of stakeholders, pressure groups, values, institutions, and the media – various tools will be studied as means of formulating and evaluating policy. Techniques from business, political science, economics, sociology, epidemiology, and history will be used. Specific policy topics will be presented as illustrations of this management art.

MBA Course Descriptions

BUSADMIN C722 MANAGEMENT OF POPULATION HEALTH

Prerequisite: Registration in the Global Health program, or eHealth program, or Health Services Management specialization of the MBA program, or permission of the instructor.

The Management of Population Health takes a meta-approach to health issues focusing on strategies to improve health and well-being while controlling costs. Several frameworks will be critiqued and concepts studied will include, but will not be limited to, the correlates of the health of different populations, the stages of the life cycle, the burden of illness for society, contagions and public health, the congruence between evidence and policy, prevention, community action, and the development of students' critical appraisal skills.

BUSADMIN C725 MANAGING COMMUNICATIONS IN HEALTH CARE

Prerequisite: Registration in the Master of Health Management program, or Global Health program, or eHealth program, or Health Services Management specialization of the MBA program, or permission of the instructor.

This course explores concepts, research and theories regarding communications strategies for health care organizations including: internal and external communications; brand/image management; the role of media in shaping public opinion; and, communications within health care teams and between patients and providers. The use of technology and social media as well as issues of transparency and confidentiality will be explored. Students will gain an understanding of the importance of, and best practices associated with, effective communication when dealing with day-to-day issues or crisis management. This multi-disciplinary course is designed for students interested in strategic management, marketing, crisis management, health services delivery, and global health.

BUSADMIN C727 PHARMA/BIOTECH BUSINESS ISSUES

Prerequisite: Registration in the Health Services Management specialization of the MBA program or permission of the instructor.

This course will allow students to familiarize themselves with the strategic and management issues currently facing the Pharma/Biotech industries through a consideration of the structure and challenges of the industry at the global, national and provincial levels.

BUSADMIN C736 QUALITY MANAGEMENT IN HEALTH SERVICES

Prerequisite: Registration in the Health Services Management Specialization of the MBA program or permission of the instructor.

Quality is a preoccupation of most health services managers but is not referenced once in the Canada Health Act. In this legislative vacuum health services managers struggle to provide quality care and outcomes. This course will examine the basic principles, methods, and tools required to provide consistent quality for providers and consumers alike. Topics will include quality assurance, quality improvement, risk management, standards, marks, compliance,

quality metrics, utilization management, certification, registration, accreditation, client focus, employee focus, quantification tools, and the role quality plays in strategic planning.

BUSADMIN C741 HEALTH CARE MARKETING

Prerequisite: Registration in the Global Health program, or Health Services Management Specialization of the MBA program, or permission of the instructor.

Antirequisite: M722

This course builds on students' previous course and work experiences and seeks to deepen their understanding of various business and social science theories, principles and models and how they do, or do not, apply within the health sector. Through case studies, readings, lectures, discussions, guest speakers and web-based sources, students become aware of the complexity of decision making in health care, and the development of the value proposition. We explore the development and delivery of services, tangible goods and ideas (social marketing) in the health sector by for-profit and non-profit organizations in developed and developing countries. To put knowledge to practice, student teams undertake consulting projects in local health care organizations.

BUSADMIN C750 ETHICAL AND LEGAL ISSUES IN HEALTH CARE

Prerequisite: Registration in the Health Services Management Specialization of the MBA program or permission of the instructor.

Health care systems and the delivery of services function within a complicated maze of ethical and legal ambiguities and complexities. Through the discussion of real-life situations, this course will provide students with the knowledge and critical thinking skills needed by managers to navigate and prioritize interrelated ethical and legal issues in the workplace. The course will examine topics such as: consent and capacity to make health decisions; living wills and substitute decision makers; euthanasia; confidentiality of patient information; the regulation of health professionals and mandatory reporting requirements; risk management and medical malpractice; genetic screening; public health issues (e.g. tobacco control, mandatory vaccinations of health care workers); and other topics of practical importance to managers.

BUSADMIN D700 CASE ANALYSES AND PRESENTATIONS

Through the case method, students place themselves in the role of the decision maker. As the decision maker within a specified context, they must define the problem, gather and organize relevant information, perform necessary analyses, develop feasible alternative courses of action, evaluate alternative choices and recommend and defend the best course of action with detailed implementation and contingency plans. Appropriate experts will provide diagnostic and analytical foundations and students will receive detailed feedback throughout the course to further develop their analytical and presentation skills. MBA students wishing to represent the School of Business

MBA Course Descriptions

at national/international case competitions must take this course or audit a specified subset of this course.

BUSADMIN D701 A.T. KEARNEY STUDENT LAB

This course, offered in partnership with A.T. Kearney (a global management consulting firm), comprises two key components: expert lectures and client projects. The expert lectures are delivered by academic and business leaders highlighting key topics facing various industries. The projects are actual A.T. Kearney client projects that address real-world strategic and operations-based business problems. Students will learn the concepts and skills to handle ambiguity, perform a persuasive analysis and communicate effectively. Students will also develop a deeper understanding of how organizations can leverage synergies across a range of disciplines by effective deployment of technologies and organizational structures and processes. Through the development of their real-world project deliverables, students will gain practical lessons on leadership and stakeholder management.

BUSADMIN E600 ECONOMICS

This course provides an introduction to the logic of marginal analysis, the analysis and application of demand, cost analysis, and elements of demand and supply. The course also provides an introduction to the determination of aggregate income and employment with an analysis of fiscal and monetary policy. Policy issues relating to overall aggregate demand management will be discussed.

BUSADMIN E714 BUSINESS AND ECONOMIC FORECASTING

This course examines the various econometric and time series approaches for predicting the effects of business planning decisions and macroeconomic policy. Topics range from forecasting with single equation models, predicting with qualitative choice models, and simulating with multi-equation models. The techniques are applicable to forecasting product, financial variables, and economic indicators. The course will be useful for those who may be involved in assembling a forecast and also for recipients and users of forecasts.

BUSADMIN F600 MANAGERIAL FINANCE

Prerequisite: A600, E600, and Q600

The objective of the course is to provide the student with the basic tools required to understand modern finance. The student will be provided with an introduction to both theory and practical applications in financial decision-making. Topics include the time value of money, capital budgeting, the trade-off between risk and return, asset pricing, security valuation, capital structure, dividend policy, put and call options, short-term, intermediate-term and long-term financing, working capital management, and corporate restructuring.

BUSADMIN F700 VALUATION FOR FINANCE PROFESSIONALS

Prerequisite: F600

Antirequisite: V700

The goal of the course is to build students' skills and confidence in answering the question: "What is a company worth?" Through the use of case analysis (supplemented with lecture-based background material), we will examine the drivers of corporate value, traditional and alternative valuation models and approaches, and various valuation situations (IPO valuation, private equity and LBO valuation, valuation of high-growth and mature firms, etc.). The course helps prepare students for a long-term career as an investment or commercial banker with a corporate finance focus, the CEO/CFO of a company, or a financial consultant in the financial services industry or in government.

BUSADMIN F701 ALTERNATIVE INVESTMENTS AND PORTFOLIO MANAGEMENT

Prerequisite: F600

This course introduces students to a wide range of alternative investments, including hedge funds, private equity, commodities, real estate, and infrastructure. Students are also provided with a deep, cutting-edge treatment of modern hedge fund investment strategies as well as a rigorous analysis of the practical portfolio management process. This course is highly recommended for any student considering a career in investments, portfolio management, corporate finance, investment advisory services, or the broader financial industry. Students pursuing the CFA designation are strongly urged to take this course.

BUSADMIN F710 FINANCIAL ECONOMICS AND QUANTITATIVE METHODS

Prerequisite: F600

Antirequisite: F770

This course explores the theoretical and conceptual foundations of finance, building on materials introduced in F600. Topics include utility maximization and choices involving risk, the quantification of risk and return, concepts of value, the investment, financing, and dividend decisions of firms, and asset pricing in perfect and imperfect markets. This course will be of particular interest to students considering further studies in finance or economics (MFin, MA, PhD).

BUSADMIN F711 FINANCIAL INSTITUTIONS

Prerequisite: F600

This course examines, from a managerial perspective, the major types of financial institutions in Canada: chartered banks, trust companies, investment banks, and insurance companies, and their roles in money, credit, and capital markets. Course coverage

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includes financial analysis of representative intermediaries, the role of the central bank and financial regulatory authorities, money market instruments, credit analysis for commercial lending, and strategies for managing financial institutions in a dynamic regulatory, technological, and internationally competitive environment. This course is recommended for students considering a career in the financial services industry.

BUSADMIN F712 APPLIED CORPORATE FINANCE

Prerequisite: F600

Through the extensive use of case analysis this course provides a rigorous introduction to corporate value creation in globally competitive markets. Value creation principles and valuation frameworks are used to provide answers to such questions as: What is the most appropriate notion of value and how is it measured? How do we use finance to evaluate corporate strategies and determine whether they create or destroy value? How can firms effectively communicate corporate and financial strategies to financial markets? The objective is to familiarize students with the principles of value-based management as well as cutting-edge valuation tools based on modern finance theory. Students will also develop a proficiency in the technology necessary to implement this knowledge in a real-world setting.

BUSADMIN F713 SECURITY ANALYSIS

Prerequisite: F600

The emphasis of the course is upon the analysis of marketable securities. While fixed income and hybrid securities will be covered, primary interest is directed towards equity securities (common stocks). Topics to be covered include the mechanics of the secondary markets, the investment characteristics of the securities available in these markets, investment strategies to improve rates of return, and the techniques of traditional security analysis and valuation. All students considering a career in finance, and those interested in acquiring the knowledge and skills necessary for making informed personal investment decisions, are encouraged to enroll in this course. Students pursuing the CFA designation are strongly urged to take this course.

BUSADMIN F714 OPTIONS AND FUTURES: THEORY AND APPLICATIONS

Prerequisite: F600

This course surveys modern developments in the theory of the pricing of options, futures, swaps, and forward contracts, and the application of the theory to a variety of instruments currently traded in financial markets. This course is strongly recommended for any student considering a career in either corporate finance or the financial services industry, as well as students considering further studies in Finance (MFin, MA, PhD).

BUSADMIN F715 PORTFOLIO THEORY AND MANAGEMENT

Prerequisite: F600

The selection and management of investment portfolios is analyzed with mathematical models. The course covers recent developments in portfolio theory, with a view to applications by individual and institutional investors. This course will be of interest to students considering careers in investment analysis and portfolio management, as well as students considering further studies in Finance (MFin, MA, PhD).

BUSADMIN F716 INTERNATIONAL FINANCIAL MANAGEMENT

Prerequisite: F600

The objectives of this course are two-fold: first, to provide the student with a fundamental understanding of the macroeconomic environment governing international business; and second, to study specific problems and questions that confront the financial manager of a firm operating in international markets. The course will be of interest to students who are interested in careers in corporate finance or financial services, as well as students who wish to work in a multinational corporate environment.

BUSADMIN F717 FINANCIAL STATEMENT ANALYSIS

Prerequisite: F600

Antirequisite: A750 and V701

This course provides a comprehensive and up-to-date treatment of the analysis of financial statements as an aid to decision making. Topics covered include: financial ratio analysis, the effect of various accounting alternatives on financial ratios, forecasting accounting and financial numbers, bond rating and financial statement information, financial distress prediction, and corporate restructuring. The relationship between financial markets and financial statements is studied using computerized data sets. Students pursuing the CFA designation are strongly urged to take this course.

BUSADMIN F720 SMALL BUSINESS/ENTREPRENEURIAL FINANCE

Prerequisite: Registration in the MBA Program

This course is intended for students who wish to enhance their skills and knowledge in those areas of business that lead to successful entrepreneurship and small business management. The focus will be on those financial issues and decisions of particular concern to sole proprietors, partnerships, family-owned business and small nonpublic corporations. This will include the financial aspects of the relationship between the firm and its owners. The course is intended to be non-technical in order to be accessible by students with a variety of interests.

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BUSADMIN F721 MERGERS, ACQUISITIONS AND CORPORATE CONTROL

Prerequisite: F600

This course examines the process by which mergers and other types of corporate control transactions take place, and the role of restructuring and shifts in resource allocation by corporations. Topics include models of the takeover process, valuation techniques, financing considerations, and corporate governance and control. This course will be of interest to students considering careers in corporate finance as well as those considering investment banking.

BUSADMIN F722 MARKET TRADING AND RISK MANAGEMENT WITH OPTIONS

Prerequisite: F600

Antirequisite: A722

This experiential course develops practical skills in trading securities with a focus on options as a tool to manage risk and enhance return. The course deals comprehensively with the increased importance of risk and uncertainty in today's financial markets. The course relies on the facilities and resources available in the Horizon Exchange-Traded Funds Investment Decision Centre (IDC).

BUSADMIN F723 FIXED INCOME ANALYSIS

Prerequisite: F600

This course provides an advanced treatment of investments in the field of fixed income analysis. The course focuses on fixed income securities, fixed income portfolio management, and fixed income derivatives. Topics include bond analysis, term structure of interest rates, interest rate sensitivity of fixed income securities, managing interest rate risk, and mortgage-backed securities. This course will be of interest to students considering careers in corporate finance as well as in the investment industry. Students pursuing the CFA designation are strongly urged to take this course.

BUSADMIN F724 VENTURE CAPITAL AND PRIVATE EQUITY

Prerequisite: F600

Antirequisite: V705

This course focuses on the availability and use of venture capital and private equity by small- and medium-sized and growing Companies. The course is recommended for students considering careers in the venture capital and private equity industries and merchant and investment banking, as well as those who anticipate careers as entrepreneurs. Topics include issues in the financing of entrepreneurial companies, business assessment and valuation, transaction and negotiation strategies, and exit strategies. This course will cover a range of industries and financing structures.

BUSADMIN F725 PERSONAL FINANCIAL MANAGEMENT

Prerequisite: Registration in the MBA Program

The objective of the course is to provide students with the tools and skills needed to make sound financial decisions throughout their lives. Personal financial planning is the process of managing one's money to achieve personal economic satisfaction. This process involves setting realistic goals and organizing financial activities toward the achievement of the goals. It also depends on the increased control of financial affairs by avoiding excessive debt, building up wealth, and managing financial risk. This course is strongly recommended for students who wish to plan for their financial futures as well as those who are considering careers in financial planning.

BUSADMIN F726 BEHAVIOURAL FINANCE

Prerequisite: F600

Antirequisite: V702

While it is not surprising that financial decision-makers make mistakes, behavioural finance teaches us that many of these errors are systematic and can be explained by our psychological makeup. An understanding of these biases can improve personal financial decision-making, facilitate client relationships and lead to product design improvements. More controversially, the view that instances of investor irrationality cancel themselves out, rendering markets perfectly efficient, is being called into question. This would suggest that there may be behavioural explanations for some well-known market anomalies. This course examines these issues and will be of interest to students pursuing careers in the investment industry.

BUSADMIN F727 WORKING CAPITAL MANAGEMENT

Prerequisite: F600

This course examines the various components of working capital, how they interact with one another, and how they affect firm liquidity, default risk and shareholder wealth. The course will build on the principles of financial management taught in F600 and will apply the principles and concepts of financial theory to problems and decisions associated with short-term (working) capital. The objective will be to use working capital optimally, and ultimately to maximize shareholder wealth.

BUSADMIN F730 PENSION, RETIREMENT AND ESTATE PLANNING

Prerequisite: F600

This course examines the issues that affect financial needs at retirement - in particular, inflation and taxation. Various vehicles for saving for retirement are considered, including both private and employer-sponsored pension plans. The course also examines methods of accessing savings at retirement. Estate planning looks at ways to ensure that estate assets are distributed both in accordance with the wishes of the testator and the needs of the beneficiaries. This course is strongly recommended for students who wish to

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plan for their financial futures as well as those who are considering careers in financial planning, including pursuit of the CFP designation.

BUSADMIN F731 INSURANCE AND RISK MANAGEMENT

Prerequisite: F600

This course looks at risk exposures and how these risks are addressed. Risk management is a life-long process that involves five steps: identification, evaluation, control, financing and monitoring. Risks can be managed with control techniques or can be financed using insurance. The course covers different types of insurance, including life, health and disability, home, property and automobile insurance, and includes methods of calculating insurance needs. This course is strongly recommended for students who wish to plan for their financial futures as well as those who are considering careers in financial planning, including pursuit of the CFP designation.

BUSADMIN F732 PERSONAL FINANCIAL PLANNING AND ADVISING

Prerequisite: F725

This course integrates other courses taken to prepare for the CFP (Certified Financial Planner) exam, which is set by the Financial Planners Standards Council. Students will demonstrate their understanding of all the concepts, including the ethical considerations of managing a financial planning practice by preparing a major financial planning project. This course is strongly recommended for students who wish to plan for their financial futures as well as those who are considering careers in financial planning.

BUSADMIN F733 FINANCIAL RISK MANAGEMENT

Prerequisite: F600

This course covers the modern techniques of financial risk management. It introduces students to the tools and techniques used in managing financial risk. The course will involve a detailed examination of market risk, liquidity risk, credit risk, and operational risk. Applied issues such as risk management in financial institutions and in emerging markets will also be discussed. This course is important for students who are interested in risk management in both financial and non-financial corporations, as well as not-for-profit organizations.

BUSADMIN F734 REAL ESTATE FINANCE AND INVESTMENT

Prerequisite: F600

This course is intended for students who wish to enhance their skills and knowledge in real estate finance and investment. The course introduces students to the risks and rewards that arise in investing in and financing both residential and commercial real estate. Concepts and techniques introduced in the course are intended to provide students with preparation for a variety of careers in the real estate industry. These include investing, financing, appraising, consulting,

managing real estate portfolios, leasing, managing property, analyzing site locations, and managing corporate real estate. This material is also relevant to individuals who want to better understand real estate for their own personal investment and financing decisions.

BUSADMIN F735 FINANCIAL MODELLING

Prerequisite: F600

Antirequisite: V703

What is the difference between making a purpose built spread sheet and financial modelling? Financial modelling is much more flexible and can be easily modified to solve a wide array of questions. This course will examine the tools built into Excel and VBA and their use in financial modelling. The tools will be introduced using concepts such as the time value of money, bond pricing, risk and return, financial planning and option pricing. Tools will include absolute cell references, names, lookup tables, formatting, spinners (and other controls), if statements, graphs, etc., as well as an introduction to VBA programming. A basic knowledge of Excel is assumed with no prior experience with VBA.

BUSADMIN F736 ETHICS AND PROFESSIONAL PRACTICE IN FINANCE

Prerequisite: Registration in the MBA Program

This course introduces students to the practices and codes of conduct involved in the finance function. The course covers ethical issues and the role of the corporate financial manager, as well as those of other stakeholders and other participants in the investment industry. The emphasis of the course will be on readings, rules, and regulations from the CFA Institute. Cases and speakers will be employed to bring a real world perspective to the classroom. Students pursuing the CFA designation are strongly urged to take this course.

BUSADMIN F737 FINANCIAL FRAUD AND MARKET SURVEILLANCE

Prerequisite: A600, A610, and F600

Antirequisite: A727

Students will gain an appreciation of the magnitude and impact of financial fraud and its consequences; an overview of common fraud schemes and their linkages to various business functions and processes; the relevant legal, regulatory and accounting standards; and controls to deter and detect fraud: auditing; investigation; and remediation. The course will cover fraud schemes involving revenue recognition, overstatement of assets and understatement of liabilities, concealment through off-balance sheet transactions and entities, internal and external misappropriation of assets, misconduct by senior management, as well as fraud unrelated to financial statements (e.g. corruption).

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BUSADMIN F740 ISLAMIC FINANCE

Prerequisite: F600

In this course, students will gain an appreciation of the magnitude and impact of Islamic Finance; an overview of common Islamic financial instruments and their linkages to various business functions and processes and relevant legal (western and Islamic jurisprudence), regulatory and disclosure standards. The course will cover common Islamic finance concepts such as Murabaha, Musharaka, Istisna, Sukuk (Islamic bonds) and so on. It will also cover financial innovations such as the Dow Jones Islamic Bond Index.

BUSADMIN F742 MARKET TRADING AND RISK MANAGEMENT WITH FUTURES

Prerequisite: F600

This experiential course develops practical skills in trading securities with a focus on futures and forwards as tools to manage risk and enhance return. The course deals comprehensively with the increased importance of risk and uncertainty in today's financial markets. The course relies on the facilities and resources available in the Horizon Exchange Traded Funds Investment Decision Centre (IDC).

BUSADMIN H600 HUMAN RESOURCES MANAGEMENT

Prerequisite: B600

This course provides a basic knowledge of the key aspects of managing human resources in domestic and multinational organizations, including a consideration of labour relations and diversity management issues. Topics include, but are not limited to, job analysis, planning, recruiting, selection, orientation, training and development, performance appraisal, compensation and benefits, dispute resolution, and legal frameworks for both the non-union and union environments. Students will develop critical skills required to manage human resources in a multitude of workplace environments.

BUSADMIN H721 RECRUITMENT AND SELECTION

Prerequisite: H600

This course considers the strategies and problems in personnel decisions in the context of the Canadian environment. Topics include job analysis and manpower planning, methods of personnel recruitment and selection, human rights legislation in Canada and the U.S., the practice of recruitment and selection in Canada, decision making strategies in personnel recruitment and selection, and assessment centres.

BUSADMIN H723 (not scheduled to be offered in 2015/2016) COMPENSATION/REWARD SYSTEMS

Prerequisite: H600

Various aspects of the process of developing and administering a compensation plan for an organization are discussed. Considerable

emphasis is placed on the applications of concepts and theories to actual organizational contexts. Topics include economic and behavioural theories of compensation, job evaluation, incentive systems, fringe benefits, and compensation plans for managerial and professional employees.

BUSADMIN I731 (not scheduled to be offered in 2015/2016) INTERNATIONAL BUSINESS

This course examines the environmental analysis of international business and surveys a number of managerial issues related to international operations. Macro strategic decision making and alliance formation are studied as are functional decision making in the areas of finance, accounting, marketing, human resources, sourcing, and production. The course acquaints students with available databases and their use, and requires a research project to be undertaken.

BUSADMIN I732 (not scheduled to be offered in 2015/2016) JAPANESE BUSINESS

This course is designed to acquaint the student with the practices of business in Japan. The course deals with Japanese history, culture, economic organization, and business practices as they relate to today's economy. Doing business with the Japanese and the transferability of their system will be given particular attention. Other Asian countries will be reviewed on a comparative basis with Japan.

BUSADMIN K603 INFORMATION SYSTEMS IN BUSINESS

This course will introduce the fundamental concepts of information systems and how they support management and operations in the modern business environment. The spectrum of information technology tools used in business will be discussed, along with selected applications. The roles of technology and eBusiness across various business disciplines will be examined. Topics will include strategic applications of technology, technology trends, management of information resources, integration of business processes through Enterprise Resource Planning systems, eBusiness models and strategies, building and protecting information systems, and others. This course can be used toward SAP Certificate in Business Integration.

BUSADMIN K723 DATA MINING AND BUSINESS INTELLIGENCE

Prerequisite: K603

Data mining is the discovery of hidden information from historical data. With data mining, it is possible to better manage product warranties, predict purchases of retail stock, unearth fraud, determine credit risk, and define new products and services. This course introduces basic data mining technologies and their use for business intelligence. Students will learn how to analyze the business needs for knowledge discovery in order to create competitive advantages and to apply

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data mining technologies appropriately in order to realize their real business value. This course is suitable for MBA students with interests in IS, finance, marketing, operational management, and healthcare management.

BUSADMIN K724 eBUSINESS STRATEGIES

Prerequisite: K603

The goal of this course is to prepare students to become effective managers and strategists in the area of eBusiness. Along these lines the course focuses on the various elements of eBusiness strategy including identifying and evaluating market opportunities, exploring the various business models that are being used in the networked economy, and gaining an understanding of the guiding principles behind the design and strategy of successful customer Web interfaces. The course will also explore issues related to branding in an eBusiness environment as well as exposing students to issues related to effectively implementing online strategies and how to use metrics to assess the health of an eBusiness. Learning in this course is accomplished through a combination of lectures, guest speakers, case analysis, and a student group term project.

BUSADMIN K725 BUSINESS PROCESS MANAGEMENT

Prerequisite: K603

The objective of this course is to demonstrate, directly and by case studies, the relationships between business processes and the information systems, human resources, and organizational capabilities that support the performance of the processes. Students also become acquainted with the competitive and strategic context for reengineering and with the use of ERP (SAP) software for integration of processes throughout the organization. Tools for data-flow analysis and balancing corporate scorecards are introduced to enable students to analyze intra-organizational information retrieval through system analysis and design. This course can be used toward SAP Certificate in Business Integration.

BUSADMIN K731 PROJECT MANAGEMENT

Prerequisite: K603

The role of project management in a cross section of applications such as information technology, product development, and construction is emphasized. Topics covered include project types, life cycles, project attribute estimation, and project portfolio evaluation and selection. Management issues related to planning, organization, project manager selection, subcontracting, scheduling, resource allocation, and project monitoring and control are discussed. The Microsoft Project software tool will be introduced for project scheduling and management. Special topics addressed include installation of ERP systems such as SAP, management of virtual project groups at remote sites through network communications, and project implementation of systems in highly advanced and/or disruptive technologies, such as eBusiness. The course includes relevant case studies, student

projects, and presentations by invited speakers.

BUSADMIN K735 MANAGING THE IMPLEMENTATION OF ENTERPRISE SYSTEMS

Prerequisite: K603

Enterprise systems from SAP AG, PeopleSoft, Oracle, etc. are becoming increasingly easier to use by the end-users, comprehensive in their end-to-end integration of business processes, and as a result these systems are very complex. Thus, implementations of enterprise systems are proving to be costly and challenging. This course offers methodologies and hands-on techniques for successful implementation of enterprise systems in organizations. This course can be used toward SAP Certification in Business Integration.

BUSADMIN K736 MANAGEMENT ISSUES IN eHEALTH

Prerequisite: K603

This course covers a number of topics relevant to the management of electronic health systems. These topics will be presented in an integrated manner that will promote an understanding of health system governance, accountability, risk analysis, management, legal and regulatory standards, and policies. It will demonstrate real issues by focusing on a team-based case study through much of the course that covers the life cycle process of managing a project to implement an eHealth system, beginning with needs analysis and ending with implementation and maintenance.

BUSADMIN K737 CASES in eBUSINESS, INNOVATION and ENTREPRENEURSHIP

(Formerly Strategic Analysis and Presentation of Cases)

Prerequisite: A600, K603, and M600

This course will give MBA students from all business disciplines an opportunity to develop skills in analyzing and formulating strategies in managerial contexts involving eBusiness, innovation, entrepreneurship and commercialization of new products/services. The course will also focus on developing business presentation skills for students. The learning objectives of this course are accomplished by having teams of students repeatedly analyze and present different cases and receive detailed feedback following each presentation. Cases are carefully selected to expose students to a variety of situations involving eBusiness initiatives, and innovative technologies in startups as well as in established firms in various industries.

BUSADMIN M600 MARKETING CONCEPTS AND APPLICATIONS

This course will focus on developing an understanding of core marketing principles primarily using case discussions, but also through lectures, assignments, group work and reading materials. The students will learn to look at the business from a customer perspective, learn key marketing concepts and hone their marketing

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analyses and decision making skills. The goal of this course is to help students draw upon a thorough understanding of marketing in making better business decisions ranging from high level strategic choices to tactical decisions on pricing, distribution, product policy and promotion.

BUSADMIN M713 INTERNATIONAL MARKETING MANAGEMENT

Prerequisite: M600

The course is designed to provide the student with a general introduction to the unique factors involved in penetrating foreign markets. Lectures and case discussions are supplemented with guest speakers from business, government, and industry associations.

BUSADMIN M721 BUSINESS MARKETING

Prerequisite: M600

This course is designed to give the student an overall view of the marketing of industrial goods. It deals with the marketing characteristics of industrial goods, product planning and development, industrial marketing research, marketing channels, strategy, policies and pricing of industrial goods, organization and management of the industrial sales force, industrial advertising and sales promotion, managerial control, selling to the government, and government regulation of industrial marketing.

BUSADMIN M722 HEALTH CARE MARKETING

Prerequisite: M600

Antirequisite: C741

This course builds on students' previous course and work experiences and seeks to deepen their understanding of various business and social science theories, principles and models and how they do, or do not, apply within the health sector. Through case studies, readings, lectures, discussions, guest speakers and web-based sources, students become aware of the complexity of decision making in health care, and the development of the value proposition. We explore the development and delivery of services, tangible goods and ideas (social marketing) in the health sector by for-profit and non-profit organizations in developed and developing countries. To put knowledge to practice, student teams undertake consulting projects in local health care organizations.

BUSADMIN M724 INNOVATION AND NEW PRODUCTS

Prerequisite: M600

Antirequisite: P724

This course puts emphasis on understanding innovation as a management and creative process and investigates theories and frameworks of innovation in the firm. The course also investigates the firm innovation and development and marketing of new products and services. The course covers topics relating to innovation theories, firm innovativeness, internal processes and external linkages in

innovation process, product innovation strategy, new product development process, idea generation, screening and evaluation, product design, product portfolio management and launch strategy.

BUSADMIN M727 MARKETING COMMUNICATION

Prerequisite: M600

This course is designed to build on previous marketing courses by focusing specifically on aspects of integrated marketing communications (IMC). Advertising and promotion will be emphasized but public relations, personal selling, and direct marketing will also be covered. Both traditional (e.g. print, broadcast) and emerging media (e.g. internet, CD ROM) will be addressed. Students will learn to apply relevant psychological theory in IMC contexts and will acquire practical managerial information concerning the operation of ad agencies, the development of communication objectives and budgets, and the implementation and evaluation of media strategy.

BUSADMIN M731 MARKETING RESEARCH

Prerequisite: M600 and Q600

Marketing research is critical for understanding markets and customers in order to make better marketing decisions. This course will provide a learning environment for acquiring the key working knowledge of when and how to conduct marketing research and the most effective way to communicate marketing information. Participants will conceive of a research project for a business client, design the study, execute it, and report on the findings in a professional manner that will make you proud of your efforts.

BUSADMIN M732 CONSUMER BEHAVIOUR

(Formerly Customer Behaviour)

Prerequisite: M600

This course examines the underlying dynamics of customer behaviour. Drawing from the behavioural sciences, it analyzes the role of individual (e.g., perception, motivation, attitudes) and environmental (e.g., culture, social groups, the family) factors in the buying decision process. Applications of risk, adoption, diffusion, loyalty, symbolism, subliminal stimulation, and fear appeals theories are reviewed. The focus of the course is on practical implications of this knowledge for the marketer.

BUSADMIN M733 MARKETING ANALYTICS

Prerequisites: Q600 and M600

Great marketing decisions are typically based on the sophisticated analysis of timely in-depth consumer, competitor and environmental information. Students in Marketing Analytics will get hands-on experience with the tools used by the most advanced marketing consultants and large successful marketers. We'll study data mining, marketing segmentation, visualization of findings, predictive analytics, key marketing models, big data and more through discussions, cases and projects - and the software that makes it possible.

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BUSADMIN M734 STRATEGIC MARKETING ANALYSIS

Prerequisite: M600 and Q600

Organizations are continually challenged in their markets for existence, competitive parity, and supremacy. Effective marketing strategies are essential for firms to successfully enter markets, design and commercialize new products, maintain and improve market positions of existing products, and to motivate sales by communicating product benefits to each of several diverse target market segments. This course exposes students to several important marketing areas and the components needed for successfully developing sustainable and highly effective marketing strategies. Cases, discussions, workshops, and projects will be used throughout this course.

BUSADMIN M736 SERVICES MARKETING

Prerequisite: M600

Services marketing, despite the increasing importance of the service sector to the North American economy, has not received the in-depth attention that other aspects of marketing have. However, marketing for both profit and non-profit service organizations is rapidly gaining attention as management reacts to a rapidly changing business environment. This course covers topics that are relevant to marketing and management in a service organization.

BUSADMIN M740 CORPORATE REPUTATION AND BRAND MANAGEMENT

This course views corporate reputation as the most important asset entrusted by the shareholders and board to the CEO and the management team. This course is taught through a variety of methods: case studies, readings, lectures, group projects, and guest lectures. What you will learn in this course however, has utility not just for the person at the top of the enterprise. Increasingly, general management responsibility is shared and every member of the management team needs to appreciate how their actions contribute to the overall success of the corporation's reputation and standing. Class time will be comprised primarily of lecture and discussion. Lecturers will be the instructor and a variety of outside experts. Evaluation components include: book review and presentation, a written case analysis, and class participation.

BUSADMIN M750 CONSULTATIVE SELLING

Prerequisite: M600

The primary purpose of this course is acquaint students with the essential concepts and practices in B2B buying and selling. It will have a focus on customer decision process and an influence approach or a sales approach for each stage of buying. It will be taught using a mix of classroom workshops, guest lectures and observation in a work setting. Role-plays will be used to give practice in analyzing customer types, dealing with different stages of buying, dealing with different members within buying centres, solving typical sales

problems, and developing a consultative selling approach. The course attempts to maximize 'sales practice time' by allowing students to open and / or lead class discussions.

BUSADMIN M751 SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY

Prerequisite: M600

This course aims to develop students' sustainability awareness and skills to enhance sustainable business value based on the 'triple bottom line' of people, planet and profit. It will cover theoretical frameworks and current evidence from research and management tools. The course will provide the background and context of Sustainability and CSR (sustainable - development, consumption, innovation, product design and development, as well as social responsibility, green marketing, eco-labelling, clean technology, regulations, etc.). It will focus on developing an understanding of the relationships between CSR /Sustainability and financial performances. In the process it intends to encourage systems thinking and integration of the triple bottom line thinking into business to create customer value. Ultimately, the course aims to enhance the student's capacity to do the job of a socially responsible manager in any field.

BUSADMIN O600 OPERATIONS MANAGEMENT

Prerequisite: Q600

This course introduces students to problems and analysis related to the design, planning, control, and improvement of manufacturing and service operations. Topics include process analysis, facility layout, project management, linear programming, forecasting, materials management, production planning and scheduling, quality management, supply chain management, simulation, capacity planning, and operations strategy.

BUSADMIN O701 MODELLING AND ANALYTICS USING SPREADSHEETS

Prerequisite: O600 or permission of the instructor

Spreadsheets have become the most powerful computer tools used by managers. The course gives an application-oriented introduction to building computer models for business problems, using spreadsheets as the primary software. Applications discussed will be wide-ranging, from operations, marketing, human resource management and finance, including production and distribution planning, project management, financial portfolio and asset allocation models, manpower scheduling, inventory management and analysis of waiting lines in service systems.

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BUSADMIN 0711 RISK MODELS IN OPERATIONS MANAGEMENT

Prerequisite: Q600

A wide variety of business decisions including those in operations and finance involve randomness and risk which must be taken into account, and if possible, controlled. The objective of this course is to present and analyze risk-based models used in operations management. Coverage will include a brief review of probability concepts, waiting line (queuing) models of service systems, computer simulation, decision analysis, and deterministic and probabilistic dynamic programming. Practical applications of these topics to operations management problems will be emphasized by employing Excel and its add-ins such as TreePlan, RiskSim and SensIt.

BUSADMIN 0715 SIMULATION OF MANUFACTURING AND SERVICE SYSTEMS

Prerequisite: Q600

This course begins by demonstrating the usefulness of simulation as a tool for problem solving in business, industry, government, and society. Coverage includes a brief review of probability and statistics, discrete event simulation, and statistical aspects of simulation. The process and methodology of using simulation for problem solving in manufacturing and service environments are emphasized. A simulation package, e.g., Arena, is used as a tool for model and decision making. Students are required to apply the modeling techniques to a real world problem through a term project.

BUSADMIN 0721 INVENTORY MANAGEMENT AND PRODUCTION PLANNING

Prerequisite: Q600

This course examines concepts related to inventory management and production planning. In inventory management, we take an in-depth look at topics such as forecasting, lot sizing, safety stock determination, inventory control systems and distribution requirement planning. In production planning, the topics are: sales and operations planning, material requirement planning, capacity planning, scheduling, repetitive manufacturing, just in time, and theory of constraints. SAP enterprise resource planning system ECC 6.0 is used extensively in the course to highlight concepts and to demonstrate integrated planning approaches in practical settings. Students do hands-on drills and assignments using SAP ECC 6.0. This course can be used towards SAP Certification in Business Integration.

BUSADMIN 0722 (not scheduled to be offered in 2015/2016) MODERN MANUFACTURING STRATEGY

Prerequisite: Q600

In this course, students learn (i) how to close the gap between manufacturing and marketing in terms of corporate strategy formulation; (ii) to appreciate manufacturing's corporate contribution from a strategic perspective, rather than just through operational

performance; and (iii) to use analytical methods to formulate a manufacturing strategy. Additional topics discussed include process selection, product profiling to create a match between manufacturing process capabilities and order-winning criteria of the product under review, focused manufacturing, experience curves, and manufacturing infrastructure development.

BUSADMIN 0725 BUSINESS LOGISTICS

Prerequisite: Q600

This course focuses on the use of quantitative techniques for decision making in an industrial logistics system. Topics include determining the size, number, and location of facilities, selecting transportation services, routing vehicles, and designing and operating warehouses. Students obtain experience in the use of relevant computer software packages.

BUSADMIN 0726 (not scheduled to be offered in 2015/2016) METHODS FOR QUALITY MANAGEMENT

Prerequisite: Q600

This course emphasizes the understanding of widely used and contemporary methods in quality improvement and control. Additional emphasis is on practical applicability and the use of an integrated set of computer programs. The course provides a firm foundation in the underlying concepts. It covers various methods for statistical process capability and control as well as design and experimentation methodologies such as Taguchi's.

BUSADMIN 0727 (not scheduled to be offered in 2015/2016) SERVICE OPERATIONS MANAGEMENT

Prerequisite: Q600

This course introduces operations management issues and problem solving techniques for service industries from a competitive viewpoint. Major concepts/topics include selection and execution of an operations strategy for services, structuring of service enterprises (service facilities design, layout design, and location), and day-to-day management of service operations (service quality assurance, management of supply and demand, management of queues, manpower planning and scheduling, vehicle routing/scheduling, and forecasting demand for services).

BUSADMIN 0734 SUPPLY CHAIN MANAGEMENT

(Formerly K734)

Prerequisite: K603 and Q600

In this course students will be introduced to tools and knowledge that will allow them to develop strategies and models to effectively manage the flow of material, cash, and information throughout a supply chain. Some of the topics to be discussed include network design, inventory management, coordination and information sharing, and performance measures. Several company case studies

MBA Course Descriptions

will be discussed. SAP's Advanced Planner and Optimizer (APO) software package as well as relevant supply chain components of SAP's enterprise resource planning system will be demonstrated in class. This course can be used towards SAP Certification in Business Integration.

BUSADMIN 0735 STRATEGIC PROCUREMENT

Prerequisite: O600

The course will teach skills necessary to manage procurement processes and suppliers for products and services. Strong emphasis will be placed on the use of data analytics to aid in making sound strategic procurement decisions and policies. Topics to be covered include the strategic role of procurement in supply chains, the strategic make-versus-buy decision, how to identify, select and evaluate suppliers, spend analytics, auctions and negotiations and contract management. This course can be used towards SAP Certification in Business Integration.

BUSADMIN P700 BUSINESS, GOVERNMENT AND THE GLOBAL ENVIRONMENT

Prerequisite: Five 600-Level Courses

This course equips students with an understanding of the domestic and international institutions (e.g. IMF, WTO, NAFTA, etc.), and forces that shape the environments facing business, not-for-profit, and public service organizations. This understanding comprises historical and current contexts, theory and the ability to devise strategic responses to the environment. Major topics include the structure and roles of government, culture and business ethics, international trade and investment, and foreign exchange.

BUSADMIN P714 (not scheduled to be offered in 2015/2016) TOTAL QUALITY MANAGEMENT

Prerequisite: Q600

The many factors that affect quality in business, government, and other organizations, comprise the broad subject called Total Quality Management (TQM). This course focuses on quality in both products and services, and seeks to familiarize students with all aspects of TQM, and provide them with the knowledge they need to become designers of, and participants in, TQM programs. Major topics covered in the course include: strategic quality planning, organizational structure for quality, quality in design and processes, statistical techniques, teamwork and reward systems, and quality standards (such as ISO 9000, the Baldrige Award).

BUSADMIN P715 ENTREPRENEURSHIP

Prerequisite: A600, F600, and M600

Using case studies, lectures, and visits from local entrepreneurs, students will develop an appreciation of the challenges and rewards

that come from starting a small business. A cornerstone of the course is the development, by a group, of a detailed business plan examining the finance, marketing, logistical, and strategic implications of starting a potential new business.

BUSADMIN P720 STRATEGIC MANAGEMENT

Prerequisite: Fifteen MBA courses including all eleven other core courses – No exceptions can be made

Strategic management focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration. Students learn about corporate and business planning as well as the implementation of organizational change through structures, systems, and people. The approach adopted includes lectures, case analyses, and action learning through group efforts.

BUSADMIN P722 LEGAL ASPECTS OF BUSINESS

This course provides an analysis of substantive law relevant to Canadian business. Topics include contracts, agency arrangements, credit transactions, and the relationship between the firm and its competitors, stockholders, customers, and other groups. The judicial process and the current legal environment are also examined. Throughout the course emphasis is placed on the primary sources of law – cases and statutes.

BUSADMIN P724 INNOVATION

See BUSADMIN M724

BUSADMIN P725 (not scheduled to be offered in 2015/2016) TEAM RESEARCH PROJECT IN THE MANAGEMENT OF INNOVATION AND NEW TECHNOLOGY

Prerequisite: H600

Students become involved in cutting edge research on the management of innovation and new technology by forming small teams which work closely with individual faculty members on major empirical research projects, focusing on issues of mutual interest.

BUSADMIN P727 (not scheduled to be offered in 2015/2016) STRATEGIC KNOWLEDGE MANAGEMENT

This course will provide the content and skills necessary for students to strategically manage individual, group, and organizational knowledge assets. The course content is drawn from multi-functional literatures including human resources, accounting, finance, strategy, marketing, and information systems. This cross-disciplinary approach will provide students with a holistic overview of a variety of

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management domains including knowledge management, intellectual capital, and organizational learning. Most importantly, theoretical conceptualizations will be transformed into practical implications that can be utilized immediately in the workplace environment.

BUSADMIN P731 CRISIS MANAGEMENT AND COMMUNICATIONS

This provides managers with conceptual tools to successfully master high-pressure, complex crisis scenarios. Topics include managing issues and media, dealing with activists and interest groups, and surviving legal, legislative, and regulatory challenges. Class time will be comprised primarily of lectures, discussion, guest speakers, and in-class crisis simulations. Evaluation components include class participation, a written case analysis, and development of a crisis journal.

BUSADMIN P732 (not scheduled to be offered in 2015/2016) STRATEGIC PUBLIC RELATIONS MANAGEMENT

Prerequisite: M600

Strategic public relations management is all about directing the communication process of an organization and developing sustainable and mutually beneficial relationships between an organization and its priority publics. This course seeks to examine current public relations and management theories and practices for the purpose of applying the best of these towards the public relations function of an organization. As a result, this course will give students the opportunity to understand the responsibilities and opportunities inherent in managing public relations strategically.

BUSADMIN P734 (not scheduled to be offered in 2015/2016) CURRENT ISSUES IN THE MANAGEMENT OF INNOVATION AND NEW TECHNOLOGY

Prerequisite: H600

This course covers current special topics of particular interest in the management of innovation and technology, drawing on the expertise of faculty members and invited presentations by managers with significant experience in business and industry. Examples of topics which will be discussed include, but are not confined to, managing rapid technological change, entrepreneurship, evaluation and protection of intellectual capital, and human resource management issues. Learning will be through lectures, case studies, guest lectures, and student term papers.

BUSADMIN P737 PROFITING FROM INTELLECTUAL PROPERTY

Intellectual Capital means many things to many people. In the context of this course, it means the intangible assets that companies own derived from their knowledge, their relationships and, in particular, those assets which may be protected by legal regimes which include patents, trademarks, and contract. In a knowledge-based economy, successful organizations develop intellectual capital that may give

rise to competitive advantage. The purpose of this course is to provide students with basic tools that will allow them to identify intellectual capital in organizations, protect that capital by applying the necessary types of legal protection such as patents and copyright registrations and to profit by transferring it to others or otherwise creating new entrepreneurial activities within the organization.

BUSADMIN P745 CORPORATE GOVERNANCE

This course is designed to increase individual skills and knowledge of good governance practices such that graduates would be seriously considered for appointment to the Board of Directors of a small not for profit organization. The course aims to increase understanding of the legal, economic, managerial and psychological issues directors confront as well as provide a better appreciation for their normal duties. Using this knowledge, students will be asked also to consider how directors should deal with a range of complex crises: the gradual decline of a company, hostile takeovers, proxy battles, changes in corporate strategy, or the faltering performance of a CEO.

BUSADMIN Q600 APPLIED BUSINESS STATISTICS

This course introduces the methods of statistical analysis for managerial decision making. The computer is used as a tool and extensive use is made of statistical software packages. The course provides a concise review of probability, descriptive statistics, random variables, and probability distributions. Application topics include statistical decision theory, confidence intervals, hypothesis testing, simple and multiple regression, correlation analysis, analysis of variance, and chi-square tests.

BUSADMIN V700 STRATEGIC BUSINESS ANALYSIS AND VALUATION

Antirequisite: F700

Prerequisite: F600

This course introduces students to valuation methodologies and the underlying principles. Concepts from finance, economics, business strategy, accounting, and other business disciplines are applied to develop a systematic approach to analyzing and valuing businesses and business interests. The course includes a review of capital structure and determination of discount and capitalization rates, business analysis, and prospective analysis. Lectures will be supplemented by case analysis and other discussion material. Students will gain practical experience in conducting comprehensive business analysis of companies from a variety of perspectives. This course will be useful to students planning careers in business valuation, credit analysis, consulting, and corporate management.

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BUSADMIN V701 FINANCIAL STATEMENT ANALYSIS

Prerequisite: F600

Antirequisite: A750 and F717

This course provides a comprehensive and up-to-date treatment of the analysis of financial statements as an aid to decision making. Topics covered include: financial ratio analysis, the effect of various accounting alternatives on financial ratios, forecasting accounting and financial numbers, bond rating and financial statement information, financial distress prediction, and corporate restructuring. The relationship between financial markets and financial statements is studied using computerized data sets.

BUSADMIN V702 BEHAVIOURAL FINANCE

Prerequisite: F600

Antirequisite: F726

The purpose of this course is to introduce the student to the new field of behavioral finance. In the past, it was believed that instances of investor irrationality cancelled themselves out rendering markets perfectly efficient. Due to advances in behavioral finance, this view is being increasingly called into question. New work in this area has major implications for financial decision-makers.

BUSADMIN V703 FINANCIAL MODELING AND VALUATION

Prerequisite: F600

Antirequisite: F735

What is the difference between making a purpose built spread sheet and financial modelling? Financial modelling is much more flexible and can be easily modified to solve a wide array of questions. This course will examine the tools built into Excel and VBA and their use in financial modeling. The tools will be introduced using concepts such as the time value of money, bond pricing, risk and return, financial planning and option pricing. Tools will include absolute cell references, names, lookup tables, formatting, spinners (and other controls), if statements, graphs, etc., as well as an introduction to VBA programming. A basic knowledge of Excel is assumed with no prior experience with VBA.

BUSADMIN V704 ADVANCED STRATEGIC BUSINESS VALUATION

Prerequisite: V700 (may be taken concurrently)

Antirequisite: F700

This course is the capstone course of the Strategic Business Valuation Specialization. Beginning with the identification of the drivers of value in an enterprise, advanced topics include identification and valuation of synergies, valuing comparable transactions and comparable companies, valuation discounts and premiums, real-estate valuation, deal structure, tax implications and due diligence for acquisitions. Beyond measuring and managing businesses to secure and increase value, the course focuses on using valuation knowledge to develop

strategies to enhance and preserve the long-term health of a business. The course is delivered through lectures, class discussion, and interaction with industry experts in business valuation. The course culminates in a team case analysis and presentation. Upon completion of this course, students will be able to: assess the drivers of value in an enterprise and develop appropriate valuation methodologies to value both tangible and intangible assets for ongoing businesses, for new businesses and for strategic decisions such as mergers and divestitures.

BUSADMIN V705 VENTURE CAPITAL AND PRIVATE EQUITY

Prerequisite: F600

Antirequisite: F724

This course focuses on the availability and use of venture capital and private equity by small- and medium-sized and growing companies. The course is recommended for students considering careers in the venture capital and private equity industries and merchant and investment banking, as well as those who anticipate careers as entrepreneurs. Topics include issues in the financing of entrepreneurial companies, business assessment and valuation, transaction and negotiation strategies, and exit strategies. This course will cover a range of industries and financing structures.

INDEPENDENT RESEARCH PROJECTS

There is no thesis requirement for graduation in the MBA program. However, a student in the second year may undertake, with the prior approval of the appropriate instructor, Area Chair, and Associate Dean of Business, to develop an original paper, research study, or project in an area directly associated with their program of study. Independent research projects must be supervised by a faculty member. Credit for one second-year course will be granted upon satisfactory completion of the project. In order to make best use of this opportunity the student must plan the research and contact a faculty member in the session preceding the one in which they intend to register for the project. You cannot register for an independent research project course in Mosaic. Please contact the Student Experience – Academic office for assistance. Any course taken off sequence, including an independent research project course, is considered a part-time course and students need to pay extra for that course in the term in which it is taken. Please keep in mind that three or more courses taken in a term is considered to be a full course load, and therefore students must pay the full tuition and fees for any term in which they take three or more courses, regardless of whether or not they have paid for a course taken off sequence. For further information, please contact an MBA Academic Advisor in the Student Experience – Academic office. Students can choose from the following subject list of independent research project courses:

MBA Course Descriptions

BUSADMIN A719 INDEPENDENT RESEARCH PROJECT IN ACCOUNTING

The independent research project course provides an opportunity for students to carry out an in-depth specialized study of an accounting topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.

BUSADMIN B719 INDEPENDENT RESEARCH PROJECT IN ORGANIZATIONAL BEHAVIOUR

The independent research project course provides an opportunity for students to carry out an in-depth specialized study of an organizational behaviour topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.

BUSADMIN C719 INDEPENDENT RESEARCH PROJECT IN HEALTH SERVICES MANAGEMENT

The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a health services management topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.

BUSADMIN E719 INDEPENDENT RESEARCH PROJECT IN BUSINESS ECONOMICS

The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a business economics topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.

BUSADMIN F719 INDEPENDENT RESEARCH PROJECT IN FINANCE

The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a finance topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.

BUSADMIN H719 INDEPENDENT RESEARCH PROJECT IN HUMAN RESOURCES AND MANAGEMENT

The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a human resources and management topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.

BUSADMIN I719 INDEPENDENT RESEARCH PROJECT IN INTERNATIONAL BUSINESS

The independent research project course provides an opportunity for students to carry out an in-depth specialized study of an international business topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.

BUSADMIN K719 INDEPENDENT RESEARCH PROJECT IN MANAGEMENT INFORMATION SYSTEMS

The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a management information systems topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.

BUSADMIN M719 INDEPENDENT RESEARCH PROJECT IN MARKETING

The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a marketing topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.

BUSADMIN O719 INDEPENDENT RESEARCH PROJECT IN OPERATIONS MANAGEMENT

The independent research project course provides an opportunity for students to carry out an in-depth specialized study of an operations management topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.

BUSADMIN P719 INDEPENDENT RESEARCH PROJECT IN BUSINESS ENVIRONMENT AND POLICY

The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a business environment and policy topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.

BUSADMIN V719 INDEPENDENT RESEARCH PROJECT IN STRATEGIC BUSINESS VALUATION

The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a strategic business valuation topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.

MBA Course Descriptions

CO-OP WORK TERM COURSES

WT01

CO-OP WORK TERM 1

Prerequisite: Registration in the Co-op MBA program

Co-op students will be required to register in a co-op course for each 4-month work term.

WT02

CO-OP WORK TERM 2

Prerequisite: Registration in the Co-op MBA program

Co-op students will be required to register in a co-op course for each 4-month work term.

WT03

CO-OP WORK TERM 3

Prerequisite: Registration in the Co-op MBA program

Co-op students will be required to register in a co-op course for each 4-month work term.

MBA International Study Trip to South America

While completing your MBA you can enrich your experience by participating in our MBA International Study Trip to South America. This opportunity will enhance your knowledge as you gain valuable MBA experience while making your portfolio more attractive to employers. Participants will gain credit through completing an Independent Research Project Course combined with this trip. You will learn how international businesses operate successfully in these economic climates and about global business challenges.

The trip will include visits to multinational companies and large corporations, including seminars with Latin America's best business professors and prominent business executives. You will gain awareness of emerging business opportunities, comparing different business operations and economic environments. Join us on this exciting experience and enjoy the local culture and sites. For more information on completing an Independent Research Project please refer to: <http://mbastudent.degroote.mcmaster.ca/courses/independent-research-project/>. Please note that the cost of the trip is in addition to your tuition fee. This is a one-week trip offered during the scheduled Reading Week in February. Please contact the Student Experience Office – Academic for further details.

OTHER GRADUATE COURSES

In addition to the elective courses listed, students in Year 2 who wish to take graduate courses in other departments of the University as part of their MBA program may do so provided they secure approval from both the department concerned and from the Manager, Student Experience – Academic.

PhD Courses

With the permission of the Area Chair for the corresponding PhD Field and the Associate Dean (Graduate Studies and Research), a limited number of MBA or other graduate students may take any of the following PhD courses.

ACCOUNTING PHD FIELD COURSES

BUSINESS *A771	SEMINAR IN RESEARCH METHODS AND DESIGN IN ACCOUNTING RESEARCH
BUSINESS *A772	SEMINAR IN FINANCIAL ACCOUNTING RESEARCH
BUSINESS *A773	SEMINAR IN MANAGERIAL ACCOUNTING RESEARCH

FINANCE PHD FIELD COURSES

BUSINESS F770	FINANCIAL ECONOMICS AND QUANTITATIVE METHODS
Antirequisite: BUSINESS F710	
BUSINESS F771	FINANCIAL ECONOMICS I
BUSINESS F772	FINANCIAL ECONOMICS II
BUSINESS F773	EMPIRICAL METHODS IN FINANCE
BUSINESS F774	SEMINAR IN FINANCE

INFORMATION SYSTEMS PHD FIELD COURSES

BUSINESS K779	SELECTED TOPICS IN INFORMATION SYSTEMS II
BUSINESS K791	KNOWLEDGE MANAGEMENT SYSTEMS
BUSINESS K792	SECURITY, PRIVACY AND TRUST IN eBUSINESS
BUSINESS K793	MOBILE COMMERCE: TECHNOLOGY, THEORY, AND APPLICATIONS
BUSINESS K794	ADVANCES IN INFORMATION SYSTEMS RESEARCH

MANAGEMENT OF ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES PHD FIELD COURSES

BUSINESS B790	MANAGEMENT THEORY
BUSINESS B791	FIELD SURVEY: ORGANIZATIONAL BEHAVIOUR AND ORGANIZATIONAL THEORY
BUSINESS B792	FIELD SURVEY: HUMAN RESOURCES AND INDUSTRIAL RELATIONS
BUSINESS B793	APPLIED MULTIVARIATE STATISTICS
BUSINESS B794	RESEARCH METHODS AND DESIGN
BUSINESS B795	RESEACH ISSUES: ORGANIZATIONAL BEHAVIOUR AND ORGANIZATIONAL THEORY
BUSINESS B796	RESEARCH ISSUES: HUMAN RESOURCES AND INDUSTRIAL RELATIONS

PhD Courses

MANAGEMENT SCIENCE FIELD PHD COURSES

BUSINESS Q771	STOCHASTIC PROCESSES WITH BUSINESS APPLICATIONS
BUSINESS Q772	NETWORKS AND GRAPHS IN OPERATIONS RESEARCH
BUSINESS Q773	OPTIMIZATION I
BUSINESS Q774	OPTIMIZATION II
BUSINESS Q778	SELECTED TOPICS IN MANAGEMENT SCIENCE/ SYSTEMS
BUSINESS Q780	MANAGEMENT SCIENCE RESEARCH ISSUES I
BUSINESS Q781	MANAGEMENT SCIENCE RESEARCH ISSUES II
BUSINESS Q782	DYNAMIC PROGRAMMING AND OPTIMAL CONTROL
BUSINESS Q783	GAME THEORY AND DECISION ANALYSIS
BUSINESS Q784	SUPPLY CHAIN DESIGN AND COORDINATION
BUSINESS Q785	QUEUING THEORY AND ITS APPLICATIONS
BUSINESS Q786	NETWORK DESIGN ISSUES IN FREIGHT TRANSPORTATION
BUSINESS Q790	ADVANCED OPERATIONS MANAGEMENT I
BUSINESS Q791	ADVANCED OPERATIONS MANAGEMENT II
BUSINESS Q793	SEQUENCING AND SCHEDULING
BUSINESS Q794	INVENTORY THEORY

MARKETING PHD FIELD COURSES

BUSINESS M771	MARKETING FOUNDATIONS
BUSINESS M772	MARKETING MODELS AND MODELING
BUSINESS M773	INTER-ORGANIZATIONAL RESEARCH IN MARKETING
BUSINESS M780	SPECIAL TOPICS IN MARKETING

Registration Information

Registration for the MBA program is completed on-line through the Mosaic system found at <http://mosaic.mcmaster.ca>. Eligible students may access Mosaic from any computer.

Before commencing registration in Mosaic:

- Refer to the Dates and Deadlines chart in this calendar.
- Ensure that you have a MacID and access to the Mosaic system.
- Check the MBA calendar for program requirements.

Contact an MBA Academic Advisor in the Student Experience – Academic office if you require academic counseling before or after you complete the Mosaic registration.

A student may not register in a course until all prerequisites have been successfully completed.

Year 1 students must register in a cohort with five pre-set required courses as per the Summary of Program Requirements. Any change in registration must be authorized in writing by the Manager, Student Experience - Academic, or the MBA Academic Advisor in the Student Experience – Academic office. **No changes will be permitted after the second week of the term.**

Normally students enrolled in the MBA program may not be enrolled in any other program of studies simultaneously. Exceptions to this rule are rare and must be approved by the Student Experience – Academic office and Associate Dean.

Registration is not considered to be complete until the student has cleared all outstanding accounts with the University and has either paid tuition fees for the current term or been granted permission to defer payment. At any date after fees become due, a student's academic privileges may be cancelled for non-payment, and no student shall be eligible for any examinations, examination results, grades, or degree until any accounts owing to the University are paid.

COURSE LOAD

The MBA degree normally consists of 20 courses. The course load may vary from the standard 20 courses for students who are granted transfer credits upon admission. Students wishing to alter their course load from the standard course load per term should submit the "Petition for Special Consideration" form, found at <http://mbastudent.degroote.mcmaster.ca/files/2013/03/Petition-for-Special-Consideration.pdf>, to the Student Experience – Academic office prior to the beginning of the academic term.

Program Requirements: MBA Course Load

Full-time and co-op students are required to take a minimum of four courses in each of the four academic terms (Part-time students can register for up to two courses per term). Unless you have transfer credits, it is encouraged for Full-time and Co-op students to enrol in five courses per term in their first year. Students are not permitted to take additional courses in the first two academic terms (equivalent to their first year of studies). Requests to take up to six courses per term in their second academic year are reviewed on a case by case basis by the Academic Advisors on the Student Experience team.

Please see the table below that depicts the required course load:

	Minimum number of courses	Maximum number of courses
Year 1	4*	5
Year 2	4*	6**
Part-Time	1	2

* If granted transfer credits

** With advanced permission of an Academic Advisor (provided certain requirements are met).

With the introduction of Mosaic, the University has changed the load requirements that define full-time status for all programs – both undergraduate and graduate. Previously, full-time status required students to be registered in a minimum of 12 units (4 courses) per 4-month term. Effective Summer 2015, the minimum number of units for full-time study will be 9 units (3 courses).

This change significantly impacts MBA students who are studying part-time in that only students with appropriate work experience* will be able to register for 9 units, but will now pay the full-time tuition rate of 12 units, along with all supplemental fees.

**Appropriate work experience is considered to be at least one year of full-time, continuous professional, managerial, or technical experience.*

A full-time student shall not be regularly employed by the University or any other employer for more than an average of 10 hours per week for the period for which he is registered as a full-time student. The ten-hour limit includes work as a Teaching Assistant at McMaster and any volunteer work within or outside of McMaster.

In each of terms 3 and 4 the normal five-course load may be reduced to four courses. To do this, it is suggested that students 'bank' courses during previous

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work terms, in the case of co-op students, or during the summer term, in the case of full-time students.

Co-op students are not permitted to take courses during their first four-month work term. However, they are permitted to take one course in their second work term and one course in their third work term. These courses are considered to be off sequence courses.

Any course taken off sequence, including an independent research project course, is considered a part-time course and is subject to the applicable part-time tuition fees. Please keep in mind that three or more courses taken in a term is considered to be a full course load, and therefore students must pay the full tuition and fees for any term in which they take three or more courses, regardless of whether or not they have paid for a course taken off sequence. For further information, please contact an MBA Academic Advisor in the Student Experience – Academic office.

Extra Courses

In second year, students who wish to take additional courses, beyond those necessary to complete degree credit requirements (e.g. to take additional electives) must consult with and obtain the permission of an MBA Academic Advisor in the Student Experience – Academic office to do so. You must advise the Student Experience – Academic office that a course is extra before the end of the drop and add period. This cannot be reversed after the drop and add period ends.

You cannot register for an extra course in Mosaic. Please contact an MBA Academic Advisor in the Student Experience – Academic office for details.

These additional courses are designated as 'extra'. Extra courses do not count toward your degree and are not to be included in the grade average but do appear on your transcript. The notation for the course on your transcript will be "EXTRA".

Full-time students will not be permitted to take more than two courses for credit in the summer term between first and second year.

Part-time students may register in two courses per term with the option of taking entire terms off.

Ontario Visiting Graduate Students (OVGS)

The Ontario Visiting Graduate Student Plan (OVGS) allows a graduate student of an Ontario university (Home University) to take graduate courses at another Ontario University (Host University) while remaining enrolled at his/her own university. The plan allows the student to bypass the usual application for admission procedures and resultant transfer of credit difficulties. The student enrolls and pays fees to his/her Home University and is classed as an "Ontario Visiting Graduate Student" at the Host University where he/she pays no fees.

The course(s) selected must be at the graduate level and there must be no comparable course(s) offered at the DeGroote School of Business. The course(s) selected must be required for the student's degree program.

Courses Taken in Ontario

If the course will be taken at a University in Ontario, the process is as follows:

- The student must speak to an MBA Academic Advisor in the Student Experience – Academic office to obtain permission to take the course.
- If permission is granted, the student must contact the host University and follow their procedure to register in the course.
- The student must complete the Ontario Visiting Graduate Student Application found on the Graduate Studies website at <http://graduate.mcmaster.ca/current-students/forms/570-student-forms> and submit it to the Student Experience – Academic office.
- Tuition for the course is paid to McMaster University.

Courses Taken Outside of Ontario

If the course will be taken at a University outside of Ontario, the process is as follows:

- The student must speak to an MBA Academic Advisor in the Student Experience – Academic office to obtain permission to take the course.
- If permission is granted, the student must contact the host University and follow their procedure to register in the course.
- Tuition for the course is paid to the host University.

Permission will not be granted for requests to take a course at another institution for the purpose of reducing course load in a future term.

Auditing Courses

- Registered, second-year MBA students are eligible to audit courses.
- You must have successfully completed the prerequisites for the course and received approval from an Academic Advisor in the Student Experience – Academic office to audit a course.
- You must register to audit a course. Mosaic is unavailable for this process. The request to audit MBA course application can be found on our website

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at <http://mbastudent.degroote.mcmaster.ca/files/2013/03/Request-to-Audit-MBA-Course.pdf> Please submit this application to the Student Experience – Academic office.

- When you audit a course you attend classes but do not complete assignments or write the final exam.
- While auditing, you may be able to register for credit in the course if you contact the Student Experience – Academic office before the registration deadline.
- Students who have audited a course are not eligible to register for the audited course in future terms.
- You do not receive credit for the completed course. A notation of “AUD” will be added onto your transcript.
- The fee to audit a course is half the cost of a full course.

Waivers and Transfer Credits

If you have successfully completed the equivalent of one of the first-year (600-level) courses at another university, you may be eligible to apply to receive a waiver(s) or transfer credit(s).

Effective September 2014: Upon admission into the MBA program, transcripts are evaluated for transfer credits and waivers. If you were admitted to the MBA program and did not receive a transfer credit or waiver for a course that you have already taken and think that you may be eligible, you can apply to have the course assessed to see if you are eligible to receive a transfer credit or waiver for the course.

Transfer credits and waivers (with replacements) will be determined at the time of admission and will be outlined in the admission offer. For more information please visit <http://mbastudent.degroote.mcmaster.ca/courses/waivers/>

Please note: Students who have graduated from an international institution will not be automatically assessed for transfer credits or waivers at the time of admissions and are asked to apply separately using the on-line course waiver application form found at <http://mbastudent.degroote.mcmaster.ca/files/2014/03/Waiver-Transfer-Credit-Application-Final-2014.pdf>

What is a transfer credit and what is a waiver?

Transfer Credit: you will receive credit for an equivalent course you have previously taken, giving you the opportunity reduce the number of courses you need to take to complete your MBA degree

Course Waiver: you have previously taken an equivalent course and will not have to take that course again, but you will have to replace that course with a 700-level course elective. Waivers do not reduce your course load. You can only waive or receive transfer credits for 600-level courses. If you receive a waiver for a 600-level course you must replace it with a second-year, 700-level course. If you receive a transfer credit you have the option of not replacing it.

It takes up to 5 – 7 business days for your application to be reviewed. Once it has been reviewed, you will be notified by email of the decision.

Requirements

- The course you completed must be a university, degree-level course.
- You must have earned at least a B in the course (B- if the course was completed at McMaster).
- You must have completed the degree in which the course was taken within the last ten years (*effective September 2014).

Replacing a Waived Course

You must replace your waived first-year (600-level) course(s) with a second-year (700-level) course(s). There are some restrictions on replacement courses:

- You must have completed the prerequisites for the replacement course.
- Since P720 is a required second year course, you cannot use it as a replacement.
- P700 can only be used as a replacement course in second term (if it is offered).
- You cannot use a course which is only available to students in a particular specialization (such as Health Services Management).
- Current Students: If you are a co-op or full-time student, the replacement course must be taken in the same term as the course you waived.
- Part-time students are able to replace their waived course any time before the completion of their MBA degree, providing all course requirements have been met.
- Effective September 2014: Co-op students and part-time students without work experience can receive a maximum of four transfer credits however they can receive up to an additional six course waivers. It is important to note that all Co-op students must maintain their full-time student status by taking a minimum of four courses per academic term.

In some cases it is possible to take a graduate-level course from another faculty as a replacement. However, while you need to pass such a course to get the credits required for graduation, replacement courses from other faculties are not included in your grade point calculation.

Registration Information

WITHDRAWAL OR LEAVE OF ABSENCE

Students may experience unforeseen circumstances during their time in the program that requires them to leave their studies for a period of time. Depending on these circumstances, there are various options available:

1. **Withdrawal from Courses After Registration**

- Withdrawals from individual courses, subject to course load requirements for full-time and co-op students, or from all courses in which a student is registered for a given term, will be approved during the first three weeks of that term without question.
- After this point and up to the end of the ninth week of the term, withdrawals may be permitted if one of the following is the case and appropriate documentation is submitted:
 - a. Medical issues (required documentation: doctor's certificate describing the medical concerns).
 - b. Changes in the student's employment (part-time students only): e.g., transfer, promotion, extraordinary overtime requirements unanticipated at the time of registration (required documentation: letter of explanation from immediate supervisor on company letterhead).
- After the end of the ninth week of the term, and until the last day of classes, students may not withdraw from a course; however they may request a deferred examination on the basis of either (a) or (b) above.
- Requests for consideration under the above items must be made in writing to the Student Experience – Academic office and be accompanied by appropriate documentation. These requests must be received no later than the following times:
 - a. End of the third week of the term for cases requiring no documentation.
 - b. End of the ninth week of the term for cases with documentation (medical or employment).
 - c. Last day of the regular academic term for requests for deferred examination privileges.

2. **Leave of Absence**

- A Leave of Absence is normally granted on a term by term basis. Whenever possible the leave should start and end at the beginning of a term (i.e., January 1, May 1, or September 1). During the period of a leave the student is not entitled to use the University's facilities. During a leave of absence, no tuition will be charged, nor will the student be eligible for any scholarship support. The length of time for completing the degree will be extended by the duration of the leave on the resumption of studies. If a leave begins after the drop and add period of the term, the MBA Cancellation Schedule will be followed. http://mcmaster.ca/bms/student/SAC_cancellation_mba.html
- Students applying for a leave of absence for personal reasons must normally have completed at least one year of full-time graduate studies. **Reasons for Leave of Absence**
 - a. A leave of absence for up to one year is permitted for reasons of illness, provided that the request is supported by adequate medical documentation.
 - b. Students who have successfully completed at least one full year in a graduate program may apply for a leave of absence once for up to one year for other personal circumstances, with the approval of an Academic Advisor in the Student Experience – Academic office.
 - c. A leave of absence will not be granted to pursue another program of study.

Students requesting a leave of absence from the MBA program should submit the Petition for Special Consideration form to the Student Experience – Academic office prior to the start of term - <http://mbastudent.degroote.mcmaster.ca/files/2013/03/Petition-for-Special-Consideration.pdf>

3. **Withdrawal from the MBA Program**

- Students whose circumstances require a leave for longer than one year or students that opt to withdraw from the program should submit a Request for Change of Status form to the Student Experience – Academic office - <http://mbastudent.degroote.mcmaster.ca/files/2013/03/MBA-Change-of-Status-form.pdf>
- Students who have withdrawn from the program may petition for readmission to the full-time, or accelerated, or part-time program, provided they do so within five years of the date of withdrawal (co-op excluded).

4. **Maternity or Parental Leave Policy**

- The Maternity or Parental Leave Policy (the "Policy") is intended to assist parents in successfully combining their MBA studies and family responsibilities with minimum financial and/or academic impact.
- A full description of the Policy is available in the School of Graduate Studies Calendar at: <http://academiccalendars.romcmaster.ca/index.php>
- MBA students wishing to take a Maternity or Parental Leave are encouraged to submit a Maternity or Parental Leave form - <http://mbastudent.degroote.mcmaster.ca/files/2013/03/Maternity-or-Parental-Leave.pdf> - and consult with an Academic Advisor in the Student Experience – Academic office to review the details of the Policy.

Fee Refund Schedule (Full-term courses)

If you are forced, by illness or other personal reasons, to withdraw from courses, you will be charged a partial fee. The charge is determined by the date on which notices of withdrawal in writing are received at the Student Experience – Academic office. A full refund will be given for courses dropped until the end of the Drop and Add period. Please refer to the Financial Services website for details (http://www.mcmaster.ca/bms/BMS_Financial_Services.htm).

Evaluation

MID-TERM AND FINAL EXAMINATIONS

Students must be available for the duration of the posted exam period regardless of their personal exam schedule. This is to ensure student availability throughout the entire final exam period, in the event that an exam must be rescheduled due to unforeseen circumstances (university closure, power outage, storm policy, etc.). Punctuality is essential and no extra time will be allowed to those arriving late. No student will be admitted to an examination room more than 30 minutes after the start of any exam.

No student may leave the room to withdraw from an examination during the first 45 minutes of any exam. Students must leave the room immediately after handing in their examination materials.

Final exam schedules will be posted within three weeks after the term's Add and Drop end date.

MISSED MID-TERM EXAMINATIONS / TESTS / CLASS PARTICIPATION

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons as determined by the Student Experience – Academic office, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the Student Experience – Academic office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide the Petition for Missed Term Work and the McMaster University Student Health Certificate which can be found on the DeGroote website at <http://mbastudent.degroote.mcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

To document absences for reasons other than health related, please provide the Petition for Missed Term Work and documentation supporting the reason for the absence.

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the Student Experience – Academic office at least ten (10) working days before the scheduled exam along with acceptable documentation. Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by the Student Experience – Academic office.

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

MISSED FINAL EXAMINATIONS

Final examinations in the courses of a term are given immediately following the close of that term. Students must be available for the duration of the posted exam period regardless of their personal exam schedule. This is to ensure student availability throughout the entire final exam period, in the event that an exam must be rescheduled due to unforeseen circumstances (university closure, power outage, storm policy, etc.). A student who misses a final examination without good reason will receive a mark of 0 on the examination.

All applications for deferred and special examination arrangements must be made to the Student Experience – Academic office. Failure to meet the stated deadlines may result in the denial of these arrangements. For more information, please see <http://mbastudent.degroote.mcmaster.ca/exams/>

Deferred examination privileges, if granted, must be satisfied during the examination period at the end of the following term. There will be one common sitting for all deferred exams.

Failure to write an approved deferred examination at the pre-scheduled time will result in a failure for that examination, except in the case of exceptional circumstances where documentation has been provided and approved. Upon approval, no credit will be given for the course, and the notation N.C. (no credit) will be placed on the student's transcript. Students receiving no credit for a required course must repeat the course. Optional or elective courses for which no credit is given may be repeated or replaced with another course of equal credit value.

Requests for a second deferral or rescheduling of a deferred examination will not be considered.

Evaluation

Any student who is unable to write a final examination because of illness is required to submit the Application for Deferred MBA Final Examination and a statement from a doctor certifying illness on the date of the examination. The Application for Deferred MBA Final Examination and the McMaster University Student Health Certificate can be found on the DeGroote website at <http://mbastudent.degroote.mcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. Students who write examinations while ill will not be given special consideration after the fact.

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic office within five business days of the missed examination.

Special examination arrangements may be made for students unable to write at the posted exam time due to compelling reasons (for example religious, or for part-time students only, work-related reasons):

Students who have religious obligations which make it impossible to write examinations at the times posted are required to produce a letter from their religious leader stating that they are unable to be present owing to a religious obligation.

Part-time students who have business commitments which make it impossible to write examinations at the times posted are required to produce a letter on company letterhead from the student's immediate supervisor stating that they are unable to be present owing to a specific job commitment.

In such cases, applications must be made in writing to the Student Experience – Academic office at least ten business days before the scheduled examination date and acceptable documentation must be supplied.

If a student is representing the University at an academic or athletic event and is available at an overlapping scheduled time of the test/examination, the student may write the test/examination at an approved location with an approved invigilator, as determined by the Student Experience – Academic office.

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic office within ten business days of the end of the examination period.

Note: A fee of \$50 will be charged for a deferred exam written on campus and a fee of \$100 for deferred exams written elsewhere. In cases where the student's standing is in doubt, the Graduate Admissions and Study Committee may require that the student with one or more deferred examination privileges refrain from re-registering until the examination(s) have been cleared.

THE GRADING SYSTEM

The grade for a course is normally determined by combining the grades obtained on classwork, assignments, tests, and examinations. The method for determining the final grade is to be stated in the course outline. The results of all courses attempted will appear as letter grades on the student's transcript. Letter grades and the grade points assigned are indicated in the table below.

Effective September 1, 2012 - MBA Grading System

Please note that effective September 1, 2012 the MBA grading system changed to a 6 point scale in order to ensure consistency across all graduate programs at McMaster University as well as other MBA programs in the country. This change will affect all MBA students and there will be no "grandfathering" of the previous grading system. If applicable, both the new and old grading systems will be reflected on your transcript legend.

The 6-point MBA Grade Scale is:

The MBA grade reviewing and assessment process has also changed. The Student Experience – Academic office will assess students' results using the following:

- The course passing grade will be a B- (not a C- as in the previous system).
- Cumulative Grade Points (CGP) and Required Grade Points (RGP) will no longer be calculated.

MBA Grading System	
Grade	Points
A+	12
A	11
A-	10
B+	9
B	8
B-	7
F	0

Evaluation

- CGP and RGP value will no longer be shown on transcripts as of September 2012. Only alpha grades will be shown on transcripts.
- A review will be triggered by a failing grade (below B-). If the average of the courses taken to this point under the grading scale (excluding the failing grade) is at least 8.5 (between B and B+), the student is permitted to continue. If the average of the courses taken to this point under the grading scale (excluding the failing grade) is less than 8.5, the student will be assessed by the Graduate Admissions and Study Committee to determine if that student may continue in the program. In arriving at this decision, the Committee will consider a variety of factors, including an optional written submission by the student.
- Required failed courses must be repeated.
- No more than 1 failing grade is allowed in the program. A student is ineligible to continue if a second failing grade is received. There is no avenue for reconsideration of readmission after the second failure.

Dean's Honour List: The minimum grade point average for the Dean's Honour List (DHL) is 10.5 (between A- and A). Year 1 students who maintain a 10.5 average on 10 600-level courses, including any courses that are waiver replacements, or Year 2 students who maintain a 10.5 average on all 700-level courses completed in second year, will be named to the Dean's Honour List. A minimum of eight (8) courses must be taken in year 2 in order to be eligible. Excluded are courses defined as "extra" (see Course Load Section of this calendar). Students who participate in exchange programs are not eligible for the Dean's Honour List in their second year of studies.

FOR MBA STUDENTS ADMITTED PRIOR TO SEPTEMBER 2012:

Up To August 31, 2012 - Discontinued MBA Grading System (9-point scale)	
Grade	Points
A+	9
A	8
A-	7
B+	6
B	5
B-	4
C+	3
C	2
C-	1
F	0

Transition from the old to the new assessment process:

- There is no grandfathering of the old grade scale for in-course students. All students are assessed on a 6-point grading scale as of September 2012.
- In the spirit of causing in-course students "no harm" by changing the assessment process mid-program, these students will be allowed up to 3 failures until their degree is complete (as per the policy that was in place when they joined the program). However, each failure will trigger a review as outlined above. The review will apply only to courses completed under the 6-point grading scale. If the average of the courses (excluding the failing grade) under the 6-point grading scale (i.e. as of Fall 2012) is at least 8.5 (between B and B+), the student is permitted to continue. If the average of the courses taken to this point (excluding the failing grade) is less than 8.5, the student will be assessed by the Graduate Admissions and Study Committee to determine if that student may continue in the program. In arriving at this decision, the Committee will consider a variety of factors, including an optional written submission by the student.

Continuation/Graduation/Ethics

CONTINUATION

Continuation in the MBA program is contingent upon not exceeding a maximum number of failed courses throughout the program (one for those admitted from September 2012 and three for those admitted prior to September 2012).

Students experiencing difficulty with the program or having personal concerns which are interfering with their studies should seek counselling from an MBA Academic Advisor or the Manager, Student Experience – Academic.

Traditional part-time students must complete the program within eight years. Accelerated part-time students must complete the program within four years. Application for extension beyond the four or eight-year limit will be considered in exceptional cases. Such applications should be made to the Manager, Student Experience – Academic during the final year of the allowed period for completion and should set out the student's planned program to complete the MBA degree requirements.

Students who have not completed courses within two academic terms and who, during this period, are not completing a co-op work term will be withdrawn from the program. Students have a maximum of five years for a leave of absence from the program but must complete the program within the eight year maximum program length. These students will be required to apply for reinstatement in order to continue in the program. Students planning an extended co-op work placement must consult with the Manager, Student Experience – Academic.

GRADUATION

Graduation from the MBA program requires that a student successfully complete all course requirements as stipulated for his/her program.

APPEAL PROCEDURES

The University has a responsibility to provide fair and equitable procedures for the lodging and hearing of student complaints arising from University regulations, policies, and actions that affect them directly.

Students are strongly encouraged to pursue any complaint or grievance through informal channels, before following formal procedures. Experience has shown that many complaints can be resolved satisfactorily through informal communication. Students should seek remedies for their grievances as promptly as possible and must do so within six months of the academic term in which the grievance occurred.

Formal student appeal procedures are intended to provide a mechanism to remedy injustices and may culminate in a hearing before the Senate Board for Student Appeals. Copies of the Student Appeal Procedures may be obtained from the University Secretariat, Gilmour Hall, Room 210, <http://www.mcmaster.ca/univsec>.

MBA students wishing to address a specific concern relating to a course are encouraged to:

1. Speak privately with their professor to express their concern and offer possible informal resolutions.
2. If the matter is not resolved above, you may contact an Academic Advisor in the Student Experience – Academic office to discuss formal options for resolution.

ACADEMIC INTEGRITY

The Academic Integrity Policy explains the expectations the University has of its scholars. Breaching academic integrity is destructive of the values of the University. It is personally damaging for the individual, will jeopardize your standing in the MBA program, and negatively impact your employability. Furthermore it is unfair and discouraging to those students who pursue their studies with integrity.

Breaches of academic integrity fall into two general categories:

- a. a disregard for the norms of scholarly integrity, without necessarily intending to deceive; and
- b. academic dishonesty, which is an intentional disregard for the norms of scholarly integrity.

Academic dishonesty consists of misrepresentation by deception or by other fraudulent means. In an academic setting this may take any number of forms such as:

Continuation/Graduation/Ethics

- copying or the use of unauthorized aids in tests, examinations, and laboratory reports;
- plagiarism - the submission of work that is not one's own or for which previous credit has been obtained, unless the previously submitted work has been presented as such to the instructor of that course and has been acceptable for credit by the instructor of that course;
- improper collaboration of group work;
- aiding and abetting another student's dishonesty;
- giving false information for the purpose of gaining admission or credits;
- giving false information for the purposes of obtaining deferred examinations or extensions of deadlines;
- forging or falsifying McMaster University documents.

The Academic Integrity Policy defines academic dishonesty and specifies the procedures to be followed in the event that a student is charged with breach of academic integrity. Penalties may include expulsion from the University. Copies of the Academic Integrity Policy may be obtained from the University Secretariat, Gilmour Hall, Room 210, <http://www.mcmaster.ca/univsec>

The Student Experience Team At DeGroote

What is Student Experience? We like to think of ourselves as your cheering squad, but really we are a team of dedicated experts who help you explore, learn and transform during your time at DeGroote. In other words, we focus on your Academic, your Career, and your Professional Development. We are here for you. Whether you have questions about which courses to take or how to tailor your resume for your sector of choice, the Student Experience team is here to help.

The Academic Team consists of Recruiting and Admissions experts and Academic Advisors. From the time you express interest in the program to when you convocate and walk across the stage with your degree, the Student Experience – Academic team is answering your questions and supporting your experience.

The Career and Professional Development (SE – CPD) team (previously known as the Centre for Business Career Development, or CBCD) delivers innovative excellence in three distinct areas:

1. *Career Development* - for MBA and Commerce students
2. *Strategic Employer Partnerships* – for MBA Co-op work terms, Full-time and Summer employment and other partnership activities supporting the DeGroote brand and the student experience
3. *Experiential Learning* – MBA Co-op Program and Commerce Internship Program

Career Development

The Student Experience – Career and Professional Development office (SE – CPD) facilitates a variety of inspirational and educational learning forums for MBA students (Full-time, Accelerated and Co-op)* to equip themselves with the skills and tools necessary to confidently promote and market their brand to employers for both work term employment and post-graduation careers. Our career development programming, teaches MBA students all the components of a successful career development strategy and includes group workshops, panel discussions with successful alumni, industry days, resume clinics and customized one-on-one coaching. Resource materials and online tools are also available to provide additional support and guidance to students as they prepare their career strategy and initiate their job search.

Workshops

Workshops are offered throughout the year to develop students' skills and confidence in seeking and securing employment. More importantly, each student is encouraged to create a personal brand, as well as reflect the DeGroote brand in the community. The career development programming supports this brand development in the following workshops:

- Self-Assessment – What are my skills, personality traits, environmental preferences, core values and special interests?
- Market Assessment – In what industries am I interested in pursuing a career?
- Promotional Materials – How do I best market myself through my resume and cover letter?
- Job Networking – Who do I need to meet to learn more about career opportunities?
- Interview Skills – Am I ready to confidently market my skills and personal brand in an interview?
- Negotiations – How do I effectively negotiate my offer?

Other workshops, including Communication Skills, Networking, Job Search Strategies and Alumni panels are offered throughout the year. Each year, new programs are developed and introduced based on ongoing dialogue and feedback from students, employer partners and inter-university colleagues.

One-on-One Career Coaching

In addition to group activities, the Student Experience – Career and Professional Development office encourages students to utilize the expertise of the team's Relationship Managers for one-on-one coaching. Resume critiquing, mock interviews, cover letter review and job search strategies are just some of the services provided to students in a personalized setting. Scheduling an appointment is encouraged for these coaching sessions.

The Student Experience Team At DeGroote

DeGroote Mentor Program

To support students in exploring their career potential in the classroom and beyond, the DeGroote Mentor Program focuses on the student's personal and professional development. This program matches students with senior business leaders to learn, connect, network and develop.

Mentors may be alumni, community business leaders or faculty. Mentors provide advice and assistance in three main areas: career exploration, academic goals, and personal development. This program is not a job finding exercise, but rather a vehicle by which students can gain valuable insights into specific professions and industry sectors. While participation is voluntary, students are encouraged to maximize their DeGroote experience throughout the MBA Program. Students may enrol in this one-year program at the beginning of each term (September, January and May).

** Part-time students are not eligible to receive services or participate in programs offered by the SE – CPD. This team is fully funded by student fees and tuition-based revenues (Co-op fees) and currently, part-time students do not contribute fees for the Centre's operations.*

Events

Panel discussions with successful alumni, industry days to highlight career options in areas such as Health Services Management, Finance, and Marketing, as well as business etiquette dinners are all examples of the types of events and forums that are offered to MBA students during their time at DeGroote. These events have been successful in providing an opportunity to learn from the business community in real life settings and practice the networking and etiquette skills required in the corporate world. These events are often hosted in the evening in Burlington, Hamilton or downtown Toronto.

STRATEGIC EMPLOYER PARTNERSHIPS

The SE – CPD team is focused on establishing and maintaining strategic employer partnerships for full-time and summer employment opportunities. The team supports all MBA and Commerce students with networking activities, employer information sessions, an online recruiting database of job postings and updated industry and corporate resources.

Online Job Postings

SE – CPD advertises business-related job opportunities to all Business students and alumni through a web-based program called *OSCARplus*. This job posting website is used in co-operation with Student Success Centre (servicing all other faculties at McMaster University). To view the listings and apply for jobs (see On-Campus Recruitment section below), students must update their profile in advance on *OSCARplus*. It is strongly recommended that students review their current resume before arrival on-campus in the fall so that an updated version is ready for uploading into the system.

On-Campus Recruitment – Graduate, summer, Full-time Immediate and Part-Time Positions

Employers recruit students for Graduate, Summer, Full-time Immediate and Part-time roles. Graduate recruiting takes place in the students' final year of study for career opportunities post-graduation and continues throughout the academic year. However, networking events and company information sessions are highly concentrated in the Fall. To participate in these events, graduating students must RSVP on *OSCARplus*. All communication will be sent using a student's personal McMaster email address. To prepare for this on-campus recruitment process, career-related workshops are hosted in early September. It is strongly advised that students attend a workshop to gain a solid understanding of CBCD's SE – CPD's expectations, key dates and event details that can aid in securing employment with their employer of choice.

Summer On-Campus Recruiting can begin as early as late Fall and continue throughout the academic year. All summer positions are listed on *OSCARplus*. Full-time immediate, Part-time, Contract and Volunteer opportunities for Business students and alumni are also advertised on *OSCARplus*.

Significant efforts are invested to partner with a broad base of employers across Canada who recruit at the DeGroote School of Business. Students are encouraged to continuously review these opportunities in conjunction with a personal search to yield success in seeking post-graduation employment.

The Student Experience Team At DeGroote

Company Information Sessions

Many companies host Information Sessions in the fall (with some events hosted in the winter term) prior to their on-campus recruitment activities. Students are strongly encouraged to take advantage of these networking opportunities to learn about the corporate culture, typical career paths, key competencies required and potential career opportunities offered.

Practice Your Pitch/Employer Office Hours

Students are given an opportunity to receive feedback on their resume or practice their interview skills, and receive feedback directly from employers in these mock interview sessions hosted on campus. These unique experiences are an excellent way for students to gain insight into employer expectations during the interview process.

Career Fair

McMaster University's Annual Career Fair is held on the third Thursday in September in the David Braley Athletic Centre at the Hamilton - Main Campus. Companies are invited to attend and promote their opportunities to students from all faculties across campus.

Employment and Salary Statistics

Each year, the Student Experience – Career and Professional Development office collects data from incoming students, such as; years of work experience, pre-MBA salary, gender, age, undergraduate degree, to develop reporting statistics for media publications such as *Canadian Business*. As well, at graduation, the Student Experience – Career and Professional Development office collects employment and salary statistics to publish online statistical reports for current and prospective students, and employers. This reporting is crucial to the reputation of the DeGroote School of Business and we target to gain information from 100% of our full-time and Co-op student population. To achieve this standard, all senior students agree to submit an updated resume to participate in the Grad Directory. Resumes will be due to the Student Experience – Career and Professional Development office by late November 2015 for the graduating class. Non-compliance will result in removal of *OSCARplus* access (and job postings) for the term (as per a student contract signed by all incoming students).

Career Resource Information and Other Services

Resources to support a student's job search such as industry guides, company brochures and career-related publications are available to students in the the Student Experience – Career and Professional Development office (RJC) or through an online resource – *Avenue to Learn*. As part of the Career Development services, students also have the opportunity to utilize other resources, including; *Interview Stream*, a software application with a webcam for students to engage in a recorded mock interview, and Vault.com – a career information website, providing information on top employers, career advice, job listings, and career guides to individual industries.

EXPERIENTIAL LEARNING – MBA CO-OP PROGRAM

Students participating in the MBA Co-op program must be mindful of the particular demands placed upon them, in addition to the academic workload of this full-time graduate program. This continuous twenty-eight (28) month program consists of four academic terms and three work terms. Co-op students are expected to participate fully in all program meetings held during the term including; individual and group self-assessment sessions, resume/cover letter development and critiquing, interview skills development and preparation for the on-campus interview process. Students must be active participants in all aspects of the process to gain the requisite skills for employment. This includes the accountability of staying informed of job postings, application deadlines, as well as dates and interview times. Students are required to sign a contract committing to specific guidelines and behaviours that support the student's success in the MBA Co-op Program. To graduate with a Co-op designation, the student must uphold the terms outlined in the contract.

Program Requirements: Registration for Full-time Studies for Four Academic Terms

Students registered in the MBA Co-op Program must register in full-time studies for four academic terms (minimum of four courses per term). This means that a co-op student can apply for up to four transfer credits. DeGroote's Co-op Program is eligible for the Ontario Co-operative Education Tax Credit, and students must participate in three work terms and four academic terms to comply with the Ministry of Finance's requirements.

To graduate from the Co-op Program, you must complete the entire 28-month program as a full-time registered student. Requests to enrol in the co-op program for three of the four academic terms, and then transfer to the part-time program will not be permitted. The co-op program requirements and tuition fees have been developed on the basis of all students completing the program over 28 months.

The Student Experience Team At DeGroot

Students who wish to use their transfer credits to shorten their duration of their MBA program, are encouraged to register in either the Part-Time, Accelerated (if eligible) or the Full-Time programs. If you would like to understand if you are eligible to pursue any of these programs (Accelerated, Full-time or Part-Time), please schedule an appointment with a Student Experience – Academic Advisor (Maddy Burley or Carolyn Colwell) by emailing askmba@mcmaster.ca.

On-Campus Recruitment: Co-op

A diverse group of employers across Canada participate in the on-campus recruiting process for the MBA Co-op Program. Detailed job postings are available for viewing online using OSCARplus and a dedicated Co-op recruitment section. Students can review all postings and submit cover letters and resumes for those positions in which they are interested. Employers identify those candidates who will proceed to the interview stage and the on-campus interview process is usually conducted during the middle of each study term (approximately three to five weeks after the start of classes).

Co-op students must be available during the specified on-campus interview period each academic term and apply to positions in which they are genuinely interested. Failure to attend a scheduled interview or decline multiple job offers (per recruitment cycle) will be considered an Accountability incident with consequences up to, and including OSCARplus posting access termination and/or removal from the Co-op Program.

Co-op students who repeatedly turn down work term employment offers may have OSCARplus access removed and will be responsible for developing/securing their own position, meeting independent job search requirements outlined below.

Employers and students participate in a rank/match process - the goal of which is to determine the most desirable match from both the student and the employer's perspective. While the DeGroot School of Business endeavours to ensure that appropriate employment opportunities are made available, it does not guarantee employment or employment within a particular job category to any student. Market conditions affect the number and variety of postings available during any work term. A student who is unsuccessful in obtaining a Co-op position may have the opportunity to compete in a subsequent academic term depending on academic timing. If however, a student accepts a job offer or is successfully matched with a job, the student may not accept any further interviews or job offers, as outlined in the Professional Code.

Work term positions are generally available in the corporate sector, including financial institutions and pharmaceutical firms, as well as in federal, provincial, and municipal government organizations. A wide variety of jobs are available each term encompassing many of the functional areas of business and health management. Students, however, should not anticipate working in a supervisory or management capacity, but rather in a combination of project work and operational responsibilities. Each work term needs to be a **minimum of 14 consecutive weeks** (i.e. no breaks) in duration, in order to meet co-op eligibility requirements.

Please note students in the Health Services Management specialization of the MBA Co-op Program are required to have a minimum of two work terms in health related positions.

While a number of positions are within the Greater Toronto Area, many excellent jobs are located across Canada and a few roles are positioned internationally. Students should therefore, expect to relocate on work terms to take advantage of the full range of opportunities offered through the on-campus recruitment process. Housing arrangements in these instances are entirely the responsibility of the student, although employers located far from Burlington may lend assistance.

No employer is obliged to offer permanent employment to the Co-op student upon completion of his/her program, nor is the student obliged to accept permanent employment if it should be offered. However, most employers view the Co-op process as an opportunity to assess students and their potential with the goal of determining full-time employment suitability and long-term career growth within their organization.

Independent Job Search

Co-op students may conduct an individual job search to obtain a Co-op position. Students who choose this route may do so to pursue a specialized career interest – focused in a specific functional area (such as Sales, HR) or industry preference (such as: Telecommunications).

Students who are seeking their work term independently are asked to keep the Student Experience – Career and Professional Development team informed of their activities. This partnership with the Student Experience – Career and Professional Development office will support their efforts to ensure that the documentation, role definition and other program requirements are met. DeGroot is committed to ensuring that organizations already actively partnering with the School and the program are not contacted without prior approval.

The Student Experience Team At DeGroote

All positions obtained through an independent job search must be approved by the Manager, Student Experience – Career and Professional Development as a Co-op position and are expected to be full-time, professional, business related opportunities that will further develop a student’s career skills. Specific criteria must be met to receive Student Experience – Career and Professional Development office approval and students are encouraged to partner closely with one of the Relationship Managers throughout their search process. The criteria for an independent job search approval can be found on *Avenue2Learn*.

Work Term Salaries

While the primary goals of the Co-op Program are to develop career-based skills and provide valuable business experience, students can generally earn a portion of their academic expenses through the Co-op work terms. Salaries paid on a Co-op work term are set by the employer, based on their internal salary structure. The compensation is generally competitive for the work performed in these roles. Each term, however, there are some positions available where the salary is lower (or unpaid). These roles should not be discounted as they represent valuable opportunities to gain excellent skill development and experience.

During their study terms, Co-op students will be considered for fellowships and assistantships. Further information can be found in the section titled *Awards and Financial Assistance*.

Course Load Options during Work Terms

Co-op students will not be permitted to take courses or be employed with a second position (including TA roles) during their first four-month work term. However, they are permitted to take one course (maximum) in their second work term and one course (maximum) in their third work term. All Co-op students must take a minimum of four (4) courses during each of their academic terms. There are no exceptions to these guidelines and

Co-op Program – Recommended Sequence								
Sept	Jan	May	Sept	Jan	May	Sept	Jan	Acceptable
Academic	Work	Academic	Work	Academic	Work	Academic		Yes

students must seek approval from the MBA Academic Services Office for off-cycle courses.

Co-op Sequencing Options

The traditional Co-op sequencing alternates an academic term with a four-month work term until a student has completed four academic terms and three work terms. ***Alternative options outside of the recommended sequence must be discussed and approved by the Student Experience – Academic office and the Student Experience – Career and Professional Development office.***

Should a student elect to complete an 8 month work term, they must complete this as a **consecutive term at one organization and will not be** able to conduct one four-month role at one company and then another four-month role at another organization.

Continuation in the Program

All Co-op students are evaluated according to the standards set for MBA students by the DeGroote School of Business and the School of Graduate Studies. Continuation in the Co-op Program is contingent on maintaining the required academic performance.

To obtain the Co-op designation on their transcripts, students in the Co-op program must complete a minimum of three, 14-week **(uninterrupted)** work terms, or equivalent, with satisfactory performance evaluations. For each individual work term, the student must work with only one company/organization (students cannot complete two part-time roles concurrently to make one full work term). All required documentation (work term reports and evaluations) must be received by the Student Experience – Career and Professional Development office prior to the final academic term to satisfy the MBA Co-op Program requirements. Without this documentation, the student’s notation on the transcript will be removed and the student will not graduate from the MBA Co-op Program. In addition, in the final academic term, without the work term documentation, the student may lose access to OSCARplus (and job postings). Access will be restored upon receipt of the required documentation.

Unsatisfactory student work term evaluations received by Co-op employers are reviewed by the Manager, Student Experience – Career and Professional Development in consultation with an ad hoc committee consisting of the MBA Program Director and the Associate Dean. If the unsatisfactory evaluation is confirmed by the Manager, the student is withdrawn from the Co-op Program and, subject to the prior approval of the

The Student Experience Team At DeGroote

Graduate Admissions and Study Committee, the notation “Withdrawn from the Co-op Program” will be placed on the student’s transcript in the next session in which the student registers.

Co-op Fees

During each work term, co-op students will be registered in a unique course code to reflect that they are currently participating on a work term. Details of their work term (i.e. company, location etc.) will be attached to this course code and appear on the students transcript.

Co-op program fees will be levied via these co-op course codes each time a student is participating on a work term - \$1750 every 14-week work term, for a total of \$5250 (\$1750 x 3 minimum 14-week work terms).

Requests for refunds of Co-op fees will not be accepted. Students are expected to remain in the Co-op Program until its completion. Circumstances may require transfers out of the Co-op Program into the regular full-time or part-time programs at McMaster. These transfers require review and approval from both the Student Experience – Career and Professional Development and SE – Academic teams.

STUDENT EXPERIENCE CUSTOMER SERVICE STANDARDS

Student Experience – Academic, Career and Professional Development is open for business Monday to Friday from 8:30 a.m. to 4:30 p.m. at RJC (3rd floor). Students are encouraged to schedule appointments using OSCARplus (online booking), but drop-in visits are available on a weekly basis.

The Student Experience team strives to deliver quality customer service every day. The Academic team can be reached at 905-525-9140 ext. 20511. And the Career and professional Development team can be reached at 905.525.9140 ext. 27759. Responses to voicemail and email messages are offered within 24 hours or the next business day.

There are three generic Career and Professional Development mailbox addresses that are used for student communication at the DeGroote School of Business. They are:

- **Career and Professional Development Team (previously Centre for Business Career Development): cbcd@mcmaster.ca**
- **Recruitment Programs (Grad, Summer and Full-time Recruitment): bizplace@mcmaster.ca**
- **MBA Co-op Program: mbacoop@mcmaster.ca**

There are two generic Academic (previously MASO) mailbox addresses that are used for student communication at the DeGroote School of Business. They are:

- Academic questions: askmba@mcmaster.ca
- General MBA Program inquiries: maso@mcmaster.ca

These mailboxes are reviewed several times each business day. We encourage students to use these email addresses for communication or to direct their questions to any member of the Student Experience team.

BizX International Exchange Programs

Recent business trends make it increasingly important for individuals and organizations to be able to compete in the international market place. The DeGroote School of Business is committed to preparing its students to work successfully in the emerging global economy. As part of this commitment, the school has established an international exchange program - BizX

Xperience:

- An exchange offers you a once in a lifetime opportunity to immerse yourself in a different culture and lifestyle while studying for your degree.
- An exchange is also an opportunity to prove to yourself that you can handle life on your own and maybe learn a thing or two about yourself as well.

Xcel:

- The schools that we offer have many different teaching methods that offer an alternative way to learning your business courses. (All courses taught in English).
- There are thousands of business students that graduate in Canada each year. An international exchange on a resume is an excellent way to make you stand out with today's employers.

For MBA candidates the general specialization works best with an exchange, but other specializations are possible. Students on exchange spend their third study term at an overseas university and earn credit towards their McMaster degree for the courses completed successfully. Tuition fees for the term are paid to McMaster at the normal McMaster MBA rate. Students in the exchange program are also eligible to be considered for any available scholarships.

When on exchange you will normally earn 4-5 credits, of which a maximum of two can count towards your specialization, and one will count towards a minor.

MBA students must:

- Have completed year 1.
- Fulfill the course requirements towards their degree.
- Align their host university's calendar dates with McMaster's calendar and/or Co-op dates.
- Be able to fund their tuition fees at McMaster, and their travel and living expenses at the host university.
- Be in good academic standing (no failed courses).

MBA Co-op students:

Please note that certain partner universities follow exam timelines which do not align with Co-op program requirements. To ensure continued eligibility in the Co-op program, students must be available to begin their third (summer) work term no later than mid-May to meet the 14-week work term requirement*. For specific dates, please contact the Student Experience – Career and Professional Development office prior to confirming your admission into a Partner School.

For information on all partner universities please visit: <http://bizx.degroote.mcmaster.ca/>

Summary of Timelines		
	Full-Time	Co-op
Information Session	Mid-November	2nd Week May
Submit applications	1st Week February	2nd Week June
Interviews	3rd Week March	1st Week July
Nominations from McMaster	April	July
Pre-departure sessions	May	July
Applications to host	Spring	Fall
Acceptance from host	Summer	Fall

For inquiries please contact:

Program Coordinator, Sriyani Dissanayake
Email bizx@mcmaster.ca or RJC 333/DSB 104, Ext. 26534

MBA Academic Advisor, Maddy Burley
Email burleym@mcmaster.ca or RJC 333, Ext. 24085

MBA Academic Advisor, Carolyn Colwell
Email colwell@mcmaster.ca or RJC 333, Ext. 26565

Awards and Financial Assistance

Please refer to the DeGroote website for MBA Tuition and Supplemental Fees. You must pay full tuition and fees for any term in which you are academically registered. Co-op students on a work term will pay the co-op placement fee based on the work term course.

The University reserves the right not to grant an award in the absence of a suitable candidate, and to limit the number of awards when there are too few suitable candidates. The University also reserves the right to withdraw, or amend the terms of, any award, and to suspend granting of an award or to adjust the stated value of an award in years in which insufficient investment income is available due to fluctuations in investment markets. In the event a student withdraws from the MBA program before completion of the full Year 1 or full Year 2 courses, any scholarship monies granted must be paid back in full before the withdrawal becomes official.

McMaster provides bursary assistance to students who demonstrate financial need.

A bursary is a non-repayable grant, not a loan. Bursary funds are intended to assist with a student's education related costs. To be considered for a bursary, students must be fully registered at the time of application/payment and have submitted a complete bursary application by the published deadline. To be eligible for consideration, you must have picked up your first OSAP loan document for the current academic year, providing accurate gross income figures on your confirmation of enrolment form and qualify according to the ministry's deregulated program guidelines (\$1 unmet need). For more information on McMaster Bursary Programs, please visit <http://sfas.mcmaster.ca/bursary/macbur.html>

Please note: Accelerated students in the MBA program are normally eligible for entrance scholarships and bursaries only.

McMASTER UNIVERSITY AWARDS

Mutual Group Graduate Scholarship: Established in 1991 with funds from the Mutual Group. This scholarship is currently valued at \$11,000. The scholarship is available to all incoming or currently registered graduate students in any program or Faculty (including MBA students). The selection will be made on the basis of high academic achievement and preference will be given to students in the wide general fields of Business and Health Sciences. The award is not renewable.

Teaching Assistantships: A limited number of teaching assistantships are available for MBA students. Information regarding the rate of pay negotiated with The Canadian Union of Public Employees, Local #3906 can be found in the collective agreement available in the Dean's Office. These assistantships are awarded each year to academically qualified full-time and co-op graduate students. Students on a co-op work term are not considered to be registered for full-time studies.

EXTERNAL FINANCIAL ASSISTANCE

MBA General Bursaries: The Office of Student Financial Aid & Scholarships, GH-120, provides general bursary support to MBA students who qualify according to the Ministry of Training, Colleges, and Universities guidelines, and are accessed using the online aid application through Mosaic. Please refer to the Student Financial Aid & Scholarships website at <http://sfas.mcmaster.ca/bursary/macbur.html?tab=2> for MBA bursary application information, deadline dates, and payment dates.

Ontario Student Assistance Program (OSAP): Intended to help students meet the costs of post-secondary education, the Ontario Student Assistance Program offers a combination of loan and grant funding for eligible students who demonstrate financial need. To be eligible to apply, a student must be a Canadian citizen, permanent resident, or protected person, and meet the Ontario residency requirements. See <https://osap.gov.on.ca> for more information. MBA students apply for OSAP on a term-by-term basis during a work term and study periods. An MBA OSAP Extension form (http://sfas.mcmaster.ca/facts_forms.html) is available in October and March for the subsequent term within the academic year.

Students should apply for OSAP online at <https://osap.gov.on.ca> at least six to eight weeks prior to the start of their session and no later than July 15th for the fall session. First time applicants must submit the Master Student Financial Assistance Agreement (MSFAA) to a designated Canada Post outlet in-person. OSAP funding will be deposited into the student's personal bank account at the start of the term. It is the student's responsibility to make a payment to McMaster University by the published payment deadlines. **Apply early (by July 15th) to receive your funding at the beginning of the study period.** Students who have completed an OSAP application since 13/14 will not be required to print and submit signature and consent declarations. Some conditions apply.

Awards and Financial Assistance

TD Canada Trust Student Line of Credit: As the **financial institution chosen by McMaster University to offer Student Lines of Credit**, TD Canada Trust can help you finance your professional or graduate school studies. The TD Canada Trust Student Line of Credit is designed to provide the flexibility required by students in professional and graduate schools. Benefits include an available credit limit that you can use to cover all or part of your educational and living expenses or any other expenses, at a competitive variable interest rate. Payment options are flexible, with no prepayment penalties and there are no set-up, monthly or annual fees. To discuss your options or learn more about the TD Canada Trust Student Line of Credit, visit any TD Canada Trust branch or call 1-888-660-5958.

U.S. Loans Program: Students from the United States are encouraged to seek private sources of loan and grant funding through alternate means such as Sallie Mae (<https://www.salliemae.com>), to ensure education costs are met. McMaster University does not participate in the U.S. Direct Loan Program. For more information regarding funding options please go to <http://sfas.mcmaster.ca/osap.html> and click on the Out of Province/Country tab.

For information about University and Government financial aid programs, contact:

Office of Student Financial Aid & Scholarships
Gilmour Hall Room 120, McMaster University
1280 Main Street West, Hamilton ON L8S 4L8
Telephone: 905-525-9140 ext. 24319
Questions? ask.mcmaster.ca
http://sfas.mcmaster.ca/MBA_facts_forms.html

Facilities and Services at the Ron Joyce Centre and McMaster University

FACILITIES AND SERVICES AT MCMMASTER UNIVERSITY – RON JOYCE CENTRE

BUILDING AND SHUTTLE INFORMATION, ASSISTANCE, LOST AND FOUND

RJC Concierge Services
Front Desk ext. 20536

EVENT PLANNING SERVICES

Kassee Jones
Black & McDonald
RJC 258 ext. 20534

FACILITY SERVICES & PROJECT MANAGER

Linda DeSantis
Black & McDonald
RJC 257 ext. 20535

FOOD & CATERING SERVICES

Bette Gillespie
Black & McDonald
RJC 266 ext. 20538

IT SERVICES

RJC 108 ext. 26549

LIBRARY INFORMATION SERVICES

Jeannie An
RJC 253 ext. 20561

RELIGIOUS SERVICES

Multi Faith Room
RJC 265

FACILITIES AND SERVICES AT MCMMASTER UNIVERSITY - MAIN CAMPUS

ART GALLERY

McMaster Museum of Art
Alvin A. Lee Building (attached to Mills Library)
<http://www.mcmaster.ca/museum>

BOOKSTORE

McMaster Campus Store GH-B101 ext. 24751
<http://www.bookstore.mcmaster.ca/>

CONVENIENCE AND COFFEE SHOP

Union Market
MUSC-110 ext. 22003
<https://www.msumcmaster.ca/services-directory/10-union-market>

DAY CARE FACILITIES

McMaster Student Union Child Care Centre
1145 King Street West (off-campus) 905-526-1544

MCMMASTER CHILDREN'S CENTRE INC.

<http://www.mcmaster.ca/mcmcc>

FINANCIAL AID

Office of Student Financial Aid & Scholarships
GH-120 ext. 24319
<http://sfas.mcmaster.ca>

HUMAN RIGHTS ISSUES

Human Rights and Equity Services
MUSC-212 ext. 27581
<http://www.mcmaster.ca/hres>

INTERNATIONAL STUDENTS' SERVICES

GH-104 ext. 24748
<http://oisa.mcmaster.ca>

LOST AND FOUND

Security and Parking Services
E.T. Clarke Centre 201 ext. 24281
http://security.mcmaster.ca/lost_found_report.html

MEDIA PRODUCTION SERVICES

MPS Administration and Creative Design
Mills Memorial Library, 1st Floor
Print Production
DSB-B111
<http://media.mcmaster.ca/>

Facilities and Services at the Ron Joyce Centre and McMaster University

NON-ACADEMIC EVENTS

Conference Services
McKay Hall-124 ext. 24781
<http://conference.mcmaster.ca>

OFF-CAMPUS RESOURCE CENTRE (OCRC)

MUSC-B112 ext. 24086
<http://macoffcampus.mcmaster.ca>

OMBUDS

MUSC-210 ext. 24151
<http://www.mcmaster.ca/ombuds>

STUDENT ACCOUNTS AND CASHIERS OFFICE

GH-209 ext. 24478
<http://www.mcmaster.ca/bms/student/index.htm>

PARKING ON CAMPUS

Security and Parking Services
E.T. Clarke Centre-102 ext. 24232
<http://parking.mcmaster.ca>

POLICY STATEMENTS

University Secretariat
GH-210, ext. 24337
<http://www.mcmaster.ca/univsec/>

RECREATION CARD

Department of Athletics and Recreation
DBAC WG-101 ext. 24464
<http://www.marauders.ca>

RELIGIOUS SERVICES

Chaplaincy Centre
MUSC -231 ext. 24207
<http://www.mcmaster.ca/chaplain>

SECURITY ON CAMPUS

Security and Parking Services
E.T. Clarke Centre-201 ext. 24281
In case of emergency, dial "88" from any campus phone
<http://security.mcmaster.ca/>

STUDENT HEALTH EDUCATION CENTRE (SHEC)

MUSC-202 ext. 22041
<https://www.msumcmaster.ca/services-directory/6-student-health-education-centre-shec>

STUDENT SUPPORT AND STUDENTS WITH DISABILITIES

Student Accessibility Services
MUSC-B107 ext. 28652
<http://sas.mcmaster.ca/>

TRANSCRIPTS

Office of the Registrar (Admissions and Records)
GH -108 ext. 24796 or 905-525-4600
<http://registrar.mcmaster.ca/category/services/transcripts/>

WALK HOME SERVICE (SWHAT)

Safe Walk Home Service
MUSC- 204 ext. 27500
<http://www.msumcmaster.ca/swhat.htm>

DeGroote School of Business Faculty and Staff

This section is designed to help MBA students in locating appropriate individuals or offices for assistance on issues concerning the MBA program, its policies and regulations, issues relating to quality of education and of student life, and general student services.

Students should keep in mind the following general guidelines in deciding whom to contact:

1. For inquiries of a routine nature concerning the MBA program policies and regulations, see the Associate, MBA Programs.
2. For general advising matters relating to academic standing and regulations, general questions on course selections, and course approvals, see an MBA Academic Advisor or the Manager, Student Experience – Academic.
3. For issues relating to individual courses, see the course instructor. If the issues are not resolved to your satisfaction, see the Area Chair.
4. For information and inquiries concerning interview skills and resume writing workshops and other career related events, contact the Student Experience – Career and Professional Development office..
5. For matters relating to general student welfare or concerns, see the appropriate officer of the MBA Association.

OFFICE OF THE DEAN, FACULTY OF BUSINESS - Main Campus

Dean

Leonard Waverman
DSB-244A ext. 24431 deanbus@mcmaster.ca
Has responsibility for the academic and administrative leadership of the School and is a key ambassador to the University and business community.

Associate Dean (Faculty Affairs and Accreditation)

John Medcof
DSB-241 ext. 26996 adbusfa@mcmaster.ca

Associate Dean (Academic)

Emad Mohammad
DSB-317 ext. 27432 mohde@mcmaster.ca

Associate Dean (Graduate Studies and Research)

Naresh Agarwal
DSB-420 ext. 23953 agarwal@mcmaster.ca

Director, MBA Program

Sue McCracken
RJC-232 ext. 20515
DSB-318 smccrac@mcmaster.ca

Director, Finance & Administration

Susan Mitchell
DSB-244A ext. 27295 mitchel@mcmaster.ca

Research Support Facilitator

Pina Del Monte
DSB-201 ext. 26045 delmonp@mcmaster.ca

Business Administrator

Carole Brown
DSB-240 ext. 26192 cjbrown@mcmaster.ca

Program Administrator, EMBA

Bryan Mehi
DSB-231 ext. 20568 mehib@mcmaster.ca

Budgeting & Financial Analyst

Angie Green
DSB-245 ext. 28755 greena@mcmaster.ca

Financial Coordinator

Leanne Halford
DSB-245 ext. 26576 halford@mcmaster.ca

Executive Assistant, Office of the Dean

Carol Gerritsen
DSB 242 ext. 24431 cgerrit@mcmaster.ca

Administrative Assistant

Jackie Garnett
DSB-239 ext. 24648 jgarnet@mcmaster.ca

Administrative Assistant, Recruitment, Tenure and Promotion

Areti Vourinaris
DSB-243 ext. 24058

Administrative Assistant, HR

Wendy Boles
DSB-232 ext. 24592 bolesw@mcmaster.ca

DeGroote School of Business Faculty and Staff

STUDENT EXPERIENCE

Director, Student Experience

Jennifer McCleary
114 / OC348 Rm. 333 ext. 23939 jmccllea@mcmaster.ca

Special Advisor, MBA Program Redevelopment

Isabella Piatek
ext. 20692 piateki@mcmaster.ca

Marketing and Communications Strategist

Andrew Pieon
RJC-333 ext. 27756 pieona@mcmaster.ca

STUDENT EXPERIENCE – ACADEMIC – Ron Joyce Centre

The Student Experience – Academic team is responsible for MBA recruiting, admissions, registration and program approvals, reviewing, examination and course scheduling, and academic counselling for the MBA program. In addition, scholarships are administered by the Student Experience – Academic office..

Manager, Student Experience – Academic

TBD
RJC-333 ext. 23964

Administrator, Recruiting and MBA Admissions

Denise Anderson
RJC-333 ext. 23940 anderd@mcmaster.ca

Administrator, Recruiting and MBA Admissions

Caitlin Rivero
RJC-333 ext. 24049 riveroc@mcmaster.ca

Administrator, Recruiting and MBA Admissions

Steven Walker
RJC-333 ext. 24105 swalker@mcmaster.ca

Admissions Officer

Angela Fiorillo
RJC-333 ext. 20088 fiorill@mcmaster.ca

MBA Academic Advisor

Madalena Burley
RJC-333 ext. 24085 burleym@mcmaster.ca

MBA Academic Advisor

Carolyn Colwell
RJC-333 ext. 26565 colwell@mcmaster.ca

Associate, MBA Program

Joanne Franco
RJC-333 ext. 20511 jfranco@mcmaster.ca

Exchange Program Coordinator

Sriyani Dissanayake
Monday: RJC-333 ext. 20511
Tuesday-Friday: DSB-104 ext. 26534 bizx@mcmaster.ca

STUDENT EXPERIENCE – CAREER AND PROFESSIONAL DEVELOPMENT – Ron Joyce Centre and Main Campus

Manager, Student Experience – Career and Professional Development

TBD
RJC 333 ext. 27300

Associate, Student Experience

Daniela Husack
DSB 112 ext. 24611 husackd@mcmaster.ca

Manager, Employer Development

Jennifer Dunk
RJC 333 ext. 23225 dunkjc@mcmaster.ca

Relationship Manager

Elaine Monckton
RJC 333 ext. 24055 moncktoe@mcmaster.ca

Relationship Manager

Caroline Roberts
RJC 333 ext. 27300 caroline@mcmaster.ca

Relationship Manager, Undergraduate

Alison McGeorge
DSB 112 ext. 27454 mcgeoal@mcmaster.ca

Relationship Manager, Undergraduate

Michelle Trottier
DSB 112 ext. 20133 trottiem@mcmaster.ca

Associate, Recruitment Programs and Events, BCom

Meghan Forbes
DSB 112 ext. 27592 forbesm@mcmaster.ca

Associate, Recruitment Programs and Events, MBA

Pamela Lauren
RJC 333 ext. 27759 pamela@mcmaster.ca

DeGroote School of Business Faculty and Staff

ADVANCEMENT - Main Campus

Associate Director, Advancement (Marketing & Communications)

Colin Carmichael
DSB-A114 ext. 24871 carmichc@mcmaster.ca

Associate Director, Advancement (Development & Outreach)

Mark Stewart
DSB-A112 ext. 24995

Advancement Officer

Kellie Rabak
DSB-A109 ext. 26971 rabakk@mcmaster.ca

Advancement Officer

Kristine Leadbetter
DSB-A108 ext. 27436 klead@mcmaster.ca

Advancement Officer

Leah Rosenthal
DSB-A107 ext. 24081 rosentl@mcmaster.ca

Digital Marketing Officer

Jared Lenover
DSB-A111 ext. 24560 lenover@mcmaster.ca

Web and Design Specialist

Valli Ostrowski
DSB- A113 ext. 24637 ostrow@mcmaster.ca

TECHNOLOGY SERVICES – Ron Joyce Centre

dsbhelpdesk@mcmaster.ca

Systems Administrators

Shawn Olmstead, Alex Wang (weekly rotation)
RJC-108 ext. 26549 olmstea@mcmaster.ca,
wangel@mcmaster.ca

Application Developer

Allan Zong
RJC-A108 ext. 20518 zonga@mcmaster.ca

TECHNOLOGY SERVICES - Main Campus

dsbhelpdesk@mcmaster.ca

Manager, Information Technology Services

Randy Walinga
DSB-124 ext. 23975 walinga@mcmaster.ca

Lead Systems Administrator

Jack Huang
DSB-123 ext. 24821 jhuang@mcmaster.ca

Systems Administrator

Shawn Olmstead
DSB-123 ext. 28748 olmstea@mcmaster.ca

Systems Administrator

Alex Wang
DSB-123 ext. 28748 wangel@mcmaster.ca

Business Analyst II

Alex Biliski
DSB-123 ext. 20186 biliska@mcmaster.ca

Developer II

Jeff DePaulo
DSB-123 ext. 26188 jdepaul@mcmaster.ca

PhD PROGRAM – Main Campus

Program Administrators

Kim Wilms/Deb Randall Baldry
DSB-428 ext. 23373 wilmsk@mcmaster.ca
baldryd@mcmaster.ca

AREA ADMINISTRATIVE ASSISTANT – Ron Joyce Centre

Administrative Assistant, Dean's Area/Faculty Area

Mary Lou Orend
RJC- 230 ext. 20514 orendm@mcmaster.ca

AREA ADMINISTRATIVE ASSISTANTS – Main Campus

Administrative Assistant, Human Resources and Management Area, Information Systems Area, and Operations Management Area

Jeanette Hunter
DSB-403 ext. 24434 jhunt@mcmaster.ca

Administrative Assistant, Accounting and Financial Management Services Area, and Finance and Business Economics Area

Alicja Siek
DSB-303 ext. 24630 siekal@mcmaster.ca

Administrative Assistant, Health Policy and Management Area, Marketing Area, and Strategic Management Area

Nicole Moning
DSB-203 ext. 24436 moningn@mcmaster.ca

DeGroot School of Business Faculty and Staff

THE DEGROOTE MBA ASSOCIATION – RON JOYCE CENTRE

The DeGroot MBA Association is a student-led group that works to enrich the DeGroot MBA experience. In addition to addressing the academic, social, and professional development needs of DeGroot MBA students, the MBA Association oversees all other student groups within the MBA program, including the DeGroot Women in Management Association, the MBA Marketing Association, the MBA Finance Association, the Health Services Management Association, DSB Entrepreneurship Club, MBA Operations Management, and DeGroot MBA's for Impact.

Academic

The MBA Association (MBAA) works as a liaison between students, faculty, and administration to ensure that student needs are represented in DeGroot's academic curriculum. This includes presenting continuous feedback about the quality of staff and professors directly to the MBA Director and through open forums such as the Town Hall held each term. In addition, the MBA Association provides students with experiential learning opportunities that go beyond the formal academic environment.

The MBA Association also offers a host of opportunities to lead and engage in conferences both as participants and organizers. Past large scale events have included the DeGroot Inter-Health Leadership Conference, an Annual Marketing Conference, and hosting and competing in MBA Games, a national competition across all the MBA Schools. DeGroot will also be hosting its own national case competition in November 2015.

Professional Development

In concert with other internal stakeholders, the MBA Association and its various clubs maintain relationships with DeGroot alumni, partners, and employers. Through these relationships, the MBA Association coordinates events such as Student-Alumni Wine and Cheese networking events, as well as facilitating program/industry specific events through various clubs. Examples of workshops have included Excel Modeling workshops, in-school case competitions, and panels/discussions with a variety of industry experts.

Social

The MBA Association hosts marquee annual events such as the MBA Formal and MBA Bound. As well, every term the MBAA provides students with unique activities such as pub nights, holiday events, professional sports games, and trips.

Corporate Social Responsibility

As future business leaders, DeGroot MBA students recognize the importance of being responsible citizens in the communities they are a part of. The MBA Association and DeGroot students donate their time and efforts to organizations such as Habitat for Humanity, Ronald McDonald House, and Kiva.

DeGroot School of Business, RJC-259
905-525-9140 ext. 24206
<http://mbaa.degroot.mcmaster.ca/>

EFFECTIVE JULY 1, 2015

ACCOUNTING AND FINANCIAL MANAGEMENT SERVICES AREA

Chair - S. M. Khalid Nainar
B.A., M.A. (Delhi), Ph.D. (Florida), CPA, CGA
Professor
DSB-316 ext. 23990 nainar@mcmaster.ca
<http://www.degroot.mcmaster.ca/profiles/khalid-nainar/>

Y.C. Lilian Chan
B.B.A. (Chinese University of Hong Kong), Ph.D. (Virginia Tech),
FCPA, FCMA
Professor
Director, Graduate Diploma in Professional Accountancy Program
DSB-325 ext. 23974 ylchan@mcmaster.ca
<http://www.degroot.mcmaster.ca/profiles/yee-ching-lilian-chan/>

Justin Jin
B.S. (Peking), MBA (Oklahoma), Ph.D. (Toronto), CPA, CA
Associate Professor
University Scholar
DSB-313 ext. 26194 jinjus@mcmaster.ca
<http://www.degroot.mcmaster.ca/profiles/justin-y-jin/>

Tony Kang
B.B.A. (Korea), M.B.A. (McGill), Ph.D. (Illinois, Urbana-Champaign)
Professor
DSB-328 ext. 23846 kangt@mcmaster.ca

Yvonne Kwok
Hon. BCom. (McMaster), CPA, CA
Lecturer
DSB-318 ext. 23897 kwokyv@mcmaster.ca
<http://www.degroot.mcmaster.ca/profiles/yvonne-kwok/>

Sue A. McCracken
B.Comm. (Queen's), Ph.D. Accounting (Waterloo), CPA, CA
Associate Professor
Director, DeGroot Centre for the Promotion of Accounting Education
and Research
Director, MBA Program
DSB-318 ext. 23993
RJC-232 smccrac@mcmaster.ca
<http://www.degroot.mcmaster.ca/profiles/sue-mccracken/>

DeGroote School of Business Faculty and Staff

Emad Mohammad
BA (Kuwait), MBA, PhD (Georgia State)
Associate Professor
Associate Dean (Academic)
DSB-317 ext. 27432 mohde@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/emad-mohammad/>

Mohamed M. Shehata
B.Com. (Tanta), M.S. (AinShams), MBA (North Texas State), PhD (Florida)
Professor
DSB-326 ext. 27030 shehata@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/mohamed-shehata/>

John Siam (Joint appointment, Accounting and Financial Management Services and Finance and Business Economics Areas)
BA, MA, PhD (Concordia)
Associate Professor
Director, Allen H. Gould Trading Floor (DSB)
Director, The Horizon Exchange Traded Funds Investment Decision Centre (RJC)
DSB-306 ext. 27028 siamj@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/john-siam/>

Kevin Veenstra
B.A. (Honours), M.Acc. (Waterloo), Ph.D. (Toronto), CPA, CA, CMA, CFA
Assistant Professor
DSB-313 ext. 23397 veenstk@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/kevin-veenstra/>

FINANCE AND BUSINESS ECONOMICS AREA

Chair - Anna Danielova
B.S. (Yerevan Polytechnic), M.S. (American University of Armenia), MA, M.B., PhD (Indiana)
Associate Professor
DSB-322 ext. 26193 adaniel@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/anna-danielova/>

Ronald J. Balvers
BA (Tillburg), PhD (Pittsburg)
Professor
Michael Lee-Chin and Family Chair in Investment and Portfolio Management
DSB-A105 ext. 23969 balvers@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/ronald-balvers/>

Trevor W. Chamberlain
B.Sc. (California-Berkeley), MBA, Grad. Dip. Pub. Acc. (McGill), PhD (Toronto), C.A., CPA
Professor
DSB-304 ext. 23980 chambert@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/trevor-chamberlain/>

M. W. Luke Chan
B.Sc. (Prince Edward Island), MA, PhD (McMaster)
Professor
DSB-305 ext. 24636 chanmwl@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/m-w-luke-chan/>

Narat Charupat
B.Accounting (Thammasat), MBA (Drexel), PhD (York)
Professor
Director, Master of Finance Program
DSB-314 ext. 23987 charupat@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/narat-charupat/>

C. S. Sherman Cheung
B.S. (Louisiana State), M.S., PhD (Illinois)
Professor
Acting Director, Michael Lee-Chin and Family Institute for Strategic Business Studies
DSB-315 ext. 23986 scheung@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/sherman-cheung/>

Richard W. Deaves
BA, MA, PhD (Toronto)
Professor
RJC-219 ext. 23976 deavesr@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/richard-deaves/>

Clarence C.Y. Kwan
PhD (Ottawa), MBA (McMaster), PhD (Toronto), P.Eng.
Professor
DSB-312 ext. 23979 kwanc@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/clarence-c-y-kwan/>

Guo Ying (Rosemary) Luo
B. Eng. (Beijing), Grad. Dip. Bus. (McMaster and Beijing), MA (McMaster), PhD (Western Ontario)
Associate Professor
DSB-307 ext. 23983 luogy@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/guo-ying-rosemary-luo/>

John Maheu
BA (McMaster), MA, PhD (Queen's)
Professor
BMO Financial Group Chair in Capital Markets – Financial Literacy and the Individual Investor
DSB-324 ext. 23991 maheujm@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/john-maheu/>

Peter C.P. Miu
B.Sc. (Hong Kong), MBA, PhD (Toronto)
Professor
Michael Lee-Chin and Family Professor in Strategic Business Studies
DSB-320 ext. 23981 miupete@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/peter-miu/>

DeGroote School of Business Faculty and Staff

Dean Mountain
BA (McMaster), MA, PhD (Western Ontario)
Professor
DSB-310 ext. 23988 mountain@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/dean-mountain/>

Jiaping Qiu
BA (Xiamen), M.Sc. (Hong Kong), PhD (Toronto)
Professor
CIBC Chair in Financial Markets
DSB-309 ext. 23963 qiuji@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/jiaping-qiu/>

Sudipto Sarkar
B.Tech (Indian Institute of Technology), PhD (Columbia)
Professor
DSB-302 ext. 23959 sarkars@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/sudipto-sarkar/>

John Siam (Joint appointment, Accounting and Financial
Management Services and Finance and Business Economics Areas)
BA, MA, PhD (Concordia)
Associate Professor
Director, Allen H. Gould Trading Floor (DSB)
Director, The Horizon Exchange Traded Funds Investment Decision
Centre (RJC)
DSB-306 ext. 27028 siamj@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/john-siam/>

Leonard Waverman
BCom, MEcon (Toronto), PhD (MIT)
Professor
Dean, DeGroote School of Business
DSB-244 ext. 24431 deanbus@mcmaster.ca

HEALTH POLICY AND MANAGEMENT AREA

Chair - Glen E. Randall
BA, MA, MBA (McMaster), PhD (Toronto)
Associate Professor
DSB-229 ext. 26191 randalg@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/glen-e-randall/>

Maureen Hupfer
B. Com., MA., PhD (Alberta)
Associate Professor
DSB-213 ext. 24101 hufperm@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/maureen-hupfer/>

Christopher J. Longo
BA (York), M.Sc. (Western Ontario), PhD (Toronto)
Associate Professor
Director, Health Services Management Specialization of the MBA Program
RJC-255 ext. 23896 clongo@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/christopher-j-longo/>

Gillian Mulvale
Assistant Professor
BA (University of Waterloo), MA (Western), PhD (McMaster)
DSB-224 ext. 24707 mulvale@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/gillian-mulvale/>

Patricia Wakefield
B.S. (Alberta), M.S. (Cornell), MPA (New York), D.BA (Boston)
Associate Professor
Director, Master in Health Management Program
DSB-206 ext. 27447 wakefie@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/patricia-arkinstall-wakefield/>

HUMAN RESOURCES AND MANAGEMENT AREA

Chair - Aaron C. H. Schat
BA (Redeemer, MA), PhD (Guelph)
Associate Professor
DSB-417 ext. 23946 schata@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/aaron-schat/>

Naresh C. Agarwal
BA, MA (Delhi), PhD (Minnesota)
Professor Emeritus
Associate Dean (Graduate Studies and Research)
DSB-420 ext. 23953 agarwal@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/naresh-agarwal/>

Vishwanath V. Baba
B.Eng. (Madras), MBA (Western Illinois), PhD (British Columbia)
Professor
DSB-424 ext. 26947 baba@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/vishwanath-baba/>

Carolyn Capretta
B.S., MBA (McMaster)
Lecturer
DSB-413 ext. 24177 capretc@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/carolyn-capretta/>

Catherine Connelly
B.Com. (McMaster), M.Sc., PhD (Queens) Associate Professor
Canada Research Chair in Organizational Behaviour
DSB-418 ext. 23954 connell@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/catherine-connelly/>

Rick D. Hackett
B.Sc. (Toronto), MA (Windsor), PhD (Bowling Green State)
Professor
Canada Research Chair of Organizational Behaviour and Human
Performance
DSB-412 ext. 23958 hackett@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/rick-hackett/>

DeGroote School of Business Faculty and Staff

Michael Hartmann

BA Honours (Western Ontario), MA (Toronto), MBA (York), DBA (University of St. Gallen)
Professor and Principal of the Directors College
DSB 225 ext. 23967 mhartma@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/michael-hartmann/>

Benson L. Honig

BA (San Francisco State University), ASEET (College of San Mateo), PhD (Stanford University)
Professor and Teresa Cascioli Chair in Entrepreneurial Leadership
DSB-406 ext. 32943 bhonig@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/benson-honig/>

Teal McAteer

B.Com. (Queens), M.I.R., PhD (Toronto)
Associate Professor
DSB-402 ext. 23999 mcateer@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/teal-mcateer/>

John W. Medcof

BA (New Brunswick), MA, PhD (Toronto)
Professor
Associate Dean (Faculty Affairs and Accreditation)
DSB-241 ext. 26996 medcofj@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/john-medcof/>

Jessica Nicholson

H.BA (Chapel Hill), MBA (McMaster)
Lecturer
RJC 218 ext. 20516 nicholj@mcmaster.ca

Joseph B. Rose

B.BA (Adelphi), MBA (California-Berkeley), PhD (Buffalo)
Professor
DSB-407 ext. 23951 rosejb@mcmaster.ca
<http://www.degroote.mcmaster.ca/faculty/profiles/Rosej.html>

Willi H. Wiesner

BA (Wilfrid Laurier), M.Sc., PhD (Waterloo)
Associate Professor
DSB-410 ext. 23985 wiesner@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/willi-wiesner/>

Isik Zeytinoglu

BA, MA (Bogazici); M.S., PhD (Pennsylvania)
Professor
DSB-405 ext. 23957 zeytino@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/isik-zeytinoglu/>

INFORMATION SYSTEMS AREA

Chair - Brian Detlor

B.Sc. (Western Ontario), M.Sc., PhD (Toronto)
Associate Professor
Chair, McMaster Research Ethics Board (MREB)
DSB-419 ext. 23949 detlorb@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/brian-detlor/>

Khaled Hassanein

B.Sc. (Kuwait), M.Sc. (Toronto), MBA (Wilfrid Laurier), PhD (Waterloo)
Professor
Director, MeRC
DSB-A202 ext. 23956 hassank@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/khaled-hassanein/>

Milena Head

B.Math (Waterloo), MBA, PhD (McMaster)
Professor
Wayne C. Fox Chair in Business Innovation
DSB-A206 ext. 24435 headm@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/milena-head/>

Ali R. Montazemi

H.N.D. (Teesside Polytechnic), M.Sc. (Southampton), PhD (Waterloo)
Professor
DSB-422 ext. 27434 montazem@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/ali-montazemi/>

Joseph Tan

M.S. (Iowa), PhD (U.B.C.)
Professor
RJC-256 ext. 26166 tanjosep@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/joseph-tan/>

Yufei Yuan

B.S. (Fudan), PhD (Michigan)
Professor
DSB-A204 ext. 23982 yuanyuf@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/yufei-yuan/>

MARKETING AREA

Chair - Ruhai Wu

BA, M.S. (Tsinghua), M.S., PhD (Texas)
Associate Professor
DSB-214 ext. 23048 wuruhai@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/ruhai-wu/>

DeGroote School of Business Faculty and Staff

William Allender
B.S. (California Polytechnic), M.S., PhD (Arizona State)
Assistant Professor
DSB-222 ext. 24756 allendw@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/william-allender/>

Manish Kacker
BA Honours (Delhi), PGDM/MBA (Bangalore), PhD (Northwestern)
Associate Professor
DSB-201 ext. 21658 kackerm@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/manish-kacker/>

Mandeep Malik
BA (India), M.Ed. (Canberra)
Assistant Professor
Director, International Student Exchange Program
DSB-228 ext. 23972 malikm@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/mandeep-s-malik/>

Devashish Pujari
B.Com, M.Com, M.Phil (Kurukshetra), PhD (Bradford)
Associate Professor
DSB-205 ext. 27635 pujarid@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/devashish-pujari/>

Sourav Ray
B.Tech (Indian Institute of Technology), M.S. (Texas A&M), PhD (Minnesota)
Associate Professor
DSB-212 ext. 22370 sray@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/sourav-ray/>

Marvin G. Ryder
BA, B.Sc. (Carleton), MBA (McMaster)
Assistant Professor
DSB-215 ext. 23997 ryderm@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/marvin-g-ryder/>

OPERATIONS MANAGEMENT AREA

Chair - Prakash L. Abad
B.Tech. (Indian Institute of Technology), M.S., MBA, PhD (Cincinnati)
Professor
DSB-416 ext. 23945 abad@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/prakash-l-abad/>

Fouzia Baki
B.Sc., (Bangladesh University), M.Sc., (University of Waterloo), PhD (University of Windsor), P.Eng.
Assistant Professor
DSB-409 ext. 23998 bakif@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/fouzia-baki/>

Elkafi Hassini
B.Sc. (Bilkent), M.Sc., PhD (Waterloo)
Associate Professor
DSB-414 ext. 27467 hassini@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/elkafi-hassini/>

Kai Huang
B. Sc. (Huazhong University, China), M. Sc., (Tsinghua University China), PhD, (Georgia Inst of Technology, Georgia)
Associate Professor
DSB-404 ext. 23449 khuang@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/kai-huang/>

Mahmut Parlar
B.Sc., M.Sc. (Middle East Technical University, PhD (Waterloo)
Professor
Distinguished Business Research Professor
DSB-425 ext. 22858 parlar@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/mahmut-parlar/>

Manish Verma
B.A, M.A., PhD (McGill)
Associate Professor
DSB-411 ext. 27438 mverma@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/manish-verma/>

STRATEGIC MANAGEMENT AREA

Chair – Nick Bontis
H.BA, PhD (Western Ontario)
Associate Professor
DSB-207 ext. 23918 nbontis@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/nick-bontis/>

Rita Cossa
H.BA (Wilfred Laurier), MBA (McMaster)
Assistant Professor
DSB-222 ext. 26197 cossar@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/rita-cossa/>

Brent McKnight
B.Eng.Mgt., MBA (McMaster), PhD (Western)
Assistant Professor
DSB-210 ext. 24704 bmcknight@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/brent-mcknight/>

Linda Stockton
MBA (McMaster)
Assistant Professor
DSB-211 ext. 23989 stockton@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/linda-stockton/>

DeGroote School of Business Faculty and Staff

Peter Vilks
 B. Sc.E.E. (Buffalo), MBA (McMaster)
 Assistant Professor
 DSB-209 ext. 23968 RJC-217E ext. 20692 vilksp@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/peter-vilks/>

Hongjin Zhu
 BA (Peking), PhD (Singapore)
 Assistant Professor
 DSB-224 ext. 23996 zhuhong@mcmaster.ca
<http://www.degroote.mcmaster.ca/profiles/hongjin-zhu/>

PROFESSORS EMERITI

Roy J. Adams
 BA (Pennsylvania State), MA, PhD (Wisconsin)
 DSB-234 ext. 23965 adamsr@mcmaster.ca

Naresh C. Agarwal
 BA, MA (Delhi), PhD (Minnesota)
 Associate Dean (Graduate Studies and Research)
 DSB-420 ext. 23953 agarwal@mcmaster.ca

Norman P. Archer
 B.Sc. (Alberta), PhD (McMaster), M.S. (New York)
 DSB-A214 ext. 23944 archer@mcmaster.ca

Peter M. Banting
 BA, MBA (McMaster), PhD (Michigan State)
 bantingp@mcmaster.ca

Min Basadur
 B.A.Sc. (Toronto), MBA (Xavier), PhD (Cincinnati), P.Eng.
 basadur@mcmaster.ca

David Conrath
 BA (Stanford), M.S. (Carnegie –Melon); MA, PhD (California-Berkley), P.Eng.
 conrathd@mcmaster.ca

Robert G. Cooper
 B.Eng., M.Eng. (McGill), MBA, PhD (Western Ontario)
 DSB-209 ext. 24436 cooperr@mcmaster.ca

Harish C. Jain
 B.Com. (Delhi), MBA (Indiana), PhD (Wisconsin)
 DSB-404 ext. 23952 jainhar@mcmaster.ca

Elko J. Kleinschmidt
 Dip.Ing. (Staatliche Ingenieurschule, Hanover), MBA, PhD (McGill)
 DSB-214 ext. 23970 kleinsc@mcmaster.ca

Winston H. Mahatoo
 BA (London), B.Sc., M.Sc. (McGill), PhD (Montreal)
 DSB-234 ext. 23977 mahatoo@mcmaster.ca

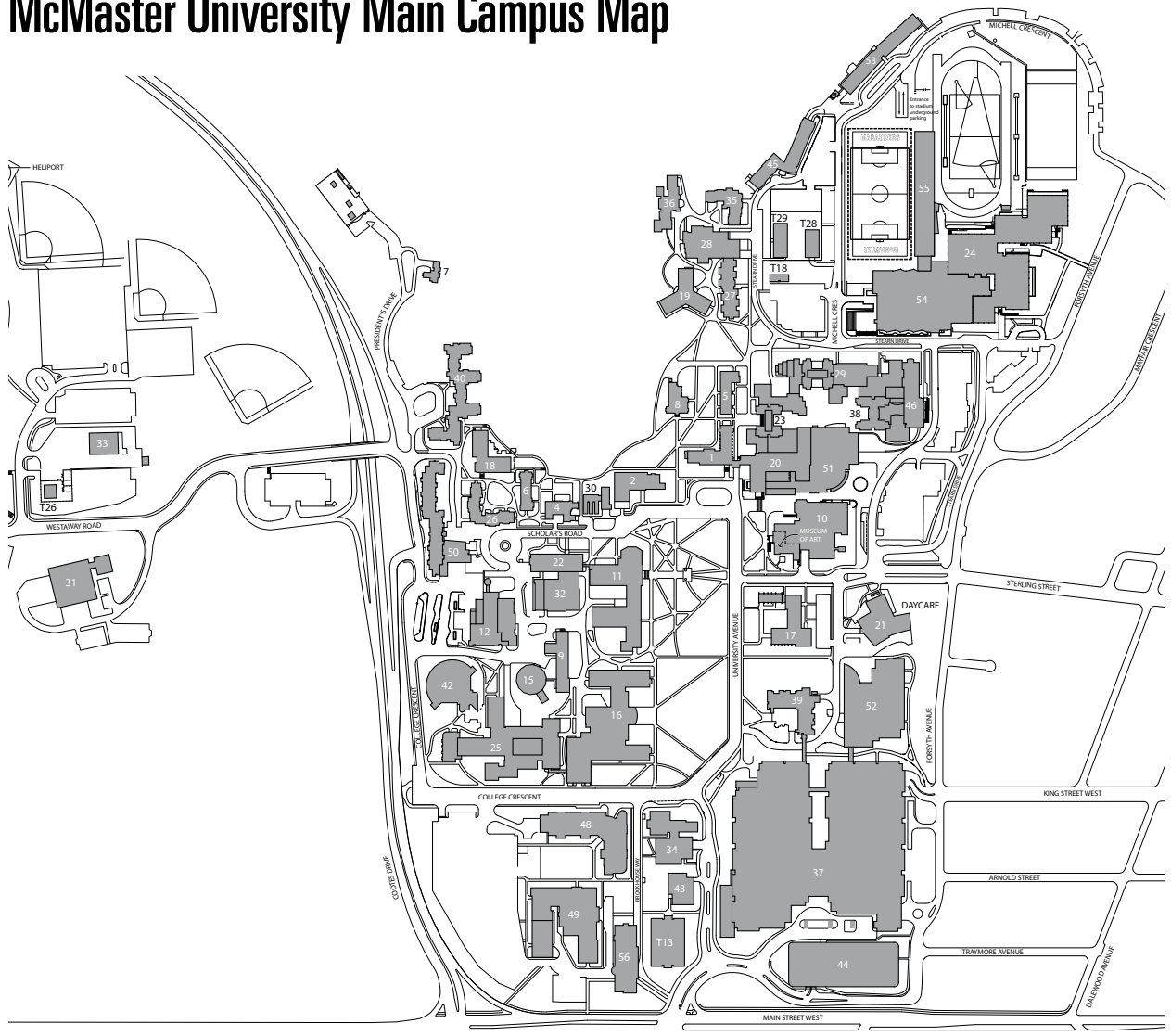
G. John Miltenburg
 B.Eng.Mgt., MBA (McMaster), M.Eng. (Toronto), PhD (Waterloo), P. Eng.
 DSB-406 ext. 23943 RJC-253 ext. 20561 miltenb@mcmaster.ca

George W. Torrance
 B.A.Sc., MBA (Toronto), PhD (SUNY - Buffalo), P.Eng.
 torrance@mcmaster.ca

William G. Truscott
 B.S.E. (Princeton), MBA (McMaster), D.BA (Indiana), P.Eng.
 truscott@mcmaster.ca

George O. Wesolowsky
 B.A.Sc. (Toronto), MBA (Western Ontario), PhD (Wisconsin)
 DSB-411 ext. 23948 wesolows@mcmaster.ca

McMaster University Main Campus Map



CAMPUS BUILDINGS: NUMERICAL LISTING

- | | | |
|--|----------------------------------|---|
| 1. University Hall | 23. Chester New Hall | 43. Communications Research Laboratory |
| 2. Hamilton Hall | 24. Ivor Wynne Centre | 44. Health Sciences Complex Parking Structure |
| 4. Refectory | 25. A.N. Bourns Science Building | 45. Hedden Hall |
| 5. Edwards Hall | 26. Matthews Hall | 46. Michael G. DeGroot School of Business |
| 6. Wallingford Hall | 27. McKay Hall | 48. Institute for Applied Health Sciences |
| 7. President's Residence | 28. Commons Building | 49. Information Technology Centre (ITC) |
| 8. Alumni Memorial Building | 29. Togo Salmon Hall | 50. Mary Keyes Residence |
| 9. Nuclear Research Building | 30. Biology Greenhouse | 51. McMaster University Student Centre |
| 10. Mills Memorial Library/Museum of Art | 31. Campus Services Building | 52. Michael DeGroot Centre for Learning and Discovery |
| 11. Burke Sciences Building | 32. Tandem Accelerator | 53. Les Prince Hall |
| 12. Clarke Centre | 33. Applied Dynamics Laboratory | 54. David Braley Athletic Centre |
| 15. Nuclear Reactor | 34. Psychology Building | 55. Ron V. Joyce Stadium |
| 16. John Hodgins Engineering Building | 35. Woodstock Hall | 56. New Engineering Building |
| 17. Divinity College | 36. Brandon Hall | T13. Prelim Laboratory |
| 18. Moulton Hall | 37. Health Sciences Complex | T18. Dramatic Arts Workshop |
| 19. Whidden Hall | 38. Kenneth Taylor Hall | T26. Scourge Laboratory |
| 20. Gilmour Hall | 39. Life Sciences Building | T28. Temporary Building |
| 21. Wentworth House | 40. Bates Residence | T29. Temporary Building |
| 22. General Sciences Building | 42. H.G. Thode Library | |

