

# MBA Academic Calendar



2016 | 2017

**DeGroote**  
SCHOOL OF BUSINESS  
EDUCATION WITH PURPOSE

McMaster  
University 

# Academic Calendar 2016 | 2017

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## Ron Joyce Centre (RJC)

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*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.

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# 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

Activity	Fall 2016		Winter 2017		Summer 2017	
	First Year	Second Year	First Year	Second Year	First Year	Second Year
Mosaic Registration opens for all students	July 26	July 26	December 1	December 1	April 6	April 6
Registration deadline	August 12	August 12	December 15	December 15	April 20	April 20
Late registration fee penalties are assessed and applied to student accounts	August 13	August 13	December 16	December 16	April 21	April 21
Career Prep (mandatory for all incoming First Year MBA students)	August 1 – 31 (virtual)		N/A		N/A	
Pre-MBA for International Students	August 24 - 31		N/A		N/A	
Onboarding for all First Year (FY) MBA students	September 6 - 9		N/A		N/A	
Classes Begin	September 12	September 12	January 9	January 9	May 1	May 1
Foundations 1-4 (Year 1 Term 1)	September 12 – October 7		N/A		N/A	
Foundations 5 (Year 1 Term 2)	N/A		January 9 - 13		May 1 - 5	
Drop/Add period ends	N/A	September 23	January 20	January 20	May 12	May 12
First Year program withdrawal in the Fall term (with no financial penalty)	TBD	N/A	N/A	N/A	N/A	N/A
Last day to withdraw from a course without academic penalty	N/A	September 30	N/A	January 27	N/A	May 19
Core 1 (First Year Term 1)	October 11 – December 9					
Core 2 (First Year Term 2)			January 16 – March 24		May 8 – July 7	
Integrated Project (First Year Term 2)	N/A		April 3 - 21		July 17 – August 4	
Thanksgiving (no classes) *	October 10	October 10				
Victoria Day (no classes) *					May 22	May 22
Midterm Recess (no classes)			February 20 - 24	February 20 - 24		
Family Day (no classes)			February 20	February 20		
Good Friday (no classes)			April 14	April 14		
Canada Day (no classes) *					July 1 (no classes on July 3)	July 1 (no classes on July 3)
Last day of classes	December 9	December 9	April 21 * (end of Integrated Project)	April 13	August 4 * (end of Integrated Project)	July 28
<b>Final Exams</b>	December 10 - 23	December 10 – 23	March 25 – April 1	April 17-29	July 8 - 15	July 29 – August 4

\* **Note:** Monday classes in first year shift to that same week on the Friday (subject to change)

# Dean's Message



The DeGroote School of Business is truly a community in pursuit of a shared mission: to foster interdisciplinary thinking and evidence-based management to transform business and society. This objective guides the educational experience that we co-create with you as students.

At DeGroote, your classmates are your friends and colleagues. You learn and grow together through group projects, exams, and presentations. You bond through competitions, charitable initiatives and social events. Faculty are your partners, pushing you to think critically, acquire essential management knowledge, and apply your learning. Staff are your cheerleaders, guiding you through the program and supporting your development. DeGroote's alumni, who can be found across the world, 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 and through your engagement with McMaster University. I wish you much success.

Dean Leonard Waverman

# Officers of the University

**(As of July 1, 2016)**

*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)*

Robert Baker, H.BSc., MSc., PhD

*Vice-President and Dean (Health Sciences)*

Paul O'Byrne, MB, FRCP(C), FRSC

*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, LLM, MTS, MPA, EdD

*(Acting) Associate Vice-President and Dean of Graduate Studies*

Doug Welch, BSc, MSc, 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

## Required Courses:

### YEAR 1: TERM 1

- L611** Foundations 1
- I601** Managing Financial Resources
- I602** Economics & Business
- I603** Competing Through Digital Transformation & Analytics
- I604** Creating Customer Value
- I605** Managing Organizations

## Required Courses:

### YEAR 1: TERM 2

- A650** Accounting for Decision Makers
- F650** Firms and Markets
- L625** Foundations 2: Review & Relaunch
- L626** Integrating Project

### Plus 3 of the following:

- M650** Strategic Marketing Management
- B650** Managing People in Organizations
- C650** Introduction to Health Management
- K650** Information Systems in Business
- O650** Operations Management

*Plus successful completion of the following two courses. All incoming students in September 2016 will be required to complete these two courses in September 2016 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.

Please note that the final intake for the current part-time MBA program is September 2016. A detailed transition schedule has been developed to ensure that all part-time students successfully complete their first year of studies on or before Summer 2018. It is imperative that all part-time students meet with an Academic Advisor to create a personalized first year class schedule.

### 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

### MBA Co-op Term Sequencing

Co-op students must complete three four-month work terms. Off-cycle sequencing options are limited and must be approved by the Manager, Career and Professional Development and Manager, Academic.

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

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.

### 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: Late August\*
- Third academic term: Mid-term recess (usually mid-February and aligned with Family Day weekend)



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# Structure of the MBA Program

\*Note – Start times for co-op work terms vary depending on employer needs. Therefore, co-op students may not have the opportunity for the same scheduled breaks as full-time students.

**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

First year students will be automatically registered in all first term courses.

Second year students will choose an area of specialization. Specializations offered in the MBA Program are:

- General
- Accounting and Financial Management Services
- Finance
- Health Services Management
- Strategic Business Valuation
- Strategic Marketing
- Supply Chain Management

# Program Requirements for Part-Time Students

Part time students will be required to meet with an Academic Advisor to determine degree progression due to the curriculum redesign.

Students are expected to complete seven 600-level courses before beginning 700-level courses. Requests to circumvent this expectation are generally not permitted.

## YEAR 1

<b>A600</b>	Financial Accounting and Reporting
<b>B600</b>	Organizational Behaviour
<b>E600</b>	Economics
<b>K603</b>	Information Systems in Business
<b>Q600</b>	Applied Business Statistics
<b>A610</b>	Managerial Accounting
<b>F600</b>	Managerial Finance
<b>H600</b>	Human Resources Management
<b>M600</b>	Marketing Concepts and Applications
<b>O600</b>	Operations Management

## YEAR 2

<b>P700</b>	Business, Government and the Global Environment
<b>P720</b>	Strategic Management

Plus 8 additional year 2 courses taken as specialization requirements/ electives.

*Plus successful completion of the following two courses. All incoming students in September 2016 will be required to complete these two courses in September 2016 at the Ron Joyce Centre.*

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### 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.**

**Specializations** – please refer to the Specializations section of this calendar.

### 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

# Program Requirements for Part-Time Students

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.

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.

## FAILING GRADES AND CONTINUATION

All instances of failures are reviewed by the Faculty Committee on Graduate Admissions and Study or the Program Director and/or Associate Dean of Graduate Studies and Research acting on its behalf. The program will be asked to make a recommendation regarding the student. In the absence of a recommendation to allow the student to continue, the student will be required to withdraw. Those allowed to remain in the program must either repeat or replace the failed course. A failing grade in a course remains on the transcript. Students who fail a second course will not normally be allowed to continue in the program.

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.

# Program Requirements for Part-Time Students

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.

\* 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.

## WAIVERS AND TRANSFER CREDITS

Starting September 2016, transfer credits and waivers will apply to students enrolled in the MBA part-time program only.

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). Only candidates who have earned their degree from a recognized Canadian or American University will have their courses reviewed for credit. Courses completed outside of North American are not eligible for transfer credits or waivers.

Upon admission into the Part-time MBA program, transcripts are evaluated for transfer credits and waivers and are outlined in the admission offer. If you were admitted to the Part-time 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. For more information please contact the Student Experience – Academic Office.

**Transfer Credit:** you will receive credit for an equivalent course you have previously taken, giving you the opportunity to **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 transfer credit/waiver 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 from a recognized Canadian or American University.
- 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

## 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.
- You cannot use a course which is only available to students in a particular specialization (such as Health Services Management).
- You can replace waived course any time before the completion of your MBA degree, providing all course requirements have been met.
- 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.
  - Part-time students with a minimum of one year of professional, managerial, or technical work experience may receive up to six transfer credits.
- 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.

## COURSES – FIRST YEAR

### 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

# Program Requirements for Part-Time Students

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 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 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 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 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 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 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 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 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 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.

## **COURSES – SECOND YEAR**

Please refer to the Specializations section of this calendar.

# Specializations of the MBA Program

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](http://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](mailto: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/Info-for-MBA-students-16-17\\_June-2016.pdf](http://mbastudent.degroote.mcmaster.ca/files/2012/01/Info-for-MBA-students-16-17_June-2016.pdf)



# Specializations of the MBA Program

## HEALTH SERVICES MANAGEMENT

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

Required:	<b>P700</b>	Business, Government and the Global Environment
	<b>P720</b>	Strategic Management
	<b>C700</b>	Introduction to Health Management
	<b>C711</b>	Health Economics and Evaluation
	<b>C721</b>	Health Policy Analysis

*and two of the following:*

	<b>C715</b>	Health Care Funding and Resource Allocation
	<b>C722</b>	Management of Population Health
	<b>C725</b>	Managing Communications in Health Care
	<b>C727</b>	Pharma/Biotech Business Issues
	<b>C735</b>	Proposal Development for Health Care Leaders
	<b>C736</b>	Quality Management in Health Services
	<b>C741/M722</b>	Health Care Marketing
	<b>C750</b>	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 DeGroote 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

## 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:*

- 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 for Business Analytics
- 0718/28/38/48...** Selected Topics in Operations Management
- 0721** Inventory Management and Production Planning \*
- 0725** Business Logistics
- 0726** Methods for Quality Management
- 0734** Supply Chain Management \*
- 0735** Strategic Procurement

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.

# MBA Course Descriptions

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

**Note 2:** Students are expected to complete all first year courses before beginning 700-level courses. Requests to circumvent this expectation are 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.

## FIRST YEAR COURSES - FULL-TIME AND CO-OP STUDENTS

Effective Fall 2016, new redesigned first year curriculum:

### BUSINESS L611 FOUNDATIONS 1

The Foundations 1 Module is a four-week intensive module required of all students, which will convey baseline information regardless of undergraduate major or experience. Foundations 1 Topics include: Analysis, Data & Decisions, Application and Reflection.

### BUSINESS I601 MANAGING FINANCIAL RESOURCES

The objective of the course is to introduce students to both the fundamental concepts and practical issues in business finance and accounting. This course aims to improve students' skills in interpreting, analysing, and applying accounting and financial information in order to make superior financial decisions. This course will provide students an introduction to financial statement analysis framework, cost management, breakeven and contribution margin analysis, and relevant costing. The course will also emphasize the following key concepts of financial management: capital budgeting, working capital management, and capital structure.

### BUSINESS I602 ECONOMICS & BUSINESS

Students will learn economic and other analytical techniques to support decision making. The core economic principles will be covered - supply and demand, pricing in a real world environment, pricing in auctions; macro economic core principles and institutions. This course will also build on the Data Analytics/ Stats module in Foundations 1, and will discuss confidence intervals, hypothesis testing, and ANOVA using in-class experiments and macro/micro datasets.

### BUSINESS I603 COMPETING THROUGH DIGITAL TRANSFORMATION & ANALYTICS

This course will expose students to the strategic and transformative role digital technologies and information systems can play in creating and sustaining a competitive advantage for organizations. Students will also be introduced to the most popular analytic tools to make business decisions both within a firm and across a supply chain in an increasingly digital environment. The first part of the course will emphasize the best practices required to unlock the full potential of organizational investments in digital technologies and systems, whereas the second part will focus on the use of state of the art analytic tools to prescribe the best course of action for different business problems.

### BUSINESS I604 CREATING CUSTOMER VALUE

Understanding customers and what they value is critical for organizational success. In this course, students will learn to look at the business from a customer perspective, learn key marketing concepts and understand how information and communication technologies can create value for customers. The first part of this course will focus on strategies to satisfy customers via specific choice of product, price, promotion and distribution. Emphasis will be placed on the importance of choosing appropriate target markets, as no business can satisfy all of the people all of the time. The second part of this course will focus on leveraging technologies and vast amounts of online data to better understand and serve one's customers. Online strategies that add value to customers will be discussed. This course marries key concepts from the worlds of Marketing and Information Systems.

### BUSINESS I605 MANAGING ORGANIZATIONS

This course is focused on the elements that enable organizations to create and sustain competitive advantage in a global economy. Students will also examine globalization and the steps managers

# MBA Course Descriptions

take to establish or expand their operations in international markets. Students explore the influence of forces such as culture, economics, politics and geography on management decision making.

## **BUSINESS A650 ACCOUNTING FOR DECISION MAKERS**

Prerequisite(s): Successful completion of BUSINESS I601 in Year 1 Term 1

Many different types of economic decisions require accounting data. General-purpose financial statements inform outsiders about an organization's economic status and performance while special-purpose accounting reports assist management in planning and controlling an organization's activities. This course acquaints students with the framework and process used to construct and understand the general-purpose financial statements, and highlights the linkage and use of special-purpose accounting reports for planning, control, and performance evaluation.

## **BUSINESS F650 FIRMS AND MARKETS**

Prerequisite(s): Successful completion of BUSINESS I601

This course provides an in-depth understanding of the way companies and individual investors make financial decisions. The material builds on concepts of the time value of money, risk/return analysis and corporate finance, learned in earlier finance courses, and make extensive use of the accounting concepts, especially the organization of the balance sheet and income statement. However, F650 is much more detailed and practical. Course coverage centers on advanced corporate financial management, including project analysis and leases, firm/equity valuation, and investments, including fixed income and derivatives.

## **BUSINESS L625 FOUNDATIONS 2: REVIEW & RELAUNCH**

The Foundations 2 Module (Review & Relaunch) will provide students the opportunity to re-engage in professional development activities, review work term experiences and introduce students to the Integrating Project. The module consists of: Professional Development, Summer Internship Preparation, Co-op Reflection and Integrating Project Launch.

## **BUSINESS L626 INTEGRATING PROJECT**

The Integrating Project: a capstone project that will bring students full-circle to implement all of the knowledge and skills they have learned in the last year.

## **BUSINESS M650 STRATEGIC MARKETING MANAGEMENT**

Prerequisite(s): Successful completion of BUSINESS I604

Building on concepts learned in Core I, this course will help students develop a deeper understanding of marketing and its applications primarily through practical problem solving exercises. The students will learn how to use marketing principles to make better decisions, from high level strategic decisions to more granular, tactical ones centered

on the effective deployment of the marketing mix elements. The course will be taught through a combination of cases, lectures, and projects.

## **BUSINESS B650 MANAGING PEOPLE IN ORGANIZATIONS**

Prerequisite(s): Successful completion of BUSINESS I605

This course is focused on fostering greater awareness of and capability in managing the dynamics of human behaviour and performance in organizations. Potential topics include employee motivation and engagement, cognition and decision-making, power and conflict, and managing organizational change.

## **BUSINESS C650 INTRODUCTION TO HEALTH MANAGEMENT**

Antirequisite(s): BUSINESS C700

The goal of this course is to introduce students to the use of a range of management techniques, approaches and issues as they apply to the health care sector. Particular attention will be given to the application of policy analysis, marketing, finance, human resources, informatics, and economic evaluation. In addition, students will be familiarized with the design, funding and delivery of services within the Canadian healthcare system. Current issues and trends, such as the role of technology, the impact of an aging population, and ethical concerns will also be explored. The course is designed to meet the needs of students who intend to enter any of the business disciplines or specializations since it provides a valuable overview and insight into one of the world's most significant industries.

## **BUSINESS K650 INFORMATION SYSTEMS IN BUSINESS**

Prerequisite(s): Successful completion of BUSINESS I603 (in Year 1 Term 1)

This course will introduce students to the fundamental concepts of information systems and how they support management and operations in the modern business environment. The roles and importance of information systems across various business functions will be examined. Students will gain hands on experience with key information technologies in support of effective managerial decision-making. Through a series of case analyses and presentations, students will be exposed to the various opportunities and challenges involved in managing with information systems in different industries and contexts.

## **BUSINESS O650 OPERATIONS MANAGEMENT**

Prerequisite(s): Successful completion of BUSINESS I603

Operations Management is the set of activities that create value in the form of goods and services by transforming inputs into outputs. Competitive advantage in operations is critical in any business. Operations managers design, analyze and improve operational capabilities related to the production of good and services within the firm. These activities entail process analysis and improvement, service design, production control, quality management, risk pooling and revenue management. The course highlights integration, where appropriate, with other

# MBA Course Descriptions

business functions such as finance and marketing. Building upon the above activities at the firm level, the course will briefly touch upon some of the issues involved in managing supply chains.

Plus all first year full-time and co-op students are required to complete the following:

## **W610 and W611 DEGROOTE DAY PROFESSIONAL DEVELOPMENT ACTIVITIES**

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

Each term, first year co-op and full-time students will be required to participate in the mandatory “DeGrootte Day Challenge” activity. The course grading of ‘complete’ or ‘incomplete’ will be based on participation each term.

A series of 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.

Part-time and accelerated students admitted prior to September 2016 will continue to take the 600-level courses listed below:

## **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 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 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 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 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 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.

# MBA Course Descriptions

## **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 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 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 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.

## **SECOND YEAR COURSES**

### **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.

### **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).



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## **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.

## **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

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between financial markets and financial statements is studied using computerized data sets.

## **BUSADMIN B712 MANAGERIAL NEGOTIATIONS**

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**

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.

## **BUSADMIN B717 MANAGEMENT DEVELOPMENT**

Prerequisites: B600 and H600

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

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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.

## **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 C735 PROPOSAL DEVELOPMENT FOR HEALTH CARE LEADERS**

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

The ability to develop a successful proposal, whether it is for educational or service delivery programs, grant/funding applications or research projects, is an essential skill needed for healthcare managers, educators and researchers. The purpose of this online course is to help students develop the skills necessary to research, design and write a persuasive proposal. Through readings, self-directed learning, assignments and online discussions, students will explore and develop various components of a proposal. Topics and assignments will include: identifying appropriate data sources and conducting literature reviews; developing clear, concise and compelling research questions and/or purpose statements; determining ideal methods or delivery approaches; establishing resources required; understanding when ethics approval is required and how to navigate ethics review boards; and summarizing proposals into brief abstracts or executive summaries.

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## **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 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 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 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.

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## **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 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.

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## **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 nontechnical in order to be accessible by students with a variety of interests.

## **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

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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 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

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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).

## **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 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 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 intraorganizational 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.



# MBA Course Descriptions

## **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 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

# MBA Course Descriptions

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.

## **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.

# MBA Course Descriptions

## **BUSADMIN 0701 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.

## **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 FOR BUSINESS ANALYTICS**

Prerequisite: Q600

Simulation is an analytics tool that can help businesses take the right decisions in the face of uncertainty. The McKinsey Global Institute has identified simulation as one of the essential techniques for analysing big data. This course teaches students how to develop and use simulation models of real or conceptual systems using MS Excel and Analytic Solver Platform. Examples of applications can include determining optimal supply chain locations, inventory stocking policies, demand prediction, workforce allocation and scheduling, waiting lines in health care facilities and financial planning.

## **BUSADMIN 0721 INVENTORY MANAGEMENT AND PRODUCTION PLANNING**

Prerequisite: O600

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 0725 BUSINESS LOGISTICS**

Prerequisite: O600

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 2016/2017) METHODS FOR QUALITY MANAGEMENT**

Prerequisite: O600

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 0734 SUPPLY CHAIN MANAGEMENT**

Prerequisite: O600

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 will be discussed. SAP's Supply Chain Management (SCM) 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.

# MBA Course Descriptions

## **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 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 P727**

(not scheduled to be offered in 2016/2017)

### **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 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 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.

# MBA Course Descriptions

## **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.

## **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.

# MBA Course Descriptions

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 and ancillary fees. 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:

## **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 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.

## **CO-OP WORK TERM COURSES**

### **WT01, WT02, WT03**

Full-time paid employment, with one employer, in an approved work term providing students with work experience related to their academic curriculum. After securing a work term, students must successfully complete a minimum of 14 consecutive weeks of work experience, obtain satisfactory employer evaluation(s) and submit a detailed work term report prior to their return to campus. All co-op students will be

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# MBA Course Descriptions

enrolled in WT01, Co-op Work Term 1 for the semester in which their first work term occurs. Upon successful completion of the work term requirements, a notation including the name of the employer and dates of employment will be added to the student transcript. This course will be evaluated as a pass/fail.

Prerequisite(s): enrollment in the MBA Co-op Program and permission of the Manager, Career and Professional Development

## **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 contact the Student Experience Office – Academic. Please note that the cost of the trip is in addition to your tuition fee and will be offered with a minimum number of students each year. 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, MBA Programs.

# 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

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<b>BUSINESS *A771</b>	<b>SEMINAR IN RESEARCH METHODS AND DESIGN IN ACCOUNTING RESEARCH</b>
<b>BUSINESS *A772</b>	<b>SEMINAR IN FINANCIAL ACCOUNTING RESEARCH</b>
<b>BUSINESS *A773</b>	<b>SEMINAR IN MANAGERIAL ACCOUNTING RESEARCH</b>

## FINANCE PhD FIELD COURSES

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

## HEALTH MANAGEMENT PhD FIELD COURSES

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<b>BUSINESS C780</b>	<b>MIXED METHODS RESEARCH</b>
<b>BUSINESS C781</b>	<b>HEALTH ECONOMICS AND EVALUATION</b>
<b>BUSINESS C782</b>	<b>HEALTH POLICY ANALYSIS</b>

## BUSINESS C783

## RESEARCH ISSUES IN HEALTH MANAGEMENT

## INFORMATION SYSTEMS PhD FIELD COURSES

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<b>BUSINESS K778</b>	<b>SELECTED TOPICS IN INFORMATION SYSTEMS I</b>
<b>BUSINESS K779</b>	<b>SELECTED TOPICS IN INFORMATION SYSTEMS II</b>
<b>BUSINESS K791</b>	<b>KNOWLEDGE MANAGEMENT SYSTEMS</b>
<b>BUSINESS K792</b>	<b>SECURITY, PRIVACY AND TRUST IN eBUSINESS</b>
<b>BUSINESS K793</b>	<b>MOBILE COMMERCE: TECHNOLOGY, THEORY, AND APPLICATIONS</b>
<b>BUSINESS K794</b>	<b>ADVANCES IN INFORMATION SYSTEMS RESEARCH</b>
<b>BUSINESS K795</b>	<b>QUALITATIVE METHODS IN INFORMATION SYSTEMS RESEARCH</b>
<b>BUSINESS K797</b>	<b>INDEPENDENT RESEARCH STUDY</b>

## MANAGEMENT OF ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES PhD FIELD COURSES

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<b>BUSINESS B791</b>	<b>FIELD SURVEYS: ORGANIZATIONAL BEHAVIOUR AND ORGANIZATIONAL THEORY</b>
<b>BUSINESS B792</b>	<b>FIELD SURVEYS: HUMAN RESOURCES AND INDUSTRIAL RELATIONS</b>
<b>BUSINESS B793</b>	<b>APPLIED MULTIVARIATE STATISTICS</b>



# PhD Courses

<b>BUSINESS B794</b>	<b>RESEARCH METHODS AND DESIGN</b>	<b>BUSINESS Q781</b>	<b>MANAGEMENT SCIENCE RESEARCH ISSUES II</b>
<b>BUSINESS B795</b>	<b>RESEACH ISSUES: ORGANIZATIONAL BEHAVIOUR AND ORGANIZATIONAL THEORY</b>	<b>BUSINESS Q782</b>	<b>DYNAMIC PROGRAMMING AND OPTIMAL CONTROL</b>
<b>BUSINESS B796</b>	<b>RESEARCH ISSUES: HUMAN RESOURCES AND INDUSTRIAL RELATIONS</b>	<b>BUSINESS Q783</b>	<b>GAME THEORY AND DECISION ANALYSIS</b>
<b>BUSINESS B797</b>	<b>RESEARCH COURSE I</b>	<b>BUSINESS Q784</b>	<b>SUPPLY CHAIN DESIGN AND COORDINATION</b>
<b>BUSINESS B798</b>	<b>RESEARCH COURSE II</b>	<b>BUSINESS Q785</b>	<b>QUEUING THEORY AND ITS APPLICATION</b>
<b>BUSINESS B799</b>	<b>SELECTED TOPICS IN MANAGEMENT OF ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES</b>	<b>BUSINESS Q786</b>	<b>NETWORK DESIGN ISSUES IN FREIGHT TRANSPORTATION</b>
		<b>BUSINESS Q787</b>	<b>OPTIMIZATION UNDER UNCERTAINTY</b>

## MANAGEMENT SCIENCE FIELD PhD COURSES

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<b>BUSINESS Q771</b>	<b>STOCHASTIC PROCESSES WITH BUSINESS APPLICATIONS</b>	<b>BUSINESS Q790</b>	<b>ADVANCED OPERATIONS MANAGEMENT I</b>
<b>BUSINESS Q772</b>	<b>NETWORKS AND GRAPHS IN OPERATIONS RESEARCH</b>	<b>BUSINESS Q791</b>	<b>ADVANCED OPERATIONS MANAGEMENT II</b>
<b>BUSINESS Q773</b>	<b>MATHEMATICAL PROGRAMMING: THEORY AND ALGORITHMS</b>	<b>BUSINESS Q793</b>	<b>SEQUENCING AND SCHEDULING</b>
<b>BUSINESS Q774</b>	<b>COMBINATORIAL OPTIMIZATION: COMPLEXITY AND HEURISTICS</b>	<b>BUSINESS Q794</b>	<b>INVENTORY THEORY</b>

## MARKETING PhD FIELD COURSES

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<b>BUSINESS Q778</b>	<b>SELECTED TOPICS IN MANAGEMENT SCIENCE/ SYSTEMS</b>	<b>BUSINESS M771</b>	<b>MARKETING FOUNDATIONS</b>
<b>BUSINESS Q780</b>	<b>MANAGEMENT SCIENCE RESEARCH ISSUES I</b>	<b>BUSINESS M772</b>	<b>MARKETING MODELS AND MODELING</b>
		<b>BUSINESS M773</b>	<b>INTER-ORGANIZATIONAL RESEARCH IN MARKETING</b>
		<b>BUSINESS M774</b>	<b>SPECIAL TOPICS IN MARKETING STRATEGY I</b>
		<b>BUSINESS M775</b>	<b>SPECIAL TOPICS IN MARKETING STRATEGY II</b>

# 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 consists of 20 courses (with the new full-time and Co-op MBA consisting of 22 courses, or 66 units). Part-time students or second year full-time/co-op 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

**First year full-time and co-op students must take all required courses as assigned in each of the first two academic terms (please see list of first and second term courses here: <http://mbarecruit.degroote.mcmaster.ca/files/2016/06/First-Year-MBA-Detailed-Schedule.pdf>). 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 for full-time and co-op students:

Full-time/ Co-op	Minimum number of courses	Maximum number of courses
Year 1	5	5
Year 2	4	6*

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

### Part-time Students – First Year

**Part-time students may take 1 or 2 courses per term. Requests to enrol in 3 courses per term are reviewed on a case by case basis by the Academic Advisors on the Student Experience team (and require employer approval)**

# Registration Information

Please see the table below that depicts the required course load for part-time students:

Part-time	Minimum number of courses	Maximum number of courses
Year 1	1, 2	3*
Year 2	1, 2	3*

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

## Other important considerations regarding course loads:

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 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 four 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 four 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.

## 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:

# Registration Information

- 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/> 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. The maximum number of MBA courses that a McMaster University MBA student may take at another University is two, for their entire MBA degree.

## 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 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.

## 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

# Registration Information

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://www.mcmaster.ca/bms/student/index.htm>

- 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>

Students who have not completed courses within two academic terms and have not been approved for a leave of absence will be withdrawn from the MBA program.

## **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](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; 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 DeGroot website at <http://mbastudent.degroote.mcmaster.ca/exams/>. 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 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.

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:

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

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.
- 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.

# Evaluation

**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

## FAILING GRADES AND CONTINUATION

All instances of failures are reviewed by the Faculty Committee on Graduate Admissions and Study or the Program Director and/or Associate Dean of Graduate Studies and Research acting on its behalf. The program will be asked to make a recommendation regarding the student. In the absence of a recommendation to allow the student to continue, the student will be required to withdraw. Those allowed to remain in the program must either repeat or replace the failed course. A failing grade in a course remains on the transcript. Students who fail a second course will not normally be allowed to continue in the program.

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..

## 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:

- 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

## 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 delivers innovative excellence in three distinct areas: career development, strategic employer partnerships and experiential learning

## 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 cCo-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 equips MBA students with the tools and resources necessary to develop a successful career strategy. Students have access to one-on-one coaching sessions, group workshops and roundtables, alumni events, corporate partner information sessions, specialized industry specific training and online tools. Part-time student are not eligible to receive services or participate in programs offered by SE – CPD. The SE – CPD office is fully funded by student fees and tuition-based revenues (co-op fees) and currently part-time students do not contribute fees.

## 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. Students gain valuable insights into specific professions and industry sectors. This program matches students with senior business leaders to learn, connect, network and develop at the beginning of the September and January terms.

## 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 MBA students with networking activities, employer information sessions, job postings and updated industry and corporate resources.

## 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 must accept the terms of the Co-op Student Code of Conduct at the beginning of each term which fully outlines their roles and responsibilities during the co-op recruitment process and while on work term.

### 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. 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.

# The Student Experience Team At DeGroote

To graduate from the Co-op Program, you must complete the entire 28-month program as a full-time registered student. The co-op program requirements and tuition fees have been developed on the basis of all students completing the program over 28 months. Transfers from co-op to the full-time or part-time program will be reviewed on a case-by-case basis.

## 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 students must seek approval from the Student Experience – Academic Office for off-sequence courses.

## Co-op Sequencing Options

The co-op program is designed to alternate academic terms with a four-month work term until a student has completed four academic terms and three work terms. Students may elect to complete an 8-month work term with prior approval from the Manager, Career & Professional Development (CPD) and the Manager, Academic. An 8-month work term will only be considered if the role was initially posted with as such with CPD, if your co-op employer requests an extension at the end of your work term or if independently sought. Changes in work term sequence are likely to result in extending their 28-month program to meet the requirements of your degree.

Students must return to full-time studies following their final work term.

Co-op Program – Sequencing								
Sept	Jan	May	Sept	Jan	May	Sept	Jan	June
Academic 1	Work 1	Academic 2	Work 2	Academic 3	Work 3	Academic 4		Convocation

## 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 (please refer to the Continuation section of this calendar).

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, and receive a passing grade in BUS WT01, BUS WT02 and BUS WT03.

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 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 Program Fees

The total Co-op Program Fee is \$5250. The co-op program fee is supplemental to tuition fees and is non-refundable. This program fee is paid in three installments of \$1750, to minimize the financial burden on students.

The Co-op Program Fee partially covers the costs associated with the administration of the co-op program. This includes the administration of the co-op recruitment cycle (job postings, interview schedules and work term records), pre-work term training, work term monitor and support, and employer recruitment and development.

# The Student Experience Team At DeGroote

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 MBA program. Co-op students choosing to transfer to the full-time or part-time MBA program are required to pay the total Co-op Program fee prior to transfer. All transfers require review and approval from both the SE – 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). However, students are encouraged to schedule appointments using OSCARplus (online booking).

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. All efforts will be made to respond to voicemail and email messages within 24 hours but may take up to 48 hours during peak times.

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](mailto:cbcd@mcmaster.ca)
- Recruitment Programs (Grad, Summer and Full-time Recruitment): [bizplace@mcmaster.ca](mailto:bizplace@mcmaster.ca)
- MBA Co-op Program: [mbacoop@mcmaster.ca](mailto:mbacoop@mcmaster.ca)

There is one generic Academic mailbox address that is used for student communication at the DeGroote School of Business. It is:

- Academic and MBA program inquiries: [askmba@mcmaster.ca](mailto:askmba@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. For team member coordinates, please refer to the Student Experience Team Directory in this calendar.

# 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 DeGroot 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.

## Xplore:

- The people you meet through this program may be life changing. This includes friends and colleagues that you study/travel with, or contacts that you may have never otherwise had the opportunity to network with.

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](mailto:bizx@mcmaster.ca) or RJC 333/DSB 112, Ext. 26534

MBA Academic Advisor, Maddy Burley  
Email [burleym@mcmaster.ca](mailto:burleym@mcmaster.ca) or RJC 333, Ext. 24085

MBA Academic Advisor, Carolyn Colwell  
Email [colwell@mcmaster.ca](mailto: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:** 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/or are assessed using the online aid application through Mosaic. Please refer to the Student Financial Aid & Scholarships website at <http://sfas.mcmaster.ca> 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 work terms and study periods. An MBA OSAP Extension form (<http://sfas.mcmaster.ca>) 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.

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# 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://ask.mcmaster.ca)

[http://sfas.mcmaster.ca/MBA\\_facts\\_forms.html](http://sfas.mcmaster.ca/MBA_facts_forms.html)

# Facilities and Services at the Ron Joyce Centre and McMaster University

## FACILITIES AND SERVICES AT McMASTER UNIVERSITY – RON JOYCE CENTRE

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### **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 McMASTER UNIVERSITY - MAIN CAMPUS

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### **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

### **MCMaster 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](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

### Executive Assistant, Office of the Dean

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

### 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. 23993  
DSB-318      smccrac@mcmaster.ca

### Director, Finance & Administration

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

### Administrative Assistant

Lindsay Ryan  
DSB-239 ext. 24648      ryanl8@mcmaster.ca

## STUDENT EXPERIENCE

### Director, Student Experience

Jennifer McCleary  
RJC-333 ext. 20510      jmcclea@mcmaster.ca

### Special Advisor, MBA Program Redevelopment

Isabella Piatek  
RJC-230 ext. 20692      piateki@mcmaster.ca

### Marketing and Communications Strategist

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

## STUDENT EXPERIENCE – ACADEMIC – Ron Joyce Centre

### Manager, Student Experience – Academic (MBA)

Lisa Barty  
RJC-333 ext. 24793      bartyl@mcmaster.ca

### Administrator, Recruiting and MBA Admissions

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

### Administrator, Recruiting and MBA Admissions

TBD  
RJC-333 ext. 24049

### 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

# DeGroote School of Business Faculty and Staff

## **MBA Academic Advisor**

Madalena Burley  
RJC-333 ext. 24085 burley@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

## **Associate, Student Experience**

Alexis Norvack  
RJC-333 ext. 21379 norvack@mcmaster.ca

## **Exchange Program Coordinator**

Sriyani Dissanayake  
DSB-104/RJC-333 ext. 26534/20511 bizx@mcmaster.ca

## **STUDENT EXPERIENCE – CAREER AND PROFESSIONAL DEVELOPMENT – Ron Joyce Centre**

### **Manager**

Cynthia Bishop  
RJC-333 ext. 23964 cynthia.bishop@mcmaster.ca

### **Manager, Employer Development**

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

### **Relationship Manager**

Debra Daniels  
RJC-333 ext. 24268 danielsd@mcmaster.ca

### **Relationship Manager**

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

### **Relationship Manager**

TBD  
RJC-333 ext. 24055

### **Associate, Recruitment Programs and Events, MBA**

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

## **ADVANCEMENT - Main Campus**

### **Associate Director, Advancement (Development & Outreach)**

Mark Stewart  
DSB-A104 (905) 730 9752 mstewart@mcmaster.ca

### **Associate Director, Advancement (Marketing & Communications)**

Oanh Kasperski  
DSB-A114 ext. 24871 kasperso@mcmaster.ca

### **Advancement Officer**

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

### **Advancement Officer**

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

### **Advancement Officer**

Andrew Baulcomb  
DSB-A107 ext. 24081 baulcoad@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**

dsbhelp@mcmaster.ca

### **Manager, Information Technology Services**

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

### **Systems Administrators**

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

### **IT/AV Technical Support**

Aubrey Millard  
RJC-108 ext. 26549 amillar@mcmaster.ca

### **Application Developer**

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

# DeGroote School of Business Faculty and Staff

## PHD PROGRAM – Main Campus

### Program Administrator

Deb Randall-Baldry  
DSB-104 ext. 23373                      phdinfo@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

# DeGroote School of Business Faculty and Staff

## THE DEGROOTE MBA ASSOCIATION (MBAA) – RON JOYCE CENTRE

The DeGroote MBA Association is a student-led group that works to enrich the DeGroote MBA experience. In addition to addressing the academic, social, and professional development needs of DeGroote MBA students, the MBA Association oversees all other student groups within the MBA program, including the DeGroote Women in Management Association, the MBA Marketing Association, the MBA Finance Association, the Health Services Management Association, DeGroote Entrepreneurs, and DeGroote MBA's for Impact. The MBAA also offers resources to students interested in the fields of operations management and consulting through designated student interest groups for each field.

### Academic

The MBA Association (MBAA) works as a liaison among students, faculty, and administration to ensure that student needs are represented in DeGroote'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 hosted by the MBAA and its clubs have included the DeGroote Inter-Health Leadership Conference, an Annual Marketing Conference and MBA Games, a national competition across all Canadian MBA Schools, which DeGroote completes in each year. DeGroote also hosts its own national case competition in November each year.

### Professional Development

In concert with other internal stakeholders, the MBA Association and its various clubs maintain relationships with DeGroote alumni, partners, employers and the community. Through these relationships, the MBA Association offers students the opportunity to connect with alumni through networking events, while providing career-related resources and information through various club-hosted events. 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 Alumni events. As well, every term the MBAA provides students with unique activities such as intramural sports leagues, holiday celebrations, professional sports games, and trips.

## Corporate Social Responsibility

As future business leaders, DeGroote MBA students embrace their role as responsible citizens within their communities. The MBA Association and DeGroote students donate their time and efforts to organizations such as Habitat for Humanity, Ronald McDonald House, and Kiva.

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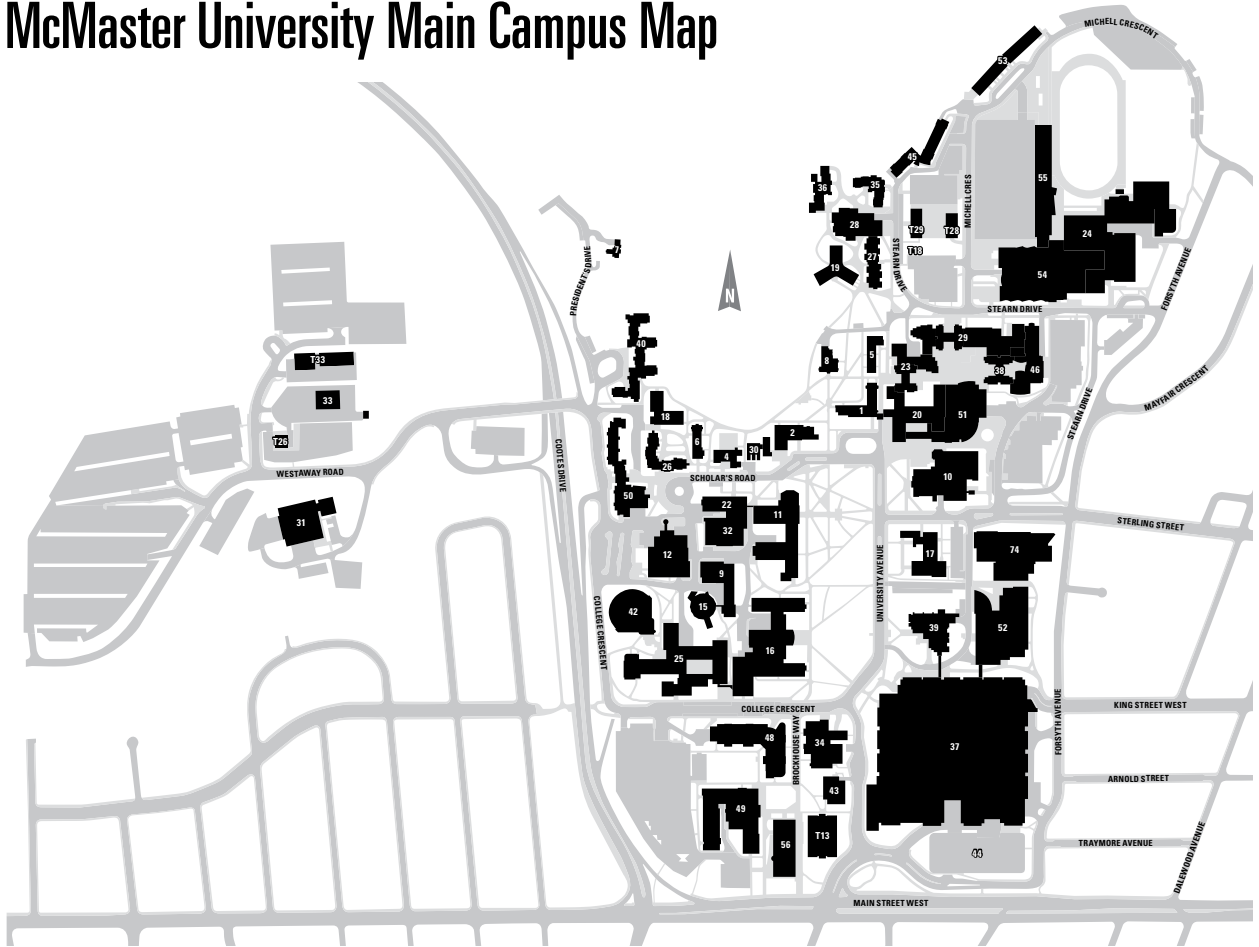
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# McMaster University Main Campus Map



## CAMPUS BUILDINGS: NUMERICAL LISTING

- |  |   |  |
|--|---|--|
| 1. University Hall                       | 24. Ivor Wynne Centre                         | 45. Hedden Hall  |
| 2. Hamilton Hall                         | 25. A.N. Bourns Science Building              | 46. Michael G. DeGroote School of Business             |
| 4. Refectory                             | 26. Matthews Hall                             | 48. Institute for Applied Health Sciences              |
| 5. Edwards Hall                          | 27. McKay Hall                                | 49. Information Technology Centre (ITC)                |
| 6. Wallingford Hall                      | 28. Commons Building                          | 50. Mary Keyes Residence                               |
| 7. President's Residence                 | 29. Togo Salmon Hall                          | 51. McMaster University Student Centre                 |
| 8. Alumni Memorial Building              | 30. Biology Greenhouse                        | 52. Michael DeGroote Centre for Learning and Discovery |
| 9. Nuclear Research Building             | 31. Campus Services Building                  | 53. Les Prince Hall                                    |
| 10. Mills Memorial Library/Museum of Art | 32. Tandem Accelerator                        | 54. David Braley Athletic Centre                       |
| 11. Burke Sciences Building              | 33. Applied Dynamics Laboratory               | 55. Ron V. Joyce Stadium                               |
| 12. Clarke Centre                        | 34. Psychology Building                       | 56. Engineering Technology Building                    |
| 15. Nuclear Reactor                      | 35. Woodstock Hall                            | 74. L.R. Wilson Hall                                   |
| 16. John Hodgins Engineering Building    | 36. Brandon Hall                              | T13. Prelim Laboratory                                 |
| 17. Divinity College                     | 37. Health Sciences Complex                   | T18. Dramatic Arts Workshop                            |
| 18. Moulton Hall                         | 38. Kenneth Taylor Hall                       | T26. Scourge Laboratory                                |
| 19. Whidden Hall                         | 39. Life Sciences Building                    | T28. Temporary Building                                |
| 20. Gilmour Hall                         | 40. Bates Residence                           | T29. Temporary Building                                |
| 21. Wentworth House                      | 42. H.G. Thode Library                        | T33. McMaster Children's Centre                        |
| 22. General Sciences Building            | 43. Communications Research Laboratory        |  |
| 23. Chester New Hall                     | 44. Health Sciences Complex Parking Structure |  |

