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February 8, 2012

To : Members of the Faculty of Business Graduate Curriculum and Policy Committee

From : Medy Espiritu *Medy Espiritu*
Assistant Secretary and SynApps System Administrator

The next meeting of the Faculty of Business Graduate Curriculum and Policy Committee will be held on **Thursday, February 16, 2012 at 10:00 a.m. in MUSC-224.**

Listed below are the agenda items for discussion.

Please email espirtu@mcmaster.ca if you are unable to attend the meeting.

A G E N D A

- I. Minutes of the meeting of March 9, 2011
- II. Business arising
- III. New program: Master of Finance
- IV. MBA Grade Scale Conversion
- V. GRE as an alternative to GMAT
- VI. TOEFL requirement for Ph.D. program – Section 2.1.9 of the current Graduate Calendar
- VII. *D700 – Case Analysis and Presentations – new course
- VIII. Proposed change in the minor of the Accounting and Financial Management Services
- addition of an elective course, *A727
- IX. *F735 – Financial Modelling – new course
- X. Health Management *(to be discussed by John Medcof)*
 - *700 – Health Systems and Policy Analysis
 - *705 – Evaluating Sources of Evidence for Management and Evaluation
 - *706 – Health Management Foundations I
 - *707 – Health Management Foundations II
 - *708 – Leadership in Health Organizations
 - *730 – Scholarly Paper

- XI. Human Resources and Management Area - Ph.D. program
 - Change in course requirements
 - Change in comprehensive examination procedure

 - *B790 – Management Theory – change in course number from *B778 to *B790
 - *B791 – Field Survey: Organizational Behaviour and Organization Theory – new course
 - *B792 – Field Survey: Human Resources and Industrial Relations – new course
 - *B793 – Applied Multivariate Statistics – change in course number from *B782 to *B793
 - *B794 – Research Methods and Design – change in course number from *B780 to *B794
 - *B795 – Research Issues: Organizational Behaviour and Organization Theory – new course
 - *B796 – Research Issues: Human Resources and Industrial Relations – new course
 - *B797 – Research Project Course I – new course
 - *B798 – Research Project Course II – new course
 - *B799 – Selected Topics in Management of Organizational Behaviour and Human Resources – change in course number from *B783 to *B799
 - *B779 – Research Issues I – course cancellation

 - Change in the calendar description of the Ph.D. degree

- XII. Strategic Management Leadership and Health Services Management
 - *C700 – Introduction to Health Management – new course
 - *M758 – Sustainability and Corporate Social Responsibility

- XIII. Change in course title and description
 - *O711 – Risk Models in Operations Management
 - *O721 – Materials Management and Production Planning

- XIV. Change in course description
 - *V703 – Financial Modeling and Valuation

- XV. Other business

**FACULTY OF BUSINESS GRADUATE CURRICULUM AND POLICY COMMITTEE
MARCH 9, 2011, 9:00 A.M.
MUSC-230**

PRESENT: Dr. J. Medcof (Chair), Dr. K. Hassanein, Dr. M. Hatton, Dr. S. McCracken,
Mrs. M. Espiritu (Assistant Secretary)

I. Minutes of meeting

The minutes of the meeting of December 9, 2010 were approved on a motion by Dr. Hassanein, seconded by Dr. McCracken.

II. Business arising

Dr. Medcof recalled that at the December 9, 2010 meeting, the Faculty of Business Graduate Curriculum and Policy Committee approved the request to cross-list the following courses: BUS C721 - Health Policy Analysis, BUS C711 - Health Economics and Evaluation, BUS I731 - International Business, BUS C741 - Health Care Marketing, and BUS - C722 Management of Population Health. After the meeting, however, the Health Services Management area raised some concerns about the cross-listings. Subsequently, the proposal did not get approval when it was presented at the meeting of the Faculty of Business.

III. Graduate Curriculum Revisions

Ph.D. Program Requirements- page 65 of the 2010-2011 Graduate Calendar

It is proposed that the paragraph *"In order to remain in the program, students must maintain a grade point average of at least B+ in their course work with no more than one failing grade (below B-) in a prescribed course. The student will be required to withdraw from the program if he/she receives a second failing grade,"* found in the Ph.D. Program Requirements section of the Graduate Calendar, be moved between the 2nd and 3rd paragraph of the same section in order to show that the requirement is applicable to all the fields in the program. The current location of the paragraph seems to suggest that the requirements discussed in the paragraph are only applicable to the Marketing field.

Dr. McCracken moved, and Dr. Hassanein seconded,

"that the Faculty of Business Graduate Curriculum and Policy Committee approve the proposed change recommended by the Ph.D. program, as discussed above."

The motion was carried.

eHealth

The eHealth program is recommending a new course, *701 – Research and Evaluation Methods in eHealth. The course was offered in January 2010 on Dean’s approval.

Dr. Hassanein moved, and Dr. Hatton seconded,

“that the Faculty of Business Graduate Curriculum and Policy Committee approve the new course, *701 – Research and Evaluation Methods in eHealth, as described in the document.”

The motion was **carried**.

Finance Area

The Finance area proposed the following graduate curriculum changes.

- *F712 – Applied Corporate Finance – change in course description
- *F724 – Venture Capital and Private Equity – change in course title and description
(Note: *This course is currently cross-listed as *V705.*)
- *F725 - Personal Financial Management – change in course description
- *F736 - Ethics and Professional Practice in Finance – new course (Note: *This course was previously offered as *F748 – Selected Topics in Finance.*)
- *F737 – Financial Fraud and Market Surveillance – new course, and cross-listed as A727
(Note: *This course was previously offered as *F728 – Selected Topics in Finance.*)
- *F740 – Islamic Finance – new course (Note: *This course was previously offered as *F728 – Selected Topics in Finance.*)
- *F770 – Financial Economics and Quantitative Methods – change in course number and to be offered as a Ph.D. course

Dr. Hatton moved, and Dr. McCracken seconded,

“that the Faculty of Business Graduate Curriculum and Policy Committee approve the proposed graduate curriculum changes from the Finance Area, as described in the documents.”

The motion was **carried**.

Human Resources and Management

The Human Resources and Management area recommended the following graduate curriculum changes.

- *B717 – Management Development – new course (Note: *This course was previously offered as *B738 – Selected Topics in Organizational Behaviour.*)

Proposed changes to the name and course selection for the Minor in Human Resources and Management

Dr. Hatton moved, and Dr. Hassanein seconded,

“that the Faculty of Business Graduate Curriculum and Policy Committee approve the proposed curriculum changes from the Human Resources and Management area, as described in the documents.”

The motion was carried.

Strategic Management Leadership and Health Services Management

The Strategic Management Leadership and Health Services Management area proposed the following graduate curriculum changes.

- *P700 – Business, Government and the Global Environment – change in prerequisite
- *C711 – Health Economics and Evaluation – change in prerequisite
- *C726 – Critical Issues in Health Services Management – change in prerequisite
- *C721 – Health Policy Analysis – change in prerequisite
- *C722 – Management of Population Health – change in prerequisite
- *C727 – Pharma/Biotech Business Issues – change in prerequisite
- *C736 - Quality Management in Health Services – change in prerequisite
- *C741 – Health Care Marketing – change in prerequisite (Note: *This course is currently cross-listed as *M722.*)
- *V701 – Financial Statement analysis – change in course title and cross-listed as *A750 and *F717

Dr. Hatton moved, and Dr. McCracken seconded,

“that the Faculty of Business Graduate Curriculum and Policy Committee approve the proposed graduate curriculum revisions from the Strategic Management Leadership and Health Services Management area, as described in the documents.”

Upon reviewing courses *C711, *C726, *C721, *C722, *C727, *C736, and *C741, the committee expressed concern that not all student groups who might take the courses were mentioned in the prerequisite statement--only HSM students were listed. The committee then decided to return the submissions to the Area to address the issue raised by the members.

The motion was then revised as follows:

“that the Faculty of Business Graduate Curriculum and Policy Committee approve the change in prerequisite for *P700 and the change in title and cross-listing of *V701, as described in the documents.”

The motion was carried.

(*Note: The Area has addressed the issue, and courses *C711, *C726, *C721, *C722, *C727, *C736, and *C741 were subsequently approved by email ballot conducted among the committee members on April 7, 2011.*)

Information Systems

The Information Systems area proposed the following graduate curriculum revisions.

*K603 – Information Systems in Business – change in course title

*K718/728/738 – Selected Topics in Management Information Systems – change in course title

*K723 – Data Mining and Business Intelligence – change in course description

*K725 – Business Process Management – change in course title

*K778 – Selected Topics in Information Systems I – change in course title

*K779 – Selected Topics in Information Systems II – change in course title

*K793 – Mobile Commerce: Technology, Theory, and Applications (*Note: This course was previously offered as *K778 – Selected Topics in Information Systems I.*)

*K794 – Advances in Information Systems Research (*Note: This course was previously offered as *K778 – Selected Topics in Information Systems I.*)

Changes to the calendar description of the MBA eBusiness Minor

Changes to the calendar description of the MBA eBusiness Specialization

Changes to the calendar description of the list of Ph.D. courses in the IS field to reflect the new course numbers

Dr. Hassanein moved, and Dr. Hatton seconded,

“that the Faculty of Business Graduate Curriculum and Policy Committee approve the proposed graduate curriculum changes from the Information Systems area, as described in the documents.”

The motion was carried.

*B718 – Special Topics in Organizational Behaviour: Management Consulting

Dr. Medcof explained that a new instructor, Nicholas Lal, will be teaching B718 – Management Consulting. The CV of the instructor was submitted to the curriculum committee for information.

There was no other business and the meeting adjourned at 10:05 a.m.

McMASTER UNIVERSITY

GRADUATE PROGRAM PROPOSAL BRIEF

FOR THE PROGRAM

MASTER OF FINANCE

Date: February 2012

Master of Finance Program Committee: Trevor Chamberlain, Clarence Kwan, Jiaping Qiu and Sudipto Sarkar

Research Assistant: Rahman Khokhar

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1. PROGRAM

1.1. Consistency of program with University's mission and academic plan

Over the past decade, finance professionals have faced the prospect of an increasingly complex and technical work environment as a result of globalization, technological change, increased market volatility and the rapid growth of derivative securities and the markets in which they trade. This has created a demand for creative and innovative finance specialists who are equipped to solve problems in, *inter alia*, securities valuation, trading strategy, risk assessment and investment management.

The goal of the proposed Master of Finance program is to offer students a high-quality course of study that will develop and enhance their understanding of the principles and practice of modern finance. In doing so, it will prepare students to deal with complex concepts and the body of knowledge required of modern finance professionals.

Learning outcomes expected from the program include:

1. The ability to apply appropriate principles of valuation to financial assets, including derivatives.
2. The ability to engage in applied research and determine whether firm investment and corporate policies create value.
3. The knowledge required to evaluate financial risk and devise appropriate risk management strategies.
4. The knowledge required to assess risk-return tradeoffs in investment management.
5. The ability to model financial problems to facilitate decision making.
6. The ability to communicate effectively, both orally and in writing, in a professional setting.
7. Ethical behaviour consistent with academic integrity and appropriate professional judgements.

Central to the program is its intention to offer courses that are taught by active researchers, and in areas that are closely related to their research. In doing so, it aspires to foster critical thinking and a passion for learning among its students. The program is linked to the scholarly interests and activity of members of the Finance and Business Economics Area in the Faculty of Business. At the same time, it is cross-disciplinary inasmuch as it will draw upon the academic expertise of members of a number of other disciplinary units within the University. In doing so, it is expected to foster more collaboration in scholarly work among members of the Finance and Business Economics, Operations Management and Accounting and Financial Services Areas in the Faculty of Business, the Department of Economics in the Faculty of Social Sciences and the Department of Mathematics and Statistics in the Faculty of Science.

1.1.1. The need for such a program in Ontario

There are a number of universities in Ontario offering master's degree programs specializing in finance, albeit with a variety of foci. The table on the following page provides summary information for master's degree programs in finance offered by Ontario universities.

These programs can be classified as mathematical, specialized or general programs, or as terminal degree versus intermediate degree programs, which prepare students for Ph.D. studies. The proposed Master of Finance is a program that would provide an in-depth training in finance, emphasizing the development of analytical skills for students who aspire to pursue careers in mainly

financial, but also non-financial, organizations. The job market for students with both general and specialized finance training is large and stable. Mathematical finance programs, in contrast, are targeting a niche market that requires sophisticated mathematical skills. Graduates of such programs compete for jobs with Ph.D. degree holders from fields such as physics, engineering and mathematics.

School	Degree	Focus of the program	Program Length	Tuition (2010-11)
Brock University	Master of Science in Management (in the field of Finance)	Prepare students to pursue Ph.D. degree in Finance	20 Months	\$ 13,248 / \$ 28,669
McMaster University (Department of Mathematics)	Master of Science in Financial Mathematics	Mathematical finance	8 Months	\$ 6,786 / \$ 14,853
Queen's University	Master of Science in Management (in the field of Finance)	Prepare students to pursue Ph.D. degree in Finance	12 Months	\$ 7,261 / \$ 12,913
Queen's University	Master of Finance (Part-time) – Toronto	Specialized finance education	10 Months ³	\$ 34,000 / \$ 55,000
University of Toronto (Department of Mathematics)	Master of Mathematical Finance	Mathematical finance	12 Months ¹	\$ 38,210 / \$ 38,210
University of Toronto (Department of Economics)	Master of Financial Economics	Specialized finance education	16 Months ²	\$ 35,847 / \$ 50,632
University of Toronto (Rotman School of Management)	Master of Finance (Part-time)	Specialized finance education	20 Months ³	\$ 76,323 / \$ 76,323
University of Waterloo (Department of Statistics and Actuarial Science; School of Accountancy)	Collaborative Master's Program in Finance (Master of Mathematics; Master of Accounting)	Mathematical finance	16 - 20 Months ⁴	\$ 10,950-\$ 14,560 / \$ 19,929-\$ 26,574
Wilfred Laurier University (Laurier School of Business & Economics)	Master of Finance	Specialized finance education	20 Months ⁵	\$ 20,000 / \$ 29,500
Wilfred Laurier University (Department of Mathematics)	Master of Mathematics for Science & Finance	Mathematical finance	12 Months	\$ 22,395 / \$ 30,576
York University (Schulich School of Business)	Master of Finance	Specialized finance education	12 Months	\$ 38,568 / \$ 45,000
University of Windsor (Odette School of Business)	Master of Management (Int'l Accounting & Finance)	General finance education	12 Months	- / \$ 28,500
Lakehead University (Faculty of Business Administration)	Master of Science (in the field of Finance)	General finance education	12 Months	\$ 11,308 / \$ 15,920
Ryerson University (Economics Department)	MA in International Economics & Finance	General finance education	12 Months	\$ 8,709 / \$ 17,914

¹ Four months internship during Winter. If hired, students get \$ 17000 Tuition Rebate.

² Four months summer internship with expected income of \$ 10,000 - 25,000 for 4-months.

³ Evening and Weekend Program.

⁴ Course Work Option - 3 Study Terms and 1 Internship Term, Thesis Option - May require 4 - 5 Academic Terms.

⁵ 8 Month Co-op and Co-op Fee is extra. Co-op Income is not provided.

Note: Tuition fees include Incidental and/or Ancillary Charges, however, do not include Health Insurance for VISA students.

The Master of Finance degree is different than an M.B.A. with a specialization in Finance. Students in the Master of Finance program would focus on becoming finance specialists with appropriate preparation in subjects such as statistics, computation and econometrics. The finance training would be deeper than that offered to students doing an M.B.A. degree with a Finance specialization. M.B.A. students with a specialization in Finance obtain a broadly based management education with some emphasis on finance. Such a program is a more suitable preparation for careers in which a broad portfolio of management skills is important, such as commercial banking or corporate finance. Graduates of the Master of Finance program would be expected to target areas where analytical skills and a depth of understanding are important, such as portfolio management, hedging and risk management, currency and derivatives trading, fixed income analysis and equity research.

Currently, three full-time programs in Ontario have a focus somewhat similar to the proposed Master in Finance program: the Master of Financial Economics (M.F.E.) offered by the University of Toronto (UofT), and the Master of Finance programs offered by York University and Wilfred Laurier University. The M.F.E. program at the UofT comprises twelve months of course work and a four-month internship. While the proposed McMaster program does not include an internship, the program content is closest to the UofT program among those offered at Ontario universities, the primary difference being that the proposed McMaster program would put more emphasis on the development of quantitative skills in its required courses. The following table shows the numbers of applications and registrations in the M.F.E. program at the University of Toronto since its inception in 2003.

Year	2010	2009	2008	2007	2006	2005	2004	2003
Number of Applicants	250	N/A	300	189	195	184	154	189
Number of Registrations	25	21*	24	19	22	22	18	16

*Taken from employment statistics page of program's website.

The above data provide an indication of the potential demand for the proposed M.Fin. program given the similarity between the two programs. As the above figures indicate, the number of applicants for Toronto's M.F.E. program is well above 150 per year, while the number admitted annually has only been about twenty, with most of those admitted registering. Moreover, these numbers were relatively stable between 2003 and 2007, and have increased since 2008. The above figures suggest that the competition to get into a reputable graduate finance program is robust and that there is a large gap to be filled.

An M.B.A. graduate specializing in Finance will obtain a broader business training than a graduate from the Master of Finance program. By offering both an M.B.A. Finance specialization and a Master of Finance program, we will be able to offer qualified applicants a choice between breadth and depth in their educational opportunities.

Though the Master of Finance program may attract some students who currently choose the M.B.A. program with a Finance specialization at McMaster, we believe that the M.Fin. program will appeal primarily to students who are presently not coming to McMaster for master's level finance studies. That is, they are applying to other Canadian schools, as well as abroad (particularly the US and the UK), to do specialist programs in finance. Moreover, we expect that the program will also appeal to students who are contemplating a Ph.D. program in finance and who have not studied finance at the graduate level previously.

1.2. Clarity and appropriateness of program requirements and learning outcomes in meeting University's Degree Level Expectations

1.2.1. Depth and breadth of knowledge

The program is intended to provide students with a solid understanding of the tools required to frame, assess and expedite the solutions needed to address the increasingly complex problems faced by financial decision makers, particularly those working in the financial industry. It is designed so that students will first be equipped with essential skills and knowledge in economics, accounting and statistics, followed by the application of these tools to core problems in modern finance. In addition, students will have the opportunity to pursue topics of particular interest and relevance to their

anticipated careers through the choice of four elective courses. The program will also provide a solid grounding in essential tools and core financial knowledge for those students intending to pursue a Ph.D. degree in finance or cognate subjects.

1.2.2. Research and Scholarship

The program is a course-based program, with an option to do a research project in lieu of one course. The required courses will focus on developing students' analytical skills and understanding of the core concepts of modern finance. As noted in part 1.2.1, the tools and knowledge students acquire at the beginning of the program will be used to formulate and assess important problems in the field. Students will be expected to read and evaluate current literature and to be able to utilize their knowledge in investigating the types of problems they would encounter in their professional careers. Their knowledge and understanding will be measured in variety of ways, including problem solving, discussion of scholarly papers, class presentations of their work, written assignments and papers, and course examinations.

1.2.3. Level of application of knowledge

Students will be expected to utilize the skills learned in the economics, accounting and statistics courses, as well as their knowledge of finance, in a variety of applications. They will also have the opportunity to use their skills and knowledge to undertake supervised research of their own in the Business F719 independent project course.

1.2.4. Professional capacity/autonomy

The program is designed with the primary objective of preparing students for professional careers in industry, and the financial industry in particular. While team work is a central tenet of contemporary business education, students will be responsible for their own success in the program and for taking the appropriate initiatives to ensure that success.

In addition, a central theme of modern finance is decision-making under uncertainty. This will characterize the professional life of graduates of the program. For this reason students will be expected to assess information critically, formulate problems carefully and devise strategies to manage the risks inherent in financial decision-making.

Finance is a field that has both grown and changed over the past thirty-five years, and, as the 2008 financial crisis demonstrated, continues to present significant challenges to industry practitioners, regulators, public policy-makers and society at large. Students will be encouraged to think on their own and to appreciate that one's knowledge is never complete. Continuing professional education is not only a necessity for being a successful practitioner in the financial industry, but also is required by most professional organizations to maintain certification.

Ethical behaviour within the program and beyond is a necessity. Professional organizations within the financial industry have protocols outlining what is expected of their members, as do most, if not all, financial firms. In order to foster a culture that emphasizes the importance of ethical behaviour and to prepare students for careers in which it will be expected, Business F736: Ethics and Professional Practice in Finance is included on the list of electives open to Master of Finance program students. Though not required, students will be encouraged to take this course as one of their electives.

Finally, finance, as an academic discipline, relies on models with explicit sets of assumptions. In order to use these models in an applied context, assumptions have to be relaxed. The consequences of relaxing assumptions or finding alternate ways of framing a problem are central to financial research and discussed extensively in the classroom.

1.2.5. Level of communication skills

Business education places much emphasis on the development of communication skills, in large part because their importance is emphasized by employers. The Master of Finance program, though designed for students with an aptitude for quantitative material, will provide many opportunities for students to develop and augment both their oral and written communication skills through class discussion, student presentations and written reports of various kinds. Student evaluation and feedback will include assessments of students' oral and written communication ability.

1.2.6. Awareness of limits of knowledge

The program will draw upon the expertise of the faculty working in a number of fields: economics, mathematics and statistics, operations management and accounting, as well as finance. This is essential for ensuring that students have both the breadth of perspective and analytical skills for careers in finance. One consequence of drawing on faculty skills and knowledge across multiple disciplines is that students will be expected to work within alternative paradigms, each with its own complexities and perspectives. Students will find areas of congruence and areas of difference, and one of their challenges will be to reconcile and understand the limits of knowledge and differences in perspective of finance versus cognate disciplines.

1.3. Appropriateness of degree nomenclature

Master of Finance (M.Fin.) is the most appropriate choice for the degree name. As it explicitly focuses on the word "finance," it conveys clearly to potential employers the specific training that the graduates of the program receive. In contrast to the M.B.A. degree (which implies a broad business education), the M.Fin. would be a graduate degree for students who wish to undertake rigorous academic training to become finance specialists.

This program is intended to prepare students for careers as finance specialists in both financial and non-financial organizations. As explained earlier, the program is not intended to be a mathematical finance program like those available in various mathematics departments. Nor is it intended to be a purely financial economics program, like those offered by economics departments. The Finance and Business Economics Area proposes to offer a program for finance specialists that is academically more rigorous, with a focus on the application of quantitative skills, than an M.B.A. program with a finance specialization.

2. ADMISSION REQUIREMENTS

2.1. Appropriateness of program's admission requirements for the learning outcomes established for completion of the program

In order to attract a deep pool of high quality applicants, we propose that prior work experience not be required as a condition for admission. We also propose to consider applicants with recognized

bachelor degrees from various academic disciplines. While the admission criteria would be focused primarily on the applicants' analytical and mathematical skills, as evidenced by academic records, the lack of extensive prior academic training in finance, economics, and/or statistics would not exclude potential students inasmuch as we are able to incorporate preparation in these subjects into the program.

The information content of academic transcripts is not a sufficient basis for admission. Hence, it is important to augment students' academic records by considering other measures, such as GRE or GMAT scores, in order to identify admissible students. (At a minimum, applicants would, of course, have to meet the admission standards set by the School of Graduate Studies). In order to obtain some uniformity in the admission standards for applicants from different undergraduate programs, domestic as well as foreign, we propose that applicants submit either general GRE scores or GMAT scores for admission consideration. Although this requirement could have a negative effect on the size of the applicant pool, we believe it provides a positive signal to applicants about program quality.

In this connection we note that Brock, HEC Montreal, and Windsor do not require GRE/GMAT scores, while Toronto, UBC, Queen's, Simon Fraser, and Concordia do. HEC is, of course, primarily a French language program. It appears that having the GRE/GMAT requirement would be in line with the practice of the schools with which we would like to be compared. Apart from its role as an arbiter of applicant quality, we believe that the GRE/GMAT requirement would communicate to potential applicants that the quality of the program is high.

The expectation is that students entering the program would have stronger qualifications than entering M.B.A. students, especially in mathematics and related courses and in the quantitative component of the GRE/GMAT.

Further, for students for whom English is not the first language, satisfactory TOEFL (or equivalent) scores would be required as well. TOEFL scores must be at least equal to the minimum requirement set by the University, and would be expected to be higher. Finally, because of the quantitative nature of the program, students would be required to have at least one term of calculus, one term of algebra and one term of statistics as a condition of admission (taken within five years preceding entry to the program).

2.1.1. Admission requirements (summary)

- Recognized bachelor degree in any discipline with a minimum B+ average grade.
- Analytical and mathematical skills (evidenced by a minimum of one term each of calculus, algebra and statistics) with satisfactory grades.
- Official results of the GMAT or GRE test.
- Three letters of references, preferably from former professors.
- No prior work experience required.
- For international applicants, an official statement of English language test results.

2.2. Alternative requirements for admission into the program

None.

3. STRUCTURE

3.1. Appropriateness of the administrative, governance and communication processes proposed in support of the program

We propose a twelve-month format. Specifically, the program would start in September and end in August of the following year, thus comprising three four-month study terms. In this program structure, a total of fifteen half courses (or project equivalent to one course) would be required. This format and length is appropriate for providing students with their analytical tool kit, focusing on the core themes of modern finance and providing them with an opportunity to investigate specialized topics. In addition, immediately prior to the beginning of the first term, students would be required to complete a three-day review workshop covering basic topics in differential and integral calculus, linear algebra and statistics and probability.

The finance component of the program will be offered primarily in the Winter and Summer terms. In the Fall, students would take courses in accounting, economics, finance, and statistics, if they have not previously done so. A full course load for a student with no prior preparation would comprise the following five half courses: finance (MFIN 601), microeconomics (MFIN 602), macroeconomics (MFIN 603), statistics (MFIN 604), and financial accounting (BUS A600). Depending on a student's undergraduate preparation, some of these half courses may be exempted and replaced with other courses. For students with prior finance training, 700-level finance courses could be taken. Students with no prior finance training, but courses in the other subject areas, would be allowed to choose electives in business or cognate fields, depending on their background.

3.1.1. Program structure

The following program structure is proposed.

Term 1

MFIN 601: Introduction to Finance
MFIN 602: Microeconomics
MFIN 603: Macroeconomics
MFIN 604: Statistics
BUS A600: Financial Accounting
and Reporting

Term 3

MFIN 705: Financial Econometrics
MFIN 706: Computational Finance
Three electives

Term 2

MFIN 701: Introduction to
Econometrics
BUS F710: Financial Theory
MFIN 703: Derivatives
MFIN 704: Numerical Methods
One elective

3.1.2. Governance structure

The following governance structure is proposed.

- i. Program Director (Acting)

Dr. Trevor Chamberlain (Chair, Finance & Business Economics)

- ii. Academic Committee

- Finance & Business Economics (DeGroot School of Business)
 1. Dr. Trevor Chamberlain
 2. Dr. Clarence C. Y. Kwan
 3. Dr. Jiaping Qui
 4. Dr. Sudipto Sarkar
- Department of Economics

Dr. Jerry Hurley
- Accounting & Financial Management Services (DeGroot School of Business)

Dr. Khalid Nainar
- Financial Mathematics (Department of Mathematics and Statistics)

Dr. Thomas R Hurd
- Operations Management (DeGroot School of Business)

Dr. Elkhafi Hassini

iii. Administration

A dedicated administrator, reporting to the Program Director, will be hired in order to provide administrative support for the program. The cost of the administrator's position will be covered by the program revenues.

3.1.3. Communication

The Program Director, working with the Program Administrator, will be responsible for ensuring that all communications related to the program are directed to the appropriate individuals and University bodies. The Program Director will report to the Associate Dean, Graduate Studies and Research in the Faculty of Business.

3.2. Appropriateness of program's structure and regulations to meet specified program learning outcomes and Degree Level Expectations

The program is structured so that students will proceed sequentially from Term 1 to Term 2 to Term 3 with access to courses in successive terms relying on successful completion of those taken in the previous term. Students who do not succeed in any of the Term 1 courses will not be prepared and, thus, ineligible to take the required courses in Term 2. Likewise, students unsuccessful in Term 2 required courses will be unprepared and, thus, unable to take Term 3's required courses. Term 2 and 3 electives, in contrast, may be taken by students who successfully complete all of the courses in Term 1. Successful course completion requires a grade of B- (65%) or above. Students will require an overall average of B in order to graduate from the program.

In the event of a failing course grade, students will be allowed to repeat or, in the case of elective courses, substitute, one course. However, inasmuch as courses will only be offered once a year, a student failing a required course would have to join the next year's cohort in order to complete the required courses.

The program is intended to prepare students for careers in which significant ability and judgement is required. Specific expectations – that is, learning outcomes – were articulated earlier in Section 1.1.

It is important that students graduating from the program meet the expectation of the program as well as the University’s Degree Level Expectations for a master’s degree. Moreover, the expectations of employers of master’s level financial specialists have to be met and, preferably, exceeded in order to establish the program as a source of well-trained, highly-qualified graduates.

3.3. Rationale for program length

The program comprises three consecutive terms. The first term provides students with fundamental knowledge and skills in economics, accounting, statistics and finance. The second term is devoted to deepening students understanding of analytical skills as well as their knowledge of the theoretical framework and problems of modern finance. The final term comprises a combination of analytical applications of the concepts learned in earlier terms and opportunities for students to focus on topics of particular interest.

4. PROGRAM CONTENT

4.1. How curriculum addresses the current state of the discipline or area of study

The proposed program is a specialized program that provides in-depth learning to the principles and practices of modern finance. The curriculum is designed to provide students with analytical tools and techniques required for an array of careers in financial industry. As outlined above, it will be a collaborative initiative involving faculty from not only the Finance and Business Economics Area within the Faculty of Business, but also members of the Accounting and Financial Management Services and Operations Management Areas, as well as members of the Department of Economics in the Faculty of Social Sciences and the Department of Mathematics and Statistics in the Faculty of Science. The specific courses to be offered are as follows (course descriptions are provided in Appendix 11.1).

4.1.1. Course listing

Course Code	Course Title
Required	
MFIN 601	Introduction to Finance
MFIN 602	Microeconomics
MFIN 603	Macroeconomics
MFIN 604	Statistics
BUS A600	Financial Accounting & Reporting
MFIN 701	Introduction to Econometrics
BUS F710	Financial Theory
MFIN 703	Derivatives
MFIN 704	Numerical Methods
MFIN 705	Financial Econometrics
MFIN 706	Computational Finance

Electives	(Four Required)
BUS F711	Financial Institutions
BUS F712	Applied Corporate Finance
BUS F713	Security Analysis
BUS F715	Portfolio Theory and Management
BUS F716	International Financial Management
BUS F717	Financial Statement Analysis
BUS F719	Independent Research Project
BUS F721	Mergers, Acquisitions and Corporate Control
BUS F722	Market Trading and Risk
BUS F723	Fixed Income Analysis
BUS F726	Behavioural Finance
BUS F727	Working Capital Management
BUS F733	Financial Risk Management
BUS F735	Financial Modeling
BUS F736	Ethics and Professional Practice in Finance

Other electives from Finance, Accounting, Operations Management, Economics or Mathematics and Statistics may be chosen with the approval of the Program Director, and, in the case of Economics or Mathematics and Statistics courses, the consent of the department involved.

4.2. Unique curriculum or program innovations or creative components

Drawing on the academic resources of several disciplinary units distinguishes the M.Fin. program from other specialized master's level finance programs in Ontario, and, in doing so, uniquely prepares students for professional opportunities in which a combination of technical skills and institutional knowledge are important and, in the case of economics or mathematics and statistics courses, the consent of the department involved.

4.3. Nature and suitability of major research requirements

The Master of Finance is a course-based program inasmuch as most graduates are expected to pursue careers in the financial industry. Students will have the option of taking Business F719: Independent Research Project, in lieu of one course, under the supervision of a faculty member and with the approval of the Program Director and the Associate Dean, Graduate Studies and Research. Students who plan to go on to a Ph.D. in finance or a cognate subject will be encouraged to choose the F719 option in order to undertake or participate in a project involving original research.

4.4. Appropriateness of the courses for the graduate degrees

The program does not require applicants to have an undergraduate degree in finance. In this respect it resembles the M.B.A. program. However, the analytical rigour of the program will be significantly greater than that of the M.B.A. program, thus placing it between the finance specialization in the M.B.A. program and the Finance field of the Ph.D. program in Business Administration.

The program courses will utilize textual materials appropriate for graduate level study and students will be expected to read and critically evaluate original papers from the finance literature. They will be expected to develop a sound knowledge of the main themes in the literature and their applicability to financial practice. As explained earlier, students will also be expected to understand the limitations of contemporary thought in finance and the relationships between finance and the cognate fields to which they will be exposed – in particular, economics and accounting. In addition, students will be expected to apply the concepts and tools learned in economics, accounting, mathematics and statistics to a variety of problems in finance.

5. MODE OF DELIVERY

5.1. Appropriateness of proposed mode of delivery to meet the program learning outcomes and Degree Expectations and availability of necessary physical resources

The program courses will be offered through a combination of lectures, tutorials and case discussions, with students having the option of completing a project under the supervision of a member of the teaching faculty in lieu of one course.

The program will be delivered in a live classroom setting. Classroom interaction between faculty and students and among students is an important ingredient in achieving the learning outcomes of the program and ensuring that students meet the University's Degree Level Expectations. This interaction will take the form of lectures, class discussions, problem solving, case analyses and student presentations. In-class interaction will be supplemented with the tools available through Avenue to Learn. One-on-one faculty-student meetings will also be an important ingredient of the learning process.

5.1.1. Physical space

Students will not be given dedicated work spaces as the program is course-based rather than thesis-based. One additional faculty member in Economics will be hired to support the program. Hence, one office will be needed in Kenneth Taylor Hall. In addition, the program administrator will require an office in the DeGroote School of Business (Westdale). As explained below, in Section 7.1, courses will utilize existing classroom facilities. There is undedicated study space available to students in both the DeGroote School of Business (Westdale) and the Ron Joyce Centre.

6. ASSESSMENT OF TEACHING AND LEARNING

6.1. Appropriateness of proposed methods of instruction and assessment of student achievement

As explained earlier, the courses are aligned in such a way that the program's learning outcomes will be met as students successfully complete the set of courses required in each term. This requires regular interaction between instructors and students. The program enrollment is anticipated to be twenty to thirty students per cohort. Class sizes of twenty to thirty provide the critical mass needed for enriched class discussions, but are not so large as to discourage or preclude individual participation.

As noted above, instructional methods will include lectures, class discussions, problem solving, case analyses and student presentations, keeping in mind that instructional methods will vary, both in type and proportion, from course to course.

To ensure that student achievement is congruent with the program's learning goals, a variety of evaluation methods will be used inasmuch as students are expected to develop skills and acquire knowledge along a number of dimensions. Specific methods include problem sets, individual student papers and group projects, case assignments, class presentations and course examinations.

6.2. Plans for documenting and demonstrating the level of performance of students

Student performance will be demonstrated through their level of achievement on the assessment methods used. A letter grade will be awarded for each course based on student performance. Numerical grades, where used, will be translated into letter grades using the School of Graduate Studies' grading scale. Course grades will be forwarded to the Program Director by teaching faculty and, thence, to the Associate Dean, Graduate Studies and Research, for approval. Grades will only become final upon approval by the Graduate Admissions and Study Committee of the Faculty of Business.

7. RESOURCES FOR ALL PROGRAMS

7.1. Administrative unit's planned utilization of existing human, physical and financial resources and any institutional commitment to supplement the resources

The M.Fin. program will draw upon the combined strengths of several academic units at McMaster, including the Finance and Business Economics, Accounting and Financial Management Services, and Operations Management Areas in the Faculty of Business, the Department of Economics in the Faculty of Social Sciences and the Department of Mathematics and Statistics in the Faculty of Science. The Faculties of Business and Social Sciences have agreed to fund one additional position, based in the Department of Economics, to support the program. The Faculty of Business' share of this cost will be \$60,000, rising to \$70,000 in the third year and beyond. The program is proposed as a cost recovery program and, as such, all program costs will be covered by the program's revenues. Enrollment, revenue and cost projections are included as Appendix 11.2.

The program will use existing classroom facilities at both McMaster's Westdale campus and Ron Joyce Centre. Classroom seating for twenty to thirty at the Westdale campus will be required, as follows:

- Term 1 (Fall): 4 Sections
- Term 2 (Winter): 3 Sections
- Term 3 (Summer): 2 Sections

Elective courses (one in Term 2 and three in Term 3) will be those presently offered in the M.B.A. program or, with the approval of the Program Director and the consent of the department involved, electives in Mathematics, Statistics or Economics. M.B.A. electives, except BUS F722, are offered at the Ron Joyce Centre in Burlington, as are the required courses, BUS A600 (Term

1) and BUS F710 (Term 2). A classroom will be required for an additional section of BUS A600, but not for BUS F710. BUS F722 is offered in the Trading Centre at the Westdale campus.

7.2. Participation of a sufficient number and quality of faculty who are competent to teach and/or supervise in the program

The Finance and Business Economics Area comprises thirteen members, with one, and, possibly, two new senior (academic chair) appointees starting July 01, 2012. Of the thirteen current members, one member is presently seconded to University's central administration. Thus, at the present time, twelve members are active in teaching and research, and nine are currently supervising Ph.D. students. The complete list of full-time faculty available to teach in the M.Fin. program is as follows:

No	Name	Rank	Area	Department
1	Dr. Trevor Chamberlain	Professor and Chair	Finance & Business Economics	DeGroote School of Business
2	Dr. Narat Charupat	Associate Professor	Finance & Business Economics	DeGroote School of Business
3	Dr. Sherman Cheung	Professor	Finance & Business Economics	DeGroote School of Business
4	Dr. Anna Danielova	Assistant Professor	Finance & Business Economics	DeGroote School of Business
5	Dr. Richard Deaves	Professor	Finance & Business Economics	DeGroote School of Business
6	Dr. Clarence C. Y. Kwan	Professor	Finance & Business Economics	DeGroote School of Business
7	Dr. Rosemary Luo	Associate Professor	Finance & Business Economics	DeGroote School of Business
8	Dr. Peter Miu	Associate Professor	Finance & Business Economics	DeGroote School of Business
9	Dr. Dean Mountain	Professor	Finance & Business Economics	DeGroote School of Business
10	Dr. Jiaping Qiu	Associate Professor	Finance & Business Economics	DeGroote School of Business
11	Dr. Sudipto Sarkar	Professor	Finance & Business Economics	DeGroote School of Business
12	Dr. John Siam	Assistant Professor	Finance & Business Economics	DeGroote School of Business
13	Dr. Khalid Nainar	Professor	Accounting & Financial Mgt Ser.	DeGroote School of Business
14	Dr. Thomas R Hurd	Professor	Financial Mathematics	Mathematics & Statistics
15	Dr. Elkafi Hassini	Associate Professor	Operations Management	DeGroote School of Business
16	Dr. Mahmut Parlar	Professor	Operations Management	DeGroote School of Business
17	Dr. Seungjin Han	Associate Professor	Microeconomics	Economics
18	Dr. John Leach	Professor	Microeconomics	Economics
19	Dr. Lonnie Magee	Professor	Econometrics	Economics
20	Dr. Michael Veall	Professor	Econometrics	Economics
21	Dr. Alok Johri	Associate Professor	Macroeconomics	Economics
22	Dr. Marc-Andre Letendre	Associate Professor	Macroeconomics	Economics

In addition, part-time faculty may be used from time-to-time, albeit only in elective courses.

7.3. Evidence of adequate resources to sustain the quality of scholarship produced

The proposed program is a course-based program, though students may choose to do an independent research project in lieu of one course. The Director will work with students interested in undertaking the project option to identify an appropriate supervisor. If, for example, one-half of the students choose the project option, faculty supervisors, who are likely to be mainly members of the Finance and Business Economics Area, will, on average, supervise one student per year.

7.3.1. Tuition fees

We propose that the tuition fees be structured such that the total tuition fee paid for the program be competitive with similar programs offered by the University of Toronto and York University, which, in terms of faculty calibre and university mission, are considered to be our closest

comparators in Southern Ontario. Thus, the per-term fee proposed is \$12,000 per term. The program would be offered on a cost recovery basis and, thus, the tuition fee would be same for both domestic and visa students. This would also allow students to obtain a Master in Finance degree at a cost similar to that of McMaster’s M.B.A. program (albeit over a shorter period) and, at the same time, allow the program to be mounted in a slightly smaller cohort (20-30 students) than is the case for the M.B.A. program.

7.3.2. Projected intake and enrollment

Three possible enrollment scenarios are contemplated and projected enrollments for each of these scenarios are shown below. Detailed enrollment and budgetary projections are provided in Appendix 11.2. Steady state enrollment is assumed to be achieved in 2016.

Year	2013	2014	2015	2016	2017	2018	2019
Scenario 1	10	10	15	20	20	20	20
Scenario 2	15	15	20	25	25	25	25
Scenario 3	20	20	25	30	30	30	30

As noted above, detailed budget information is attached as Appendix 11.2. These estimates suggest that beyond the first year the program would be profitable under a cost recovery model for all enrollment scenarios.

8. RESOURCES FOR GRADUATE PROGRAMS

8.1. Plan for adequate numbers of faculty and staff to achieve program’s goals

As explained elsewhere, the program has been designed in order to utilize effectively academic strengths and interests of members of Finance and Business Economics Area, complemented by the knowledge and skills of members of the Accounting and Financial Management Services and Operations Management Areas, and of the Departments of Economics and Mathematics and Statistics. One additional appointment in Economics is contemplated as a result of mounting the program.

The new hire notwithstanding, the listed faculty complement is sufficient to cover all of the required courses in the M.Fin. program. Indeed, all of the required courses can be taught by more than one full-time faculty member. This is important in order to accommodate faculty research leaves or, if they should occur, secondments to administrative positions. As for the finance electives, F712, F713, F715, F716, F721, F722, F726, F727 and F733 are taught by full-time faculty. F717 is presently taught by a long-term adjunct professor, while F711, F735 and F736 are presently taught by long-term sessional instructors.

One staff member will be hired in order to administer all aspects of the program other than student recruiting and job placement, but including administrative support for the Program Director.

Student recruitment will be undertaken as part of the overall Faculty of Business recruitment effort, for which the program will be charged an appropriate fee. Job placement support will be

expedited by the Faculty's Center for Career Development (CBCD), for which students will have to pay a fee. This fee will require student approval by referendum as well as the approval of the University Finance Committee.

8.2. Plan to provide the necessary financial assistance for students

Students will be provided with at least one master's level TAsip (96 hours in the Faculty of Business), over the duration of the program. Scholarship funding will also be sought to support students. However, because the program is a cost recovery program, students will not be eligible for OSAP or bursary funding.

8.3. Evidence that faculty research supervisors have ongoing funding, space and relevant research infrastructure to support students in program

Because the program is course-based, faculty supervision will be limited to that required for students choosing the BUS F719: Independent Research Project option. The main research tools in finance are databases and software tools to access them. The Faculty of Business, in conjunction with the University Library, supports the Wharton Research Data Services (WRDS) platform, which can be used to access a large number of databases, including the two most widely used in finance: CRSP and Compustat. Other databases used in finance to which the University subscribes include Eventus, IBES, Mergent FISD, Risk Metrics, TRACE, and Thomson Reuters. See Appendix 11.4 for more information.

8.4. Supervisory and load distribution and qualification

Finance and Business Economics Area (F&BE) members are likely to supervise most BUS F719 projects inasmuch as students are expected to choose projects in finance. As noted above, the average load is expected to be approximately one project per faculty member per year, although, depending on both student and faculty interests, some faculty may supervise more than one project in some years and some may supervise none. All listed F&BE teaching faculty have Ph.D.'s in Finance, Economics, or Finance and Economics, are active in research and qualified to supervise BUS F719 students. Past and present supervision activity is presented in Appendix 11.3.

8.5. Evidence of prior experience in graduate teaching and research supervision for faculty

All teaching faculty have experience with graduate teaching and most have experience with Ph.D. supervision. Among the twelve members of the Finance and Business Economics Area listed, nine are presently supervising Ph.D. students.

9. QUALITY AND OTHER INDICATORS

9.1. Definition and use of indicators that provide evidence of quality of the faculty

All members of the Finance and Business Economics Area currently active in teaching and research are included as members of the program's teaching faculty. Other teaching faculty were identified and chosen on the basis of whether they were qualified to teach at least one course in

the program. All listed teaching faculty have Ph.D.'s and are full-time members of McMaster University. Of the twenty-two faculty included, two hold the rank of assistant, eight the rank of associate and twelve the rank of professor, and all have prior experience teaching at the graduate level. Their teaching activity for the three years ending winter, 2012, is presented in Appendix 11.3. Of the three part-time faculty teaching permitted M.B.A. electives, all have M.B.A. degrees, and two have professional designations appropriate to their teaching (CFA/CPA/CMA and CA) as well.

9.2. Evidence of a program structure and faculty research that will ensure the intellectual quality of the student experience

The program is structured in order to provide students, in Term 1, with fundamental tools from economics, statistics, financial accounting and finance, all of which are necessary for a career as a finance specialist. The financial industry, in particular, places great emphasis on the importance of quantitative skills as it seeks to strengthen its risk management practices.

Term 2 continues the development of students' skills and knowledge begun in the first term, and utilizes these skills to examine topics in financial theory and derivatives. Students will also have an opportunity to choose an elective in an area in which they have a particular interest in the second term.

The third term builds on the knowledge acquired in the Term 2 skills courses with analytical applications in finance and, also, specialization through the choice of three electives. The elective courses will offer students the opportunity to augment their analytical skills and knowledge of core topics in finance with specific knowledge in areas such as corporate finance, capital markets and investments.

As noted earlier, the program is designed to align faculty research interests and activities with student learning. All of the required courses and most of the electives will be taught by active researchers, whose scholarly activity is related to the course being offered.

In addition, students will be encouraged to attend and participate in the Finance and Business Economics Area's seminar series. These seminars, which are scheduled once or twice a month throughout the year, are a forum for presenting and discussing current research. Speakers are most often visiting faculty, but also include McMaster faculty and Ph.D. students. Finally, the Finance and Business Economics Area encourages one-on-one interactions between faculty members and students, as we believe that these are an important contributor to a student's intellectual development.

10. CONSULTATION PROCESS

10.1. Description of the consultation process undertaken during the development of the proposal

In Spring 2008, Area representatives met with Dr. Bradd Hart and Dr. Matheus Grasselli of the Department of Mathematics and Statistics (Math). The Department indicated its support for the program and a willingness to teach **Computational Finance, Numerical Methods, and Statistics**.

Area representatives also met with Dr. Mike Veall of the Department of Economics, who assured them that his department would be able to provide instructors to teach **Microeconomics**, **Macroeconomics** and **Introduction to Econometrics** (and, possibly, **Financial Econometrics**). In a subsequent meeting with Dr. Veall and Dr. Bill Scarth, Dr. Veall's successor as Chair of Economics, it was agreed that the Faculty of Business would support an appointment to support the program. The position would be based in the Department of Economics and the Faculty of Business would contribute to the cost of filling the position.

Area representatives met, as well, with Dr. John Miltenburg, Acting Chair of the Operations Management Area, to discuss his Area's participation in the program. He indicated that his Area had the expertise to teach two of the courses – **Statistics** and **Numerical Methods** – although, at that time, there was some uncertainty regarding the availability of faculty to teach additional courses. The Area's participation was subsequently confirmed by Dr. Prakash Abad, who succeeded Dr. Miltenburg as the Acting Chair of Operations Management.

During the summer of 2009, additional meetings were conducted to explore further anticipated demand for the proposed Master of Finance program and a student recruitment strategy. Meeting outcomes are briefly summarized below:

- Mr. Erich Almasy (Director, Executive Education) anticipated strong demand for the proposed program especially from immigrant communities in Canada and from international students, particularly from Asia.
- Dr. John Siam (Assistant Professor and Director of the Gould Trading Floor) felt that, in spite of the recent crisis in the financial sector, there would be sufficient demand from the industrial sector. However, he indicated that graduating students should be marketed in a timely way to targeted industries.
- Ms. Denise Anderson (Recruiting Administrator) thought that GMAT or GRE requirements would limit the applicant pool; however, a shorter program duration relative to the M.B.A. program would attract more students. She also expected that the proposed program would be attractive to many international applicants.
- Mr. John Scime (Graduate Registrar and Secretary) and Ms. Kathryn Denny (Director of Administration) provided useful information regarding BIU funding from the Ministry of Training, Colleges, and Universities (MTCU). In fact, Mr. Scime strongly recommended applying for BIU funding as soon as possible since the MTCU was currently encouraging new programs.

More recently, in Fall 2010 and Winter 2011, an Area representative met with Dr. Karen Menard, Assistant Vice President (Institutional Research and Analysis) and Dr. Allison Sekular, Associate Vice President and Dean of Graduate Studies. They advised that the University had exhausted its BIU funding quota for master's degree programs, and that any new programs would have to be mounted on a cost recovery basis. As a result, in the budget analysis appended to this proposal, only the cost recovery option is considered.

In addition, during this period an Area representative met twice with Associate Dean John Medcof and Ms Jennifer McCleary, Director of the Center for Business Career Development (CBCD). Ms McCleary advised that a proposed summer internship for the Program (with the third academic term in the Fall) would be problematic given the current demands on CBCD to find co-op placements for M.B.A. students. However, she indicated a willingness to include (for

a fee) M.Fin. students in CBCD's career preparation activities. The proposed internship was subsequently dropped.

In January 2012, Deans Bob McNutt and John Medcof and an Area representative met with Deans John Capone (Science) and Charlotte Yates (Social Sciences), and the Chairs of Economics and of Mathematics and Statistics, Dr. Jerry Hurley and Dr. Bradd Hart, to discuss a variety of issues relating to the utilization of faculty resources to mount the program. As well, Dean Medcof, Ms Pat Fraser and an Area representative met with Dean Don Goellnicht (Graduate Studies) and Ms Stephanie Baschiera (Graduate Studies) to review the requirements and process of program approval.

Finally, throughout this process, Finance and Business Economics Area representatives have had numerous meetings with successive Faculty of Business deans and associate deans to discuss program funding and the preparation of the formal proposal for approval consideration.

11. APPENDICES

11.1. Course descriptions

11.2. Costing/budget sheets

- 11.2.1. Cost Recovery - Scenario 1
- 11.2.2. Cost Recovery - Scenario 2
- 11.2.3. Cost Recovery - Scenario 3
- 11.2.4. Assumptions and notes

11.3. Faculty teaching and supervision

11.4. Library and database resources

11.5. Faculty CVs

Appendix 11.1: Course descriptions

Term 1

MFIN 601 (Introduction to Finance): This course, being an introduction to modern business finance, examines various fundamental financial concepts in order to prepare students for the specialized courses that the M.Fin. program offers. It also introduces students to various analytical and quantitative skills required for such courses. The components of this course include time value of money, capital budgeting, valuation, decision making under uncertainty, capital structure, dividend policy, introduction to derivatives, mean-variance analysis and asset pricing, and an introduction to international finance.

MFIN 602 (Microeconomics): This course is an introduction to microeconomics theory, as well as techniques for decision-making by individual firms. Other topics in applied and theoretical microeconomics are covered as well. Specific topics include production and cost, revenue, markets and welfare, firm objectives and behaviour, and general equilibrium.

MFIN 603 (Macroeconomics): This course is an introduction to macroeconomic theory, as well as its applications. Topics covered in this course include economic growth, monetary and fiscal policies, business investment, and expectations theory.

MFIN 604 (Statistics): This course is a second level statistics course with an emphasis on applications in a business setting. It enables students to acquire statistical knowledge and skills for empirical analysis. The main topics include frequency distributions, probability, hypothesis testing, linear regression, sampling, and an introduction to time series analysis.

BUS A600 (Financial Accounting and Reporting): The objective of this course is to introduce students to contemporary accounting and reporting analysis, which is an integral component in modern corporate fundamental analysis. This course examines the theory and practice of accounting and financial reporting from a corporate financial management perspective. Topics include the accounting cycle, financial statements and accounting for assets, liabilities, equities, revenues, and expenses.*

*This course is presently offered in the M.B.A. program.

Term 2

MFIN 701 (Introduction to Econometrics): This course introduces students to the theory and applications of statistical techniques for testing economic theory. It covers the basic tools of estimation and inference in the framework of the linear regression model and addresses the problems that arise when the assumptions of the model are violated. The course emphasizes an intuitive understanding and practical applications of the basic tools of regression analysis. The main topics include the specification of an econometric model, estimation procedures, testing of the assumptions of the econometric model, and the generalized linear regression model.

BUS F710 (Financial Theory): This course provides a theoretical foundation for the analysis of individual portfolio choice and the financing and investment decisions of the firm. The main topics include utility theory, state-preference, stochastic dominance, mean-variance, asset pricing, topics in investment and corporate finance, continuous-time, alternative risk measures, signaling theory, and agency problems*.

*This course is presently offered in the M.B.A. program.

MFIN 703 (Derivatives): This course provides an advanced analysis of the pricing of derivatives and the numerical methods that are used to implement derivatives pricing models. Formal derivations and theoretical models are covered in this course. Topics include stochastic calculus, the Black-Scholes model and its variations, exotic options, and interest rate derivatives.

MFIN 704 (Numerical Methods): This course covers various numerical techniques to solve quantitative problems. Its primary objective is to develop a basic understanding of the construction of numerical algorithms and the applicability and limits of their use. An important component of this course is the learning of widely-used computer programs such as MatLab and Maple. The main topics include standard algorithms for numerical computations, such as root finding for nonlinear equations, numerical differentiation, and numerical solutions of ordinary differential equations.

Term 3

MFIN 705 (Financial Econometrics): This course covers econometric techniques that are required for empirical finance with an emphasis on time series analysis. Topics include panel data analysis and simultaneous equations. The course emphasizes hands-on experience through learning computer-based applications in estimation and inference. Students are expected to acquire programming techniques working with econometric and statistical software packages in this course.

MFIN 706 (Computational Finance): The objective of the course is to examine the construction of computational algorithms in solving financial problems, such as the time evolution of asset prices, hedging and the pricing of options. Considerable attention is devoted to the application of computational and programming techniques to finance problems. Materials in this course are numerical and computational in nature, rather than mathematical and analytical. Topics include Monte Carlo methods, jump diffusion, discrete hedging and mean variance portfolio optimization, continuous-time financial modeling, lattice methods, binomial trees, and numerical solutions of ordinary and partial differential equations.

Electives will comprise the following M.B.A. courses:

- BUS F711 Financial Institutions
- BUS F712 Applied Corporate Finance
- BUS F713 Security Analysis
- BUS F715 Portfolio Theory and Management
- BUS F716 International Financial Management
- BUS F717 Financial Statement Analysis
- BUS F719 Independent Research Project
- BUS F721 Mergers, Acquisitions and Corporate Control
- BUS F722 Market Trading and Risk
- BUS F723 Fixed Income Analysis
- BUS F726 Behavioural Finance
- BUS F727 Working Capital Management
- BUS F733 Financial Risk Management

BUS F735 Financial Modelling

BUS F736 Ethics and Professional Practice in Finance

Note 1: Absent from the above elective list is BUS E714, Business and Economic Forecasting. Since this course overlaps with (MFIN F701), it is excluded. Also excluded are practitioners' courses, such as BUS F720: Small Business/Entrepreneurial Finance; BUS F724: Venture Capital; and BUS F725: Personal Financial Management. These courses are institutional in content and not suitable for an analytical program such as the M.Fin.

Note 2 (Course Delivery): All the courses will be delivered by the Finance and Business Economics Area (with instructors provided by the Department of Economics for **Microeconomics, Macroeconomics, and/or Econometrics** and the Department of Mathematics and Statistics for **Computational Finance**), with the exception of **Statistics** and **Numerical Methods** (delivered by Operations Management) and **Financial Accounting and Reporting** (delivered by Accounting and Financial Management Services). The course syllabi will be developed by the Finance and Business Economics Area in consultation with participating areas and departments. Further, as noted above, it is assumed that all incoming students will have taken at least one term of calculus, one term of algebra, and one term of statistics.

Note 3: Students who wish to undertake an Independent Research Project (BUS F719) are responsible for finding a supervisor prior to registering for the course. The Program Director will assist students in identifying an appropriate supervisor.

Appendix - 11.2.1

Master of Finance - Budget/Costing Sheet Cost Recovery - Scenario 1

Projected Intake and Enrolments

Steady State Annual Admissions	27
Year in which this will be achieved	2016
Steady State Annual Enrollment	20
Year in which this will be achieved	2016

Will this program draw students who might otherwise have taken an existing graduate program at McMaster?

Yes

Program	No of Students
MBA Finance ¹	6

Please indicate the number of incoming and in-program students expected over next 7 years

	2013	2014	2015	2016	2017	2018	2019
No. of Incoming Students ^{2a}	8	8	12	16	16	16	16

Proposed Operating Budget for Master of Finance Program

Expected Program Income		2013	2014	2015	2016	2017	2018	2019
Tuition Revenue ³		120,000	370,800	572,886	786,763	810,366	834,677	859,718
BIU Revenue		0	0	0	0	0	0	0
Total		132,000	382,800	584,886	798,763	822,366	846,677	871,718
DSB Share ⁵		115,200	340,920	522,797	715,287	736,530	758,410	780,946
Total Expected Program Income for DSB:		115,200	340,920	522,797	715,287	736,530	758,410	780,946

Expected Operating Cost:		2013	2014	2015	2016	2017	2018	2019
Primary Personnel Cost	No of FTEs							
Existing Faculty								
New Tenure-Track Position ⁶	1	60,000	65,000	70,000	70,000	70,000	70,000	70,000
Math and Stats Workshop		3,850	3,850	3,850	3,850	3,850	3,850	3,850
Overload Teaching ⁷		23,100	77,000	77,000	77,000	77,000	77,000	77,000
Total Personnel Cost		86,950	145,850	150,850	150,850	150,850	150,850	150,850
Secondary Personnel Cost	No of FTEs							
Program Administrator	1	47,700	50,562	53,596	56,811	60,220	63,833	67,663
Director's Teaching Release		7,700	7,700	7,700	7,700	7,700	7,700	7,700
Total Secondary Personnel Costs		55,400	58,262	61,296	64,511	67,920	71,533	75,363
Supplies & expenses (List)								
Photocopies & Misc. ⁸		1,272	1,348	1,429	1,515	1,606	1,702	1,804
Student Funding:								
Teaching Assistantships ⁹		26,250	27,563	43,411	60,775	63,814	67,005	70,355
Scholarship Funds								
Other								
Other Costs								
Advertising & Recruitment ¹⁰		11,520	34,092	52,280	71,529	73,653	75,841	78,095
Total Expected Operating Cost		181,392	267,115	309,266	349,180	357,843	366,931	376,467

Expected Net Program Income (For DSB)	-66,192	73,805	213,532	366,107	378,687	391,478	404,479
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Appendix - 11.2.2

**Master of Finance - Budget/Costing Sheet
Cost Recovery - Scenario 2**

Projected Intake and Enrolments

Steady State Annual Admissions	33
Year in which this will be achieved	2016
Steady State Annual Enrollment	25
Year in which this will be achieved	2016

Will this program draw students who might otherwise have taken an existing graduate program at McMaster?

Yes

Program	No of Students
MBA Finance ¹	6

Please indicate the number of incoming and in-program students expected over next 7 years

	2013	2014	2015	2016	2017	2018	2019
No. of Incoming Students ²	12	12	16	20	20	20	20

Proposed Operating Budget for Master of Finance Program

Expected Program Income							
	2013	2014	2015	2016	2017	2018	2019
Tuition Revenue ³	180,000	556,200	763,848	983,454	1,012,958	1,043,347	1,074,647
BIU Revenue	0	0	0	0	0	0	0
Total	192,000	568,200	775,848	995,454	1,024,958	1,055,347	1,086,647
DSB Share ⁵	169,200	507,780	694,663	892,309	918,862	946,212	974,382
Total Expected Program Income for DSB:	169,200	507,780	694,663	892,309	918,862	946,212	974,382

Expected Operating Cost:								
Primary Personnel Cost	No of FTEs	2013	2014	2015	2016	2017	2018	2019
Existing Faculty								
New Tenure-Track Position ⁶	1	60,000	65,000	70,000	70,000	70,000	70,000	70,000
Math and Stats Workshop		3,850	3,850	3,850	3,850	3,850	3,850	3,850
Overload Teaching ⁷		23,100	77,000	77,000	77,000	77,000	77,000	77,000
Total Personnel Cost		86,950	145,850	150,850	150,850	150,850	150,850	150,850
Secondary Personnel Cost	No of FTEs	2013	2014	2015	2016	2017	2018	2019
Program Administrator	1	47,700	50,562	53,596	56,811	60,220	63,833	67,663
Director's Teaching Release		7,700	7,700	7,700	7,700	7,700	7,700	7,700
Total Secondary Personnel Costs		55,400	58,262	61,296	64,511	67,920	71,533	75,363
Supplies & expenses (List)		2013	2014	2015	2016	2017	2018	2019
Photocopies & Misc. ⁸		1,272	1,348	1,429	1,515	1,606	1,702	1,804
Student Funding:		2013	2014	2015	2016	2017	2018	2019
Teaching Assistantships ⁹		39,375	41,344	57,881	75,969	79,768	83,756	87,944
Scholarship Funds								
Other								
Other Costs		2013	2014	2015	2016	2017	2018	2019
Advertising & Recruitment ¹⁰		16,920	50,778	69,466	89,231	91,886	94,621	97,438
Total Expected Operating Cost		199,917	297,582	340,923	382,076	392,030	402,463	413,400

Expected Net Program Income (For DSB)	-30,717	210,198	353,741	510,232	526,832	543,749	560,983
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Appendix - 11.2.3

Master of Finance - Budget/Costing Sheet Cost Recovery - Scenario 3

Projected Intake and Enrolments

Steady State Annual Admissions	40
Year in which this will be achieved	2016
Steady State Annual Enrollment	30
Year in which this will be achieved	2016

Will this program draw students who might otherwise have taken an existing graduate program at McMaster?

Yes

Program	No of Students
MBA Finance ¹	6

Please indicate the number of incoming and in-program students expected over next 7 years

	2013	2014	2015	2016	2017	2018	2019
No. of Incoming Students ²	16	16	20	24	24	24	24

Proposed Operating Budget for Master of Finance Program

Expected Program Income		2013	2014	2015	2016	2017	2018	2019
Tuition Revenue ³		240,000	741,600	954,810	1,180,145	1,215,550	1,252,016	1,289,576
BIU Revenue		0	0	0	0	0	0	0
Total		252,000	753,600	966,810	1,192,145	1,227,550	1,264,016	1,301,576
DSB Share ⁵		223,200	674,640	866,529	1,069,331	1,101,195	1,134,014	1,167,819
Total Expected Program Income for DSB:		223,200	674,640	866,529	1,069,331	1,101,195	1,134,014	1,167,819

Expected Operating Cost:		2013	2014	2015	2016	2017	2018	2019
Primary Personnel Cost	No of FTEs							
Existing Faculty								
New Tenure-Track Position ⁶	1	60,000	65,000	70,000	70,000	70,000	70,000	70,000
Math and Stats Workshop		3,850	3,850	3,850	3,850	3,850	3,850	3,850
Overload Teaching ⁷		23,100	77,000	77,000	77,000	77,000	77,000	77,000
Total Personnel Cost		86,950	145,850	150,850	150,850	150,850	150,850	150,850
Secondary Personnel Cost	No of FTEs							
Program Administrator	1	47,700	50,562	53,596	56,811	60,220	63,833	67,663
Director's Teaching Release		7,700	7,700	7,700	7,700	7,700	7,700	7,700
Total Secondary Personnel Costs		55,400	58,262	61,296	64,511	67,920	71,533	75,363
Supplies & expenses (List)								
Photocopies & Misc. ⁸		1,272	1,348	1,429	1,515	1,606	1,702	1,804
Student Funding:								
Teaching Assistantships ⁹		52,500	55,125	72,352	91,163	95,721	100,507	105,533
Scholarship Funds								
Other								
Other Costs								
Advertising & Recruitment ¹⁰		22,320	67,464	86,653	106,933	110,119	113,401	116,782
Total Expected Operating Cost		218,442	328,049	372,579	414,972	426,217	437,994	450,332

Expected Net Program Income (For DSB)

4,758	346,591	493,950	654,358	674,978	696,020	717,487
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Appendix - 11.2.4

Assumptions and Notes

*Scenarios are as follows:

1: Steady state enrollment at 20; 2: Steady state enrollment at 25; 3: Steady state enrollment at 30.

¹This assumes 20% of potential MBA Finance students choose the Master of Finance.

²Under the cost recovery option, the ratio of domestic versus visa students does not affect the revenues as the tuition will be the same.

³Assumes a total program tuition fee of \$36,000 for both domestic and visa students paid in three equal installments during study terms. The tuition fee is expected to increase @ 3% per annum.

⁴Assumes 80 applications each year on average with an application fee of \$150.

⁵DeGroot School of Business (DSB) Share: 90% of both domestic/visa tuition revenue and 60% of other revenue (application fee). (as per John Scime and Kathy Denney).

⁶Assumes DeGroot's cost portion at \$60,000, \$65,000 and \$70,000 during year 1, 2, and 3 respectively. After 3 years, it is assumed to reach steady state.

⁷Assumes \$7,700 per section for overload teaching of three courses during 2013 and ten courses in subsequent years. An additional section will be required for BUS A600, but not for BUS F710. Listed electives are regular MBA courses, which currently can accommodate additional students. It is assumed that two additional MBA electives will have to be mounted in the Summer term to accommodate M.Fin. students.

⁸Assumed at \$212 per month with an increase of 6% per annum.

⁹Assumes 96 hours of TA work for each incoming student. Cost is projected to increase @ 5% per annum

¹⁰Budgeted 10% of revenue (DSB share only) for advertising and recruitment (per Eric Almasy), including prorated cost of a Faculty of Business recruiter.

Appendix - 11.3 – Table A

Teaching - 2009-2012*			
Faculty Name & Rank	Undergraduate	Graduate	Area or Department
Professor			
Chamberlain, T.	3FA3	F773, HH707	Finance & Business Economics
Cheung, S.	4FP3, 4FL3		Finance & Business Economics
Deaves, R.	2FA3, 4FU3	F726/V702	Finance & Business Economics
Hurd, T.	Math 1AA3, Math 4K03	Math F771, Math F773, Math F774	Mathematics and Statistics
Kwan, C.	2FA3,4FF3, 4FG3	F710, F715, F770	Finance & Business Economics
Mountain, D.	4FG3	F710, F773	Finance & Business Economics
Nainar, K.	4FZ3	F740, A600, A727/F737	Accounting & Financial Management Services
Parlar, M.		Q600, Q781, Q780, O711, Q778, Q771	Operations Management
Sarkar, S.	4FQ3, 4FH3	F721, F727, F774	Finance & Business Economics
Associate Professor			
Charaput, N.	4FE3, 4FL3	F714, F771	Finance & Business Economics
Hassini, E.	4QA3	Q773, O734, Q780, O718, Q781	Operations Management
Luo, R.	4FN3, 4FJ3	F733, F723	Finance & Business Economics
Miu, P.	3FC3	F716, F772	Finance & Business Economics
Qiu, J.	3FB3	F713, F774	Finance & Business Economics
Assistant Professor			
Danielova, A.	4FA3, 4FB3	F712, F718	Finance & Business Economics
Siam, J.	4FI3	E600, F722	Finance & Business Economics

*All courses offered by Faculty of Business unless otherwise indicated.

Appendix - 11.3 – Table B

Thesis Supervision (School of Business)							
Faculty Name & Rank	Master's*		Doctoral		Post-Doctoral Fellows		Faculty Area
Category	In Progress	Completed	In Progress	Completed	In Progress	Completed	
Professor							
Chamberlain, T.	1	3	2				Finance & Business Economics
Cheung, S.							Finance & Business Economics
Deaves, R.			2				Finance & Business Economics
Hurd, T.	1	10		3	1	11	Mathematics and Statistics
Kwan, C.							Finance & Business Economics
Mountain, D.		2	1				Finance & Business Economics
Nainar, K.							Accounting & Financial Management Services
Parlar, M.			1	2			Operations Management
Sarkar, S.		1	2				Finance & Business Economics
Associate Professor							
Charaput, N.			1				Finance & Business Economics
Hassini, E.		6	1	2			Operations Management
Luo, R.			1	1			Finance & Business Economics
Miu, P.			2				Finance & Business Economics
Qiu, J.		1	2				Finance & Business Economics
Assistant Professor							
Danielova, A.			2				Finance & Business Economics
Siam, J.							Finance & Business Economics

*Including F719 projects.

Appendix - 11.4

LIBRARY RESOURCES AND SERVICES TO SUPPORT THE NEW PROGRAM MASTER OF FINANCE

Library

The University Library has evaluated our collection to support the current and potential information needs of students and faculty in the Finance program of the DeGroot School of Business. Our assessment indicates that the resources provided by and available through the Library provide sufficient scholarly support for the research and teaching needs of this new graduate program.

A. LIBRARY RESOURCES

COLLECTION DEVELOPMENT

The acquisition of materials for the School of Business is governed by a Collection Development Policy which is regularly reviewed and updated. The most current version can be found on the Library's web site at: <http://library.mcmaster.ca/collections-services/policies/business-administration>. A subject specialist librarian based at the Innis Library works with the faculty to acquire and coordinate access to library materials. Library materials are obtained in a variety of ways, including firm orders, standing orders, subscriptions and, in some areas, approval plans.

MONOGRAPHS

McMaster University Library's holdings currently total 2 million volumes and the total annual expenditure on books (excluding Health Sciences) is \$700,000.

The collections of books, print journals and reference resources for students in the School of Business are housed in the Innis Library. At the present time the Library purchases more than 360 new books annually to support the School of Business. For the most part, these monographs are in print format but an increasing number are electronic.

In addition to specific materials acquired for the School of Business, information resources acquired for departments in the Social Sciences will prove useful for Business students. McMaster University Library's extensive holdings of reports, surveys, data and other publications of provincial, national and international governments and non-governmental organizations may also provide support for this programme.

JOURNALS & ELECTRONIC RESOURCES

The University Library subscribes to print and electronic journals for the School of Business at an annual cost of approximately \$60,000. The subscription list has remained relatively constant for the past four years. Many additional titles are now acquired as part of electronic full-text suites and aggregated journal databases (e.g. Ebsco Business Source Complete), using a library budget for electronic resources, currently set at \$4.49 million annually.

The Library has purchased or subscribes to a range of electronic resources, including research databases, full text journals, monographs, numeric data and government publications. In addition, the Library identifies and provides access to select material freely available through the Internet. Such material includes open access journals, dictionaries, encyclopedias, style guides and websites.

McMaster University Libraries participate in national (i.e., CRKN) and regional (i.e., OCUL) consortium licenses for access to full-text electronic resources, and whenever possible, registers for campus-wide electronic access instead of print subscriptions. All full-text journals are accessible through the library's online catalogue and through the e-journals portal at <http://library.mcmaster.ca/ejournals>. The Library has embedded linking technology (SFX) into research databases which allow users to link directly from the databases to McMaster University's full-text e-journal subscriptions, or to our catalogue. The library also provides access to bibliographic management software (RefWorks). McMaster University students, faculty and staff may access electronic research databases and full-text electronic books and journals from on campus or off-campus via the Library's proxy server.

Currently the McMaster community has access to over 620,000 electronic resources from the Library catalogue, including approximately 72,000 full-text electronic journals and more than 400,000 e-books.

A subject search of all e-resources identified approximately 3,500 e-journals, magazines, and newspapers which relate to Finance/Economics.

DATABASES / INDEXES & ABSTRACTS / REFERENCE TOOLS RELATED TO FINANCE

- Compustat North America & Global via WRDS*
- CRMRC (Canadian Financial Markets Research Centre) TSX
- CRSP (Center for Research in Security Prices) via WRDS*
- DBRS.com
- FISD (Fixed Income Securities Database) via WRDS*
- FPinfomart.ca
- I/B/E/S (Institutional Brokers' Estimate System) via WRDS*
- Industry Norms & Key Business Ratios Database
- ISSM (Institute for the Study of Security Markets) via WRDS*
- Knotia: Accounting and Assurance Database (Includes *CICA Handbook, International Financial Reporting Standards (IFRS)*, etc.)
- Mergent Online
- RiskMetrics via WRDS*
- TaxWorks
- Value Line Investment Survey

* WRDS = Wharton Research Data Services

Below is a selective list of multi-disciplinary databases with some coverage of finance :

- Business Source Complete (EBSCO)
- CBCA (Canadian Business & Current Affairs)
- CPI.Q
- EconLit
- Factiva
- LexisNexis Academic
- Web of Science

INFORMATION RESOURCES EXPENDITURES

The library budget (fiscal year 11/12) is \$7.2 million for the acquisition of library materials in all formats. The annual expenditure figures for the acquisition of library materials for the School of Business for the past five fiscal years are listed in Table 1. In addition, the interdisciplinary acquisitions of other related disciplines benefit students in the Master of Finance program. Overall acquisitions expenditures have increased somewhat in the past five years but far fewer books and individual journals are being purchased due to financial pressures as government funding declines while the cost of specialized business databases, journals, books, and data increases. Although the Canadian dollar has been relatively strong in recent years, exchange rate fluctuations have also impacted purchasing. These factors continue to place noticeable restrictions on collection building activities within the Library system.

In addition to these expenditures specific to the School of Business, the Library currently spends nearly \$4.5 million on electronic resources, many of which are multi-disciplinary. The Library's memberships in national and regional consortia have reduced some costs and enabled access to many more resources than the budget funds would normally permit.

B. LIBRARY FACILITIES AND SERVICES

The business and finance collections are housed in the Innis Library, which is the Business library for McMaster University. The Library is open 6 days a week during the term for approximately 75 hours. There are about 200 public seats and seven group study rooms available for collaborative work/study. 26 computer stations are available for student use, all of which have full Internet access, and laptop users have wireless access in almost all public areas of the Library. Printing and photocopying is available and all equipment may be used whenever the Library is open.

Library Catalogue

Monographs and periodicals are catalogued using the Library of Congress system and are shelved by call number. The Library's catalogue provides access to all the collections of the McMaster University Library System [Mills Memorial Library, H.G. Thode Library of Science & Engineering Library, Innis Library (Business) and the Health Sciences Library]. Information about all library materials, hours, services, the online catalogue and access to electronic products

is accessible through the Library's Web site at <http://library.mcmaster.ca>. Most items circulate, with the exception of print journals, some government publications and reference materials.

Teaching and Learning: Information Literacy

The Information Literacy and Staff Development Librarian coordinates instruction and assigns sessions upon faculty request. Information literacy classes for the School of Business are most frequently taught in campus lecture halls and classrooms by the Business Librarian or the RJC Research Services Librarian. In 2010/11, over 70 information literacy sessions were conducted, making contact with over 3,000 business students.

The Blended Learning project, a collaboration between the Library and the Centre for Leadership in Learning, provides online modules for five large multi-section courses in September 2011. Blended (or hybrid) learning means that students receive instruction in different media, combining face-to-face instruction and online learning. Online tools could be interactive presentations, screencasts, podcasts, self-directed worksheets, or other kinds of modules. The five initial courses account for 262 out of the 594 sessions delivered by University librarians in 2010/11.

Research/Reference/IT Help

Library staff provide research help (reference assistance) in person and virtually (by telephone and e-mail).

IT (Information Technology) assistance is provided by student consultants at the IT Help Desks in Mills Learning Commons.

Interlibrary Loan / Reciprocal Borrowing

For items not available in McMaster's Libraries, students can use RACER (<http://library.mcmaster.ca/racer.htm>), OCUL's web-based interlibrary loan system, to borrow books, theses or government publications or obtain copies of journal articles from libraries within Canada and elsewhere. McMaster University has recently become a member of CRL (Center for Research Libraries). Our membership allows us to provide "access to extensive and unique collections, opportunities for sharing resources while avoiding unnecessary costs". Materials can be delivered electronically or through interlibrary loan, with a 3 day guarantee. Since the Center has "over four million newspapers, journals, dissertations, archives, government publications and other traditional and digital resources for research and teaching" our membership dramatically increases our access to print scholarly literature, some of which is difficult or impossible to obtain through other means.

[Reciprocal agreements](#) with various library consortia allow McMaster faculty, staff, and students to borrow in person from other university libraries in Canada. McMaster faculty may also obtain

borrowing privileges at many major university libraries in the United States (<http://www.oclc.org/membership/advisorycommittees/profile8.htm>).

Library Outreach

McMaster University students, faculty and staff are encouraged to keep abreast of new services and developments in the Library by reading our electronic News & Events blog (<http://library.mcmaster.ca/news>) or by subscribing to one of many library RSS feeds.

For detailed information on the University Library's expenditures, collections and services, please consult our Key Library Statistics page at <http://library.mcmaster.ca/stats/lib-stats>

Table 1
SCHOOL OF BUSINESS
MONOGRAPH / SERIALS EXPENDITURES

FISCAL YEAR	MONOGRAPH EXPENDITURES	SERIALS EXPENDITURES	TOTAL	ELECTRONIC RESOURCES (Library Expenditures)
06/07	\$30,240	\$56,116	\$86,356	\$4,189,531
07/08	\$33,652	\$54,086	\$87,738	\$3,848,782
08/09	\$31,940	\$72,854	\$104,794	\$4,225,372
09/10	\$30,397	\$74,924	\$105,321	\$4,162,408
10/11	\$21,734	\$56,560	\$78,294	\$4,400,473

Beginning FY 07/08, monograph expenditures include Ebook Short-term loans
Beginning FY 09/10, monograph expenditures include Approval Plan

Appendix - 11.5

Faculty CVs

MBA Grade Scale Conversion

9-point system to 6-point system

All graduate programs at McMaster University, except for the MBA program, follow a 6-point grading scale (A+, A, A-, B+, B, B-, F). The School of Graduate Studies has asked the MBA program to align with other graduate programs on this matter. This change will be in effect as of September 2012.

There are two main challenges in the required conversion: (1) new percentage to grade point conversion; and (2) implementation of new grade point conversion.

1. New Percentage to Grade Point Conversion

First, we must decide upon a percentage to grade point conversion that would work well for our MBA program with the new 6-point grading scale.

For your reference, below is our current 9-point MBA scale:

Grade (Points)	Percentages
A+ (9)	90-100
A (8)	85-89
A- (7)	80-84
B+ (6)	75-79
B (5)	70-74
B- (4)	65-69
C+ (3)	60-64
C (2)	55-59
C- (1)	50-54
F (0)	00-49

Most graduate programs at McMaster (which are thesis-based) simply assign letter grades without calculating percentages. The most comparable programs to our MBA program on campus are Engineering's MEEi (Master in Engineering Entrepreneurship and Innovation) and MTEI (Master of Technology Entrepreneurship and Innovation) programs, as they are course-based (without thesis). For their percentage to grade point conversion, they have taken the 12-point undergraduate scale and cut it off after 6-points. Below is the MEEi and MTEI 6-point scale:

Grade (Points)	Percentages
A+ (6)	90-100
A (5)	85-89
A- (4)	80-84

B+ (3)	77-79
B (2)	73-79
B- (1)	70-72
F (0)	00-69

As shown above, for the MEEi and MTEI programs, anything less than 70% is considered a failure. This will likely be a difficult adjustment for our MBA instructors, who are used to anything less than 50% is a failure. Examining the conversion scales of some other MBA programs in Canada (see Appendix A) and considering magnitude of the mindset shift that will be required by all our MBA instructors when we convert to the new scale, the below conversion scale is recommended:

Recommended Conversion Scale:

Grade (Points)	Percentages
A+ (6)	90-100
A (5)	85-89
A- (4)	80-84
B+ (3)	75-79
B (2)	70-74
B- (1)	60-69
F (0)	00-59

With the above recommended conversion scale, an overall grade of less than 60% would be a failure. This is an adjustment from the current 50% failure cut-off, but not as much of an adjustment as a 70% failure cut-off. This recommendation was brought forward to the Faculty Council (during its November meeting) and consensus was obtained for the above recommended conversion scale. Subsequently, the above scale was approved by the SGS Executive for the MBA program during its January 17th, 2012 meeting.

Motion for Approval: The DeGroot MBA program change its current 9-point grading scale to a 6-point grading scale, following the percentage to grade point conversion shown above, effective September 2012.

2. Implementation of new grade point conversion

There are several issues that need to be considered as we move from a 9 to 6-point grading scale. We have been working with the School of Graduate Studies (SGS) and Centre for Leadership in Learning (CLL) to help us make this implementation as smooth as possible. Some of the key implementation issues are outlined below.

1. All course grades MUST be submitted using letter grades rather than percentages as of September 2012. If percentages are entered they will be automatically converted via the MEEi scale where anything less than 70% is a failure.
2. This grade scale change will be effective for ALL students as of September 2012. There is no grandfathering of the old scale for students that are continuing in the program. It would be exceedingly difficult for instructors to keep track of different grading scales for different students in the same classroom if grandfathering were allowed.
3. In partnership with UTS and the Registrar's Office, transcripts will be revised to indicate the new grading system and reflect the old grading system with the September 2012 cut-off.
4. The Graduate Calendar, MBA Calendar and all related materials will be updated as necessary to reflect the new grading system.
5. The admission requirements for the MBA program will remain unchanged.
6. Currently MBA students must have an overall B average in their courses in order to graduate from the program. This will not change. The minimum mark for a B is 70%.
7. Formal academic reviews will continue to be conducted after completing 10, 15 and 20 courses.
8. CLL will work with our instructors to help in any necessary changing of mindsets as we move towards the new grade point system. Extensive communication will be conducted to ensure all instructors (full time and part time) are aware of the implications of the new grading scale on how they evaluate their students. Similarly, extensive communication will be conducted with our students so that they understand why the change is being made, how it will impact their transcripts and how to communicate with employers about their transcripts.

Appendix A

Other MBA programs vary between 6 and 9-point scales. Below is a brief summary of select schools:

Laurier:

Grade	Grade Point Conversion
A+	90-100
A	85-89
A-	80-84
B+	77-79
B	73-76
B-	70-72
C+	67-69
C	63-66
C-	60-62

York:

Letter Grade	Index	Interpretation
A+	9	
A	8	Excellent
A-	7	
B+	6	
B	5	Good
B-	4	
C+	3	
C	2	Acceptable
C-	1	
F	0	Failing

U of T:

Letter Grade	Grade Meaning
A+	
A	Excellent
A-	
B+	
B	Good
B-	
FZ	Inadequate

Queens:

Grade	Percentage
A	80+
B	65-79
C	50-64
F	0-49

UBC:

Letter Grade	Percentage (%)
A+	90-100
A	85-89
A-	80-84
B+	76-79
B	72-75
B-	68-71
C+	64-67
C	60-63
F (Fail)	0-59

GRE as an alternative to GMAT

Rationale: More and more business schools are adding the GRE as an alternative to the GMAT for assessing applicants. The GRE revised General Test assesses very much the same skills as the GMAT (verbal reasoning; quantitative reasoning; analytical writing skills). By accepting the GRE alternative, we may be broadening and diversifying our applicant pool.

What Schools are accepting GRE General Test for their MBA programs?

- Harvard, INSEAD, MIT Sloan, Stanford ... and more locally, U of T has recently added the GRE option.

AACSB implications?

- None. AACSB, EFMD, etc., do not require schools to take any particular standardized admission test. Many accredited schools accept GRE General Test for the MBA programs.

How is the GRE similar or different from the GMAT?

- The GMAT exam and the GRE General Test have a high correlation with each other
- Assess same skills: verbal reasoning; quantitative reasoning; analytical writing skills
- Similar question types and cover similar domains
- While the GMAT provides a total score, the GRE does not. GRE has developed a comparison tool that allows schools to predict GMAT Total Score based on GRE verbal and quantitative scores.

Who takes the GRE?

- 675,000 people from 230 countries each year.
- 48% of GRE takers have quantitative-oriented undergrads (engineering, mathematics, sciences).
- Overall, may increase our international pool and strengthen our quantitative pool.

Where can the GRE be taken?

- GRE General Test is offered at more locations than GMAT (700 test centres in 160 countries).
- GRE is less expensive than taking a GMAT

During its November 2011 meeting, the Faculty Council provided its support for this proposal to allow the GRE to be an alternative to the GMAT for our MBA applicants.

Motion for Approval: The DeGroot MBA program allow the GRE to be an alternative to the GMAT for our MBA applicants starting September 2012. The GRE Comparison Tool developed by Educational Testing Services (ETS) will be used to ensure our minimum requirement for the GRE are comparable to our minimum requirement for the GMAT.

From: "John Medcof" <medcofj@mcmaster.ca>
Subject: Business GCPC - Toefl requirement for PhD
Date: Fri, 20 Jan 2012 10:46:40 -0500
To: "Medy Espiritu" <espiritu@mcmaster.ca>
Cc: "Naresh Agarwal" <agarwal@mcmaster.ca>

Hello Medy,

Section 2.1.9 of the graduate calendar describes the TOEFL requirements for admission. It includes the criteria for Engineering and for "Other Faculties". The Business School, like Engineering, has different requirements than the other faculties and so should have its own separate bullet point to state that. It should read:

- In Business the normal requirements are a score of at least 100 with a minimum of 22 in the reading component, 22 in the listening component, 26 in the speaking component and 24 in the writing component on the Internet-Based Test (IBT); or 600 on the Paper-Based Test (PBT); or 250 on the Computer-Based Test (CBT). We may also consider the equivalent score on other recognized tests. Applicants may be exempted from this requirement if they have completed a university degree at which English is the language of instruction.

Regards,

John

John W. Medcof, PhD

Professor, Organizational Behaviour

Acting Associate Dean, DeGroot School of Business



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for **ALL** course changes. All sections of this form **must** be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		DeGroot School of Business		
COURSE TITLE		Case Analyses and Presentations		
COURSE NUMBER	D700	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Milena Head or MBA Director (depending on interest and availability)		
PREREQUISITE(S)		Enrollment in the MBA Program		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	<input checked="" type="checkbox"/>	DATE TO BE OFFERED: Fall 2012	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? X IF YES, PROVIDE THE DATE: Fall 2011	
WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.				
CHANGE IN COURSE TITLE		PROVIDE THE CURRENT COURSE TITLE:		
CHANGE IN COURSE DESCRIPTION		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
CHANGE TO FULL COURSE		CHANGE TO HALF COURSE		CHANGE TO QUARTER COURSE
COURSE CANCELLATION		PROVIDE THE REASON FOR COURSE CANCELLATION:		
OTHER		EXPLAIN:		

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

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.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

The case method is an experiential learning method that brings realism to problem solving. Numerous scholars credit case analysis with developing effective decision-making and critical thinking skills. Cases allow students to directly apply and integrate theories from various business disciplines to real-world situations/problems. Students will be working in teams and will have the opportunity to present their analysis and recommendations to a panel of academic and industry experts. As such, they will also develop effective presentation, team management and communication skills. Entirely case-based courses have been successfully offered at other institutions such as the University of British Columbia, Cornell University and Northeastern University.

During the first 6 weeks of the course, students will be provided with a strong foundation of analysis tools and techniques, problem solving methodologies and effective presentation and communication approaches through lectures and in-class simulations. The remainder of the course will allow student teams to practice and continuously refine their case analysis and presentation skills. A variety of formats will be utilized to simulate and prepare students for various case competition settings (i.e 3-hour case; 24-hour case; one-week case)

1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)

In alignment with the DeGroot School of Business' Statement of Purpose, this course emphasizes an effective experiential learning approach to prepare students for market-ready success. The course instructor will draw from faculty and industry experts across business disciplines to provide foundation and feedback for student development. Cases will be carefully selected to represent various industries and disciplines. As such, this course will not belong to any particular Area within the School of Business, but will be offered through the Associate Dean's office as a Faculty-wide course. This approach is in alignment with the Faculty-wide programs (such as the MBA) offered at the School of Business.

2. EXPECTED ENROLMENT:

20

3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):

Academic and industry experts will provide students with a foundation of analysis tools and techniques, problem solving methodologies and effective presentation and communication approaches through lectures and in-class simulations. The remainder of the course will allow student teams to practice and continuously refine their case analysis and presentation skills. Student teams will have the opportunity to present their case analysis to a panel of academic and industry experts.

4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (For 600-level course, indicate the Extra Work to be required of graduate students, i.e., exams, essays, etc.)

Students will be assessed on their group analysis and presentation of cases (60%). Individual evaluative components will include: (1) class participation (10%); (2) presentation skills (15%); and (2) critiques - presentation self-critique and critiques of other teams (15%).

5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).

6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?

PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:

Name: Milena Head (Acting MBA Director) Email: headm@mcmaster.ca Extension: 24435 Date: January 18, 2012

If you have any questions regarding this form, please contact the Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/medy

Y.L. Chan
Professor and Chair
Accounting and Financial Management Services Area
ylchan@mcmaster.ca; ext. 23974

Date: November 15, 2011

To: John Medcof, Acting Associate Dean
DeGroot School of Business

From: Lilian Chan, Chair
Accounting and Financial Management Services Area

RE: Curriculum Changes in the MBA Program

The Accounting and Financial Management Services Area (the Area) would like to submit the following proposed curriculum changes for approval at the next Graduate Curriculum and Policy Committee:

1. Proposed change in the minor of the Accounting and Financial Management Services
Addition of an elective course, Business A727: Financial Fraud and Market Surveillance, for the minor.

Thank you for your attention.



SCHOOL OF GRADUATE STUDIES

**RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM
- FOR CHANGE(S) INVOLVING DEGREE PROGRAM REQUIREMENTS /
PROCEDURES**

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for **ALL** changes involving degree program requirements/procedures. **All** sections of this form **must** be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: *espiritu@mcmaster.ca*).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT		DeGroote School of Business - Accounting and Financial Management Services Area						
NAME OF PROGRAM		Minor in Accounting and Financial Management Services						
PROGRAM DEGREE	Ph.D. ()	M.A. ()	M.A.Sc. ()	M.B.A. (X)	M. Eng. ()	M.Sc. ()	Diploma Program ()	Other (Specify)
NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)								
CHANGE IN ADMISSION REQUIREMENTS			CHANGE IN COMPREHENSIVE EXAMINATION PROCEDURE			CHANGE IN COURSE REQUIREMENTS		
CHANGE IN THE DESCRIPTION OF A SECTION IN THE GRADUATE CALENDAR			X	EXPLAIN: Addition of an elective course for the Minor in Accounting and Financial Management Services.				
OTHER	EXPLAIN:							
DESCRIBE THE <u>EXISTING</u> REQUIREMENT/PROCEDURE:								
Requirements for the Minor in Accounting and Financial Management Services are:								
Three of the following:								
A701 Intermediate Financial Accounting I								
A702 Intermediate Financial Accounting II								
A703 Advanced Financial Accounting								
A718/28/38/48 Selected Topics in Accounting								
A721 Management Accounting Information for Strategic Development								
A722 Market Trading and Risk Management								
A723 Accounting Information Systems								
A730 Canadian Taxation I								
A732 Canadian Income Tax Fundamentals								
A733 Canadian Taxation II								
A745 Assurance								
A750 Financial Statement Analysis								
P745 Corporate Governance								

PROVIDE A DETAILED DESCRIPTION OF THE RECOMMENDED CHANGE (*Attach additional pages if space is not sufficient.*)

A727 was offered as a Selected Topics course for a number of years. The course is crosslisted as F728 and it has been offered as an elective MBA course for a number of years with reasonable enrolment. K. Nainar, instructor of the course, believes that addition of A727 as an elective course for the Minor in Accounting and Financial Management Services allows students to have an indepth study on the impact of financial reporting and fraud on the capital markets. The Area proposes that A727 be included as an elective for the Minor in Accounting and Financial Management Services:

Proposed requirements for the Minor in Accounting and Financial Management Services are:

Three of the following:

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

RATIONALE FOR THE RECOMMENDED CHANGE:

By including A727 as an elective for the minor in Accounting and Financial Management Services, students can focus their program of study related to the role of accounting information in financial analysis, and the impact of financial fraud on the capital markets.

PROVIDE IMPLEMENTATION DATE: (*Implementation date should be at the beginning of the academic year*)

September 2012.

ARE THERE ANY OTHER DETAILS OF THE RECOMMENDED CHANGE THAT THE CURRICULUM AND POLICY COMMITTEE SHOULD BE AWARE OF? IF YES, EXPLAIN.

No.

PROVIDE A DESCRIPTION OF THE RECOMMENDED CHANGE TO BE INCLUDED IN THE CALENDAR:

As described in the Detailed Description section.

CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:

Name: K. Nainar

Email: nainar@mcmaster.ca

Extension: 23990

Date: June 15, 2011

If you have any questions regarding this form, please contact the Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/December 2006



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for **ALL** course changes. All sections of this form **must** be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		Business/Finance & Business Economics		
COURSE TITLE		Financial Modelling		
COURSE NUMBER	F735	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		K. Brewer, T. Chamberlain		
PREREQUISITE(S)		Bus F600, anti-requisite Bus V703		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	<input checked="" type="checkbox"/>	DATE TO BE OFFERED: Fall 2012	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? YES If Yes, Provide the Date: Fall 2009-11
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WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.

CHANGE IN COURSE TITLE		PROVIDE THE CURRENT COURSE TITLE:
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CHANGE IN COURSE DESCRIPTION		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form	
CHANGE TO FULL COURSE		CHANGE TO HALF COURSE	CHANGE TO QUARTER COURSE

COURSE CANCELLATION		PROVIDE THE REASON FOR COURSE CANCELLATION:
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OTHER		EXPLAIN:
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BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.
 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 in to 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.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.
 The course covers the techniques used in actually building good financial models in Excel and VBA. The main recommended text is Financial Modeling, 3rd Edition, Simon Benninga, The MIT Press, 2008

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>A knowledge of financial modeling is often expected of student applicants for positions in the financial services industry. This course is intended to complement the Area's course roster of theory and case-based courses to prepare students for co-op and post-graduation job opportunities.</p>
<p>2. EXPECTED ENROLMENT:</p> <p>25</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>The material is presented as a combination of lectures and demonstrations in a computer lab.</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>The students are evaluated based on participation, assignments, a midterm exam and a final project.</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>No</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>N/A</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Trevor Chamberlain Email: chambert@mcmaster.ca Extension: 23980 Date: Nov 14, 2011</p>

If you have any questions regarding this form, please contact the Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/medy

Business ~~F738~~ F735
Financial Modelling
Fall 2011 Course Outline

Finance and Business Economics Area
DeGroote School of Business
McMaster University

COURSE OBJECTIVE

This course introduces the basics of financial modelling. It is offered as a second year course because of the F600 prerequisite. This requires some understanding of finance and a basic knowledge of excel. We will build on this knowledge to develop a more complete understanding of what makes for a good financial model, and how to go about building one.

INSTRUCTOR AND CONTACT INFORMATION

Section 1; Fri. 14:30 17:20
Mr. Kevin Brewer
Instructor
kbrewer@mcmaster.ca
Office: DSB 313 (shared)
Office Hours: by appointment
Tel: (905) 525-9140 x23397 (shared)
Class Location: RJC 263

COURSE ELEMENTS

Credit Value:	3	Leadership:	No	IT skills:	Yes	Global view:	No
Avenue:	Yes	Ethics:	No	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	No
Evidence-based:	No	Experiential:	No	Final Exam:	No	Guest speaker(s):	No

COURSE DESCRIPTION

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 in to 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.

LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- Design and layout a financial model.
- Decide on which variables are independent and how to vary them.
- Become familiar with Excel and VBA, enough to be viewed as the "resident expert" in many situations.

REQUIRED COURSE MATERIALS AND READINGS

Avenue registration for course content, readings and case materials

- <http://avenue.mcmaster.ca>

\$ FREE

OPTIONAL COURSE MATERIALS AND READINGS

Financial Modeling, 3rd Edition, Simon Benninga, The MIT Press, 2008

\$ 80 US

Excel Modeling and Estimation; in Corporate Finance, Holden, Pearson Prentice Hall, 2009

\$ 60.65

EVALUATION

Learning in this course results primarily from in-class discussions, examples, and sample spread sheets which we will build in class and for the assignments and term project. Your final grade will be calculated as follows:

Components and Weights

Participation	In-class Contribution (individual)	10%
Mid Term	In class (location to be announced)	25%
Assignments	4, to be submitted in groups of 1 to 4	25%
Term Project	Submitted in groups of 1 to 4, details TBA	40%
Total		100%

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy at the following URL:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/examinationindex.html>

Grade Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

LETTER GRADE	PERCENT	LETTER GRADE	PERCENT
A+	90 - 100	C+	60 - 64
A	85 - 89	C	55 - 59
A-	80 - 84	C-	50 - 54
B+	75 - 79	F	00 - 49
B	70 - 74		
B-	65 - 69		

Communication and Feedback

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://www.degroote.mcmaster.ca/curr/emailchairs.aspx>

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Administrative Assistant.

Instructors should conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

Students who wish to have a course component re-evaluated must complete the following form:

http://www.mcmaster.ca/policy/Students-AcademicStudies/Form_A.pdf

In order for the component to be re-read:

- the component must be worth 10% or more of the final grade in the course
- students pay a fee of \$50 in Gilmour Hall #209 (receipt is then brought to APO)
- the Area Chair will seek out an independent adjudicator to re-grade the component
- an adjustment to the grade for the component will be made if a grade change of three points or greater on the 12 point scale (equivalent to 10 marks out of 100) has been suggested by the adjudicator as assigned by the Area Chair
- if a grade change is made, the student fee will be refunded

Participation

Name cards and class pictures are used to help give credit for your participation. You must have a name card with your **full first and last name** clearly written and displayed in front of you for every class. A photograph of the class will be taken during class. This photograph will be used by the TA and the instructor to evaluate your participation.

The instructor will feel free to **cold-call** on anyone at any time. Hence, it is imperative that you prepare for each and every class. In general, contributions are evaluated in an ascending order from physically but not mentally present, to good chip shots, to quite substantial comments. Debate and challenge are important activities that help in the learning process and the willingness of individuals to engage in such activities with their classmates is appreciated. However, using **air-time** involves an obligation to actually contribute. Participation will **NOT** be graded by counting each contribution a student makes. Participation will be graded by examining the quality of contributions in each class.

Assignments

There will be 4 assignments worth 25% of your final grade and may be done in groups of up to 4 students. Each of the assignments will be made available on Avenue.

Mid Term Exam

There is one short answer examination in this course that accounts for 25% of your final grade. The exam will cover material from the course. The format will be short answer and will be quite subjective in nature. The mid term will be held in class time on November 4.

Term Project

There will be a term project in this course, the due date will be the Monday following the last day of classes (December 13). The project will be in the form of a financial model that must be built, including documentation. It may be done in groups of up to 4 students.

ACADEMIC DISHONESTY

It is the student's responsibility to understand what constitutes academic dishonesty. Please refer to the University Senate Academic Integrity Policy at the following URL:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicIntegrity.pdf>

This policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic dishonesty arise. Academic dishonesty is defined as to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. Please refer to the policy for a list of examples. The policy also provides faculty with procedures to follow in cases of academic dishonesty as well as general guidelines for penalties. For further information related to the policy, please refer to the Office of Academic Integrity at:

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

MISSED EXAMINATIONS / TESTS / CLASS PARTICIPATION

When students miss a regularly scheduled midterm, test or class participation for legitimate reasons as adjudicated by the MBA Academic Services Office, the weight for that midterm/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 MBA Academic Services Office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide the Petition for Relief for MBA Missed Term Work and the McMaster University Student Health Certificate, which can be found on the DeGroote website at:

<http://www.degroote.mcmaster.ca/MBA/registration.html>

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 documentation supporting the reason for the absence and the Petition for Relief for MBA Missed Term Work:

<http://www.degroote.mcmaster.ca/MBA/documents/relief.pdf>

Students unable to write a midterm 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 midterm exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the MBA Academic Services 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 MBA Academic Services Office.

All applications for deferred and special final examination arrangements must be made to the MBA Academic Services Office. Failure to meet the stated deadlines may result in the denial of these arrangements. Deferred examination privileges, if granted, must be satisfied during the examination period at the end of the term immediately following. There will be one common sitting for all deferred exams. Please refer to the MBA Calendar for further details.

If any exam is missed without a valid reason, students will receive a grade of Zero (0) for that component.

STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for examinations on or before the last date for withdrawal from a course without failure (please refer to official university sessional dates). Students must forward a copy of such SAS accommodation to the instructor immediately upon receipt. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

POTENTIAL MODIFICATIONS TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

COURSE SCHEDULE

**Business F738
Financial Modelling
Tentative Fall 2011 Course Schedule**

WEEK	DATE	TOPICS
1	Sept 16	Course Outline What is Financial Modelling? Papa John's Camaro
2	Sept 23	The annuity
3	Sept 30	Amortization Tables
4	Oct 7	Bonds and Duration
5	Oct 14	More Bonds, Yield Curve & Capital Budgeting
6	Oct 21	Options, Modelling, and Risk
7	Oct 28	Options
8	Nov 4	Mid term exam
9	Nov 11	Introduction to VBA
10	Nov 18	VBA Tools
11	Nov 25	VBA Sub Procedures & Functions
12	Dec 2	Hiding and Protecting the Worksheets
13	Dec 9	Final project help session



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for **ALL** course changes. All sections of this form **must** be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		SRS and DSB / Master of Health Management		
COURSE TITLE		Health Systems and Policy Analysis		
COURSE NUMBER	HM700	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Glen Randall		
PREREQUISITE(S)		Admission to the Master of Health Management Program, or permission of instructor.		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	DATE TO BE OFFERED: Sept. 2011	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO If YES, PROVIDE THE DATE:		
WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.				
CHANGE IN COURSE TITLE	PROVIDE THE NEW COURSE TITLE:			
CHANGE IN COURSE DESCRIPTION	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form			
CHANGE TO FULL COURSE	CHANGE TO HALF COURSE	CHANGE TO QUARTER COURSE		
COURSE CANCELLATION	PROVIDE THE REASON FOR COURSE CANCELLATION:			
OTHER CHANGES	EXPLAIN:			

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

This course is the introductory course for the Master of Health Management program. It will provide students with an understanding how the Canadian health care system is organized as well as how services are financed and delivered. This will be done through an assessment of the Canada Health Act and various pieces of related provincial healthcare legislation. Discussions will include an exploration of the for-profit and not-for-profit mix of services within Canada. In addition, students will be exposed to the principles of evidence-based decision-making and various health policy analysis tools. Current issues and trends in health policy (both within Canada and internationally) will serve as cases to which students apply those tools.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

Course content is divided into the following four learning modules:
 Module 1: Introduction to the Canadian healthcare system
 Module 2: Comparative health systems
 Module 3: Introduction to health policy analysis and methods
 Module 4: Conducting health policy analysis

Upon completion of this course students will be able to:

- describe how health care is organized, funded and delivered within Canada;
- demonstrate an understanding of current issues and trends in health policy;
- identify the stages of the health policy development process; and
- describe and apply health policy analysis tools in examining complex health policy issues.

Course materials will consist of a text: Studying Public Policy (Howlett, Ramesh, and Perl, 2009) (or similar) and journal articles.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>This course is one of the core courses in the Master of Health Management Program. The program is offered in collaboration between the School of Rehabilitation Science and the DeGroote School of Business.</p>
<p>2. EXPECTED ENROLMENT:</p> <p>15 (2010), 30 (2011), 45 (2012 and thereafter)</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>The course is composed of 13 sessions which are spread out over a 10-week term. Three sessions are covered during the first on-site residency. This course will be offered through a combination of online and on-site delivery. Topics will initially be explored online through a review of documents, discussions, and course assignments. Students will then be required to meet on-site for a 3-day period of orientation, lectures, discussions and presentations. For sessions conducted online, students will be required to complete assignments and/or respond to posted discussion questions.</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>Students will be evaluated as follows:</p> <p>Participation (for both on-site and online course components) 20%</p> <p>Assignment #1 - Students are to submit answers to a series of questions about the Canadian healthcare system 10%</p> <p>Assignment #2 - Policy issue presentation and facilitation of discussion (10% for summary and 20% for presentation) 30%</p> <p>Assignment #3 - Policy analysis paper (10% for outline, 30% for final written paper) 40%</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>A similar course is offered in the School of Business (C721 Health Policy Analysis) however, there is a substantial difference in content, students are required to have a significant healthcare background, and the course will be delivered primarily on-line.</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>N/A</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Glen Randall Email: randalg@mcmaster.ca Extension: 26191 Date: Nov.16, 2011</p>

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for **ALL** course changes. All sections of this form **must** be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		SRS and DSB / Master of Health Management		
COURSE TITLE		Evaluating Sources of Evidence for Management and Evaluation		
COURSE NUMBER	HM705	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Brenda Lammi and Mary Law		
PREREQUISITE(S)		Admission to the Master in Health Management Program, or permission of instructor ANTIREQUISITE-RS 705		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	DATE TO BE OFFERED: January 2011	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? IF YES, PROVIDE THE DATE:
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WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.

CHANGE IN COURSE TITLE	PROVIDE THE NEW COURSE TITLE:
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CHANGE IN COURSE DESCRIPTION	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form
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CHANGE TO FULL COURSE	CHANGE TO HALF COURSE	CHANGE TO QUARTER COURSE
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COURSE CANCELLATION	PROVIDE THE REASON FOR COURSE CANCELLATION:
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OTHER CHANGES	X	EXPLAIN: Change in the weeks for the modules; change in the percentage assigned to participation evaluation, from 20% to 15%; change in assignment three valued at 20% changed to 25%.
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BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

This course is designed to provide students with the knowledge and skills to understand and critically evaluate sources of evidence used to support decision making within a health care environment. Students will develop knowledge about the principles of evidence-based decision-making, searching the literature, and critically reviewing research methods and analyses. The course emphasizes the development of skills to apprise, synthesize and communicate evidence in order to use it within management decision-making.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

The course will include 4 thematic modules:

- Module 1: Introduction to Evidence-Based Practice [Week 1]
- Module 2: Characteristics and Processes for Evidence-Based Health Management [Weeks 2-4]
- Module 3: Evaluating the Evidence [Weeks 5-10]
- Module 4: Building, Using, Communicating and Transferring Evidence [Weeks 11-13]

Upon completion of this course students will be able to:

- define evidence-based practice and its role in health management
- critically read, evaluate and synthesize evidence to support decision-making that lead to best practice in health care
- develop strategies for disseminating and using evidence in health management practice

Course materials will consist of one text (Evidence-based Rehabilitation, Law and MacDermid, 2008, 2nd ed.), journal articles and internet resources.

1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)

This course is one of the core courses in the Master in Health Management Program. The program is offered through a collaboration between the School of Rehabilitation Science and the Degroote School of Business at McMaster University. This course is also available, as an elective course, to graduate students enrolled in the Masters or Doctoral programs at McMaster.

2. EXPECTED ENROLMENT:

15 (2011), 30 (2012), 45 (2013 and thereafter)

3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):

This course is composed of 13 sessions which are spread out over a 13-week term. Each of the first 11 sessions includes objectives, reading assignments, and study questions and learning activities. The final two sessions will be devoted to student projects when the students will read and respond to each other's projects. In place of traditional lectures and class discussions, this course uses posted messages as a means of group communication. Sessions will be active for 7 days. Each week, students will be required to respond to the discussion questions. All students are required to participate in each discussion.

4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the Extra Work to be required of graduate students, i.e., exams, essays, etc.)

Evaluation will be based on:

- Participation in weekly sessions - 15%
- Assignment 1 - Systematic Review Topic - 20%
- Assignment 2 - Scholarly Paper – Obtain and Review Data - 40%
- Assignment 3 - Implementing Evidence into Management Presentation - 25%

5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).

A similar course is offered in the RS program. The two course are taken by students in different programs. This course focuses directly on use of evidence in health management.

6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?

N/A

PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:

Name: Mary Law Email: lawm@mcmaster.ca Extension: 27837 Date: November 16, 2011

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for **ALL** course changes. All sections of this form **must** be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		SRS and DSB / Master of Health Management		
COURSE TITLE		Health Management Foundations I		
COURSE NUMBER	HM706	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Patricia Wakefield		
PREREQUISITE(S)		Admission to the Master of Health Management Program, or permission of instructor. HM700, HM705		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	DATE TO BE OFFERED: May 2012	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO		
WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.				
CHANGE IN COURSE TITLE	PROVIDE THE NEW COURSE TITLE:			
CHANGE IN COURSE DESCRIPTION	X	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
CHANGE TO FULL COURSE		CHANGE TO HALF COURSE		CHANGE TO QUARTER COURSE
COURSE CANCELLATION	PROVIDE THE REASON FOR COURSE CANCELLATION:			
OTHER CHANGES	X	EXPLAIN: Rearrangement of course content to four modules (from five).		

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.
 This course will provide students with the knowledge and skills to understand strategic management principles, theoretical perspectives and practices, and to apply them in the health care industry, in both for-profit and not-for profit organizations in the delivery of health care services, tangible products and social marketing programs. Students will become familiar with the strategic management process in the development, implementation and evaluation of strategic plans, programs and activities for: human resources management, marketing to various segments and target markets, and, communications tools and strategies.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.
 Course content includes: strategic management theories and principles, organizational behaviour and human resources management, marketing and communication principles, theories, and strategies, and their application in health care management. The course is divided into four learning modules:
 Module 1: Introduction to Strategic Planning and Management
 Module 2: Human Resource Management
 Module 3: Strategic Marketing Management
 Module 4: Managing Communications
 Course materials will consist of: a text: Managing Health Care Business Strategy, Mosely, 2009 (or similar)); journal articles, selected articles and/or cases posted materials and videos.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>This course is one of the core courses in the Master in Health Management Program. The program is offered through a collaboration between the School of Rehabilitation Science and the DeGroote School of Business at McMaster University.</p>
<p>2. EXPECTED ENROLMENT:</p> <p>15 (2011), 30 (2012), 45 (2013 and thereafter).</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>This course is delivered in an online only format. Topics are explored through a review of documents, videos, slides, course assignments, cases and online discussions. This course is composed of 13 sessions over a 13-week term through online delivery where up to two sessions will be devoted to discussion of students' projects. Sessions include objectives, readings, assigned discussion questions and other learning activities. In place of traditional lectures and class discussions, this course uses online posted messages as a means of group communication. All students are required to participate in all discussions</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>Evaluation methods include:</p> <ol style="list-style-type: none"> 1. Participation in online discussions for Modules, 20% 2. Completion of course assignments for Modules, 40% 3. Completion of a health management project/paper, 40%.
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>N/A</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>N/A</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Patricia Wakefield Email: wakefie@mcmaster.ca Extension: 27447 Date: November 17, 2011</p>

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for **ALL** course changes. All sections of this form **must** be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		SRS and DSB / Master of Health Management		
COURSE TITLE		Health Management Foundations II		
COURSE NUMBER	HM707	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (x)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Trevor Chamberlain		
PREREQUISITE(S)		Admission to the Master of Health Management Program, or permission of instructor HM700, HM705, HM706		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	<input checked="" type="checkbox"/>	DATE TO BE OFFERED: September, 2011	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO If Yes, Provide the Date:
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WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO If Yes, Attach to this form any relevant correspondence with the other department(s). **NOTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.**

CHANGE IN COURSE TITLE		PROVIDE THE CURRENT COURSE TITLE:		
CHANGE IN COURSE DESCRIPTION		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
CHANGE TO FULL COURSE		CHANGE TO HALF COURSE		CHANGE TO QUARTER COURSE
COURSE CANCELLATION		PROVIDE THE REASON FOR COURSE CANCELLATION:		
OTHER		EXPLAIN:		

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

Through this course, students will gain knowledge about the fundamental concepts and practical issues related to accounting and finance and their uses in planning, decision making and control in the management of health care organizations. Skills in the basics of financial management and managerial accounting, budgeting and forecasting, including statistical applications, will be developed through discussion, case studies and course assignments.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

Skills in the basics of financial and management accounting, budgeting and forecasting will be developed through discussion, case studies and course assignments. The course is divided into seven learning modules.

- Module 1: Introduction to Health Care Accounting and Financial Management
- Module 2: Financial Accounting
- Module 3: Management Accounting
- Module 4: Financial Management Concepts
- Module 5: Long-term Financing
- Module 6: Capital Budgeting
- Module 7: Forecasting and Financial Condition Analysis

Course materials will include the following textbook: Gapenski, Louis, An Introduction to Accounting and Financial Management, Fourth Edition, Chicago, IL: Health Administration Press, 2007.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>This course is one of the core courses in the Master in Health Management Program. The program is offered through a collaboration between the School of Rehabilitation Science and the Degroote School of Business at McMaster University. This course is also available, as an elective course, to graduate students enrolled in Masters or Doctoral programs at McMaster.</p>
<p>2. EXPECTED ENROLMENT:</p> <p>15 students(2011), 30 (2012), 45 (2013)</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>This course is delivered in an online format. Topics are explored through a review of textual materials, videos, cases and online discussions. This course is composed of 13 sessions, which are spread out over a 13-week term. Each of the first 11 sessions includes objectives, reading assignments, problem solving and other learning activities. The final two sessions will be devoted to student projects when the students will read and respond to each other's projects. In place of traditional lectures and live class discussion, this course uses posted messages as a means of group communication. Sessions will be active for 7 days. Each week, students will be required to respond to the discussion questions. All students are required to participate in each discussion.</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>Evaluation methods will include: 1. participation in online discussions; 2. completion of short cases and problem sets; and 3. completion of a project situated in a health management setting.</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>N/A</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>N/A</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Trevor Chamberlain Email: chambert@mcmaster.ca Extension: 23980 Date: June 09, 2010</p>

If you have any questions regarding this form, please contact the Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/December 2006



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

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3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		SRS and DSB / Master of Health Management		
COURSE TITLE		Leadership in Health Organizations		
COURSE NUMBER	HM708	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Mary Law and Kathryn Wise		
PREREQUISITE(S)		Prereq: HM 700, HM 705, HM 706, HM 707 Antireq: RS 770		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	DATE TO BE OFFERED: January 2012	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO IF YES, PROVIDE THE DATE:		
WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.				
CHANGE IN COURSE TITLE	PROVIDE THE NEW COURSE TITLE:			
CHANGE IN COURSE DESCRIPTION	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form			
CHANGE TO FULL COURSE	CHANGE TO HALF COURSE	CHANGE TO QUARTER COURSE		
COURSE CANCELLATION	PROVIDE THE REASON FOR COURSE CANCELLATION:			
OTHER CHANGES	X	EXPLAIN: Change in instructors from Connie Mitchell or Joyce Tryssenaar to Mary Law or Kathryn Wise contact person to Mary Law from Joy MacDermid.		

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

This course explores principles, practices, trends and issues of leadership in health organizations. Current theories of leadership with attention to styles, practices, tasks and models will be covered. Participants will be encouraged to reflect on and analyze their own leadership experiences in light of theories studied. Through the interplay of theory and practical application, participants will gain a deeper appreciation for the requirements, responsibilities, and consequences of effective leadership. The course encourages professional and personal development through action learning that is relevant and transferable to organizations.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

This course is designed for health professionals who want to acquire the knowledge and skills to develop as leaders in their current and future practice. The course emphasizes the development of knowledge regarding theories of leadership and the application of learning at the level of self, profession, and organizations. The tasks and strategies related to effective leadership are also explored. The course will include 4 thematic modules:

Module 1 (Week 1-3) What is leadership? Major theories, leadership styles
 Module 2 (Week 4-6) – Leadership in health organizations; principles, practices, trends and issues.
 Module 3 (Week 7-9) Leadership tasks and strategies
 Module 4 (Week 10-11) Leadership & Systems Theory/Organization/Culture; Integration/application, Synthesis/Creation

Upon completion of the course, learners will be able to:

1. Understand their own leadership style
2. Apply theoretical concepts to leadership issues related to self, profession, and organizations.
3. Synthesize conceptual differences and use problem-solving teams to further understand the dynamics of leadership
4. Create a leadership plan relevant to their current practice

Course materials will consist of journal articles, custom courseware and internet resources.

1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)

This course is one of the core courses in the Master in Health Management Program. The program is offered through a collaboration between the School of Rehabilitation Science and the Degroote School of Business at McMaster University. This course is also available, as an elective course, to graduate students enrolled in the Masters or Doctoral programs at McMaster.

2. EXPECTED ENROLMENT:

15 (2012), 30 (2013), 45 (2014 and thereafter)

3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):

This course is composed of 13 sessions which are spread out over a 13-week term. Each of the first 11 sessions includes objectives, reading assignments, and study questions and learning activities. The final two sessions will be devoted to student projects when the students will read and respond to each other's projects. In place of traditional lectures and class discussions, we will use posted messages as a means of group communication. Sessions will be active for 7 days. Each week, students will be required to respond to the discussion questions. All students are required to participate in each discussion.

4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the Extra Work to be required of graduate students, i.e., exams, essays, etc.)

Evaluation will be based on:

Participation in weekly sessions - 20%

Assignment 1 - [Self] Self-Assessment of Leadership Paper - 10%

Assignment 2 - [Other] Interview a leader in the field of health management. Analyse the interview using a theoretical approach. -20%

Assignment 3 - [Organization] Develop a detailed, theoretically based leadership plan/approach to a current situation in an organization, profession, or health care. -40%

Assignment 4 - Facilitate discussion on your leadership plan. - 10%

5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).

A similar course is offered in the RS program. The two course are taken by students in different programs. This course focuses directly on leadership in health management.

6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?

N/A

PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:

Name: Mary Law Email: lawm@mcmaster.ca

Extension: 27837

Date: November 16, 2011

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for **ALL** course changes. All sections of this form **must** be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		SRS and DSB / Master of Health Management		
COURSE TITLE		Scholarly Paper		
COURSE NUMBER	HM730	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Lynne Geddes with Master of Health Management Faculty Members as Faculty Advisors		
PREREQUISITE(S)		Prereq: HM 700, HM 705, HM 706, HM 707, HM 708 and 1 other elective		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	DATE TO BE OFFERED: January 2012	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO IF YES, PROVIDE THE DATE:
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WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). **NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.**

CHANGE IN COURSE TITLE	PROVIDE THE NEW COURSE TITLE:
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CHANGE IN COURSE DESCRIPTION	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form
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CHANGE TO FULL COURSE	CHANGE TO HALF COURSE	CHANGE TO QUARTER COURSE
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COURSE CANCELLATION	PROVIDE THE REASON FOR COURSE CANCELLATION:
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OTHER CHANGES	X	EXPLAIN: Changes made to: Date offered (from Sept 2011); Change in course number of one pre-requisite (HM770 is now HM708); Expected enrollment has changed; Contact info. for course changed (from Seanne Wilkins to Lynne Geddes)
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BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

This full course is designed as an opportunity for graduate course based students to demonstrate, in writing, their ability to integrate ideas that reflect current knowledge in areas of health management practice, education, research, and/or policy. The scholarly paper is to demonstrate integrative thinking at a general and abstract level. A student will identify a topic, and in consultation with a faculty member with expertise in the area develop a proposal that is individualized to the student's area of interest. The student will then develop the paper under the guidance of a faculty member. The paper must be 25 to 30 pages, excluding references and appendices. The paper does not typically involve the collection or analysis of primary data or the conduct of research with subjects. It is a scholarly essay, not a thesis.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

Normally after the 5 required and 1 elective course have been completed, students will complete the scholarly paper. The scholarly paper provides an opportunity for students to demonstrate, in writing, their ability to integrate ideas that reflect current knowledge that focuses on one of the following: health management practice, education, reseach and/or policy. The scholarly paper is to demonstrate integrative thinking at a general and abstract level. The decisions to be made depend on the nature of the topic. The topic must be specific and cannot be covered in-depth in other course work. The student will be expected to develop a proposal providing a rationale for the topic, the issues to be examined, timelines, and bibliography.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>This course is one of the core courses in the Master in Health Management Program. The program is offered through a collaboration between the School of Rehabilitation Science and the Degroote School of Business at McMaster University.</p>
<p>2. EXPECTED ENROLMENT:</p> <p>15 (2010), 30 (2013), 45 (2014 and ongoing).</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>The course is an independent self-directed in-depth exploration of a topic chosen by the student and approved by his/her faculty advisor. The student will be working under the supervision of a faculty member of the School of Rehabilitation Science or the School of Business whose research, clinical, or teaching interests match the student's learning needs and who is willing to work with the student.</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>Final paper – 100%</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>N/A</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>N/A</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Lynne Geddes Email: geddesl@mcmaster.ca Extension: 27818 Date: November 16, 2011</p>

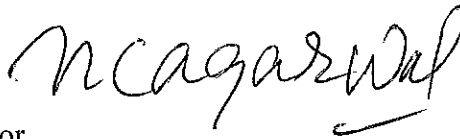
If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011

January 20, 2012

To: Don Goellnicht, Ph.D.
Chair, Graduate Curriculum and Policy Committee
DeGroot School of Business

From: Naresh Agarwal, Ph.D.
Acting Chair, HR&M Area/
Acting Ph.D. Program Director



Re. Curriculum Changes, MOBHR Ph.D. Field/
Editorial Changes to the Business Ph.D. Section in Graduate Studies Calendar

I am enclosing a report on the revised curriculum for the Management of Organization Behaviour and Human Resources (MOBHR) Ph.D. field for consideration by the Business Graduate Curriculum and Policy Committee.

Please note that curriculum changes to the MOBHR field include changes in the course code for three courses that are also part of curriculum in other Ph.D. fields. Therefore, editorial changes will be in the calendar description of these fields. There is also another program wide editorial change that needs to be made. This relates to the placement of three paragraphs that explain TOEFL score requirements in the Ph.D. section of the Graduate Studies Calendar.

A revised calendar copy showing all substantive and editorial changes is enclosed for your ready reference.

Copy: Dr. John Medcof, Associate Dean
DeGroot School of Business

Proposed Changes to the Management of Organizational Behaviour and Human Resources Field Curriculum in the Ph.D. Program

The Human Resources and Management Area is proposing the following changes to the Management of Organizational Behaviour and Human Resources (MOBHR) field curriculum in the Ph.D. program in Business Administration. These changes were considered and recommended following a detailed review of the current doctoral level courses and the format of the comprehensive examination by two Area Ad Hoc committees and subsequent prolonged discussions at several Area meetings. Fortuitously, a recent graduate and a Ph.D. candidate from the MOBHR field currently hold contractually limited appointments (CLAs) within the Area and were able to provide input from a student perspective to these discussions.

A. Curriculum Changes Involving Courses

The current and the proposed curriculum in the MOBHR field are as follow:

Current Curriculum

Students are required to take a minimum of 7 one term courses as listed below. Additional courses may be required depending upon the background and interests of individual students.

B778: Management Theory
 B779: Research Issues I
 B780: Research Methods and Design
 B781: Research Issues II
 B782: Applied Multivariate Statistics
 Plus
 Two other MBA or Ph.D. level courses

Proposed Curriculum

Students are required to take a minimum of 9 one term courses as listed below. Additional courses may be required depending upon the background and interests of individual students.

B790: Management Theory
 B791: Field Survey: Organizational Behaviour and Organizational Theory
 B792: Field Survey: Human Resources and Industrial Relations
 B793: Applied Multivariate Statistics
 B794: Research Methods and Design
 B795: Research Issues: Organizational Behaviour and Organizational Theory
 B796: Research Issues: Human Resources and Industrial Relations
 B797: Research Project Course I
 B798: Research Project Course II

It is the considered opinion of the Area that the proposed curriculum changes strengthen the quality of the MOBHR curriculum by providing enhanced opportunities to students for gaining breadth of knowledge in the two field survey courses and depth of knowledge in the two research issues courses. In addition, the two research project courses would provide first-hand experience to students in undertaking research and potentially producing peer-reviewed conference and journal papers. The proposed curriculum would also help to align the MOBHR program more closely to the emerging research strengths of the Area faculty.

A brief course description of each course in the revised MOBHR curriculum is provided below.

B790 / Management Theory

The seminar provides a broad overview of the role of theory and theory building in management. The student will engage in systematic scientific inquiry pertaining to different schools of management relevant to business. The underlying theory of management driving each school of thought will be the focus of analysis. An attempt will be made to integrate the diverse schools of thought toward an inclusive theory of management that would serve as the backdrop for future management research and practice.

B791 / Field Survey: Organizational Behaviour and Organizational Theory

This seminar focuses on the theoretical foundations necessary for advanced research in organizational behaviour (OB) and organizational theory (OT). Key theories and models will be discussed and contrasted, and empirical support examined. Students will undertake in-depth and critical analyses of the relevant literature, focusing in particular on recent reviews and primary studies published in the top journals in the fields. The overall objectives of this seminar are to provide students a fundamental understanding of theoretical frameworks in the OB and OT fields and to develop their abilities to critically assess and conduct research.

B792 / Field Survey: Human Resources and Industrial Relations

This seminar focuses on the theoretical foundations necessary for advanced research in human resources (HR) and industrial relations (IR). Key theories and models will be discussed and contrasted, and empirical support examined. Students will undertake in-depth and critical analyses of the relevant literature, focusing in particular on recent reviews and primary studies published in the top journals in the field. The overall objectives of this seminar are to provide students a fundamental understanding of theoretical frameworks in the HR and IR fields and to develop their abilities to critically assess and conduct research.

B793 / Applied Multivariate Statistics

This course will introduce students to a variety of multivariate data analysis techniques that they are likely to use in analyzing data from their own research. The focus will be on issues related to the application of these techniques rather than their mathematical foundations. Topics to be covered include multiple regression, MANOVA, exploratory factor analysis, and structural equation modeling. A graduate level course in introductory/univariate statistics (e.g., Sociology *6Z03), or equivalent, would be a prerequisite to this course.

B794 / Research Methods and Design

This seminar provides an exposure to issues and techniques of questionnaire and survey development, instrument design and selection, psychometrics, and qualitative and quantitative methods in the context of a research project. A research proposal by the end of course is required.

B795 / Research Issues: Organizational Behaviour and Organizational Theory

This seminar focuses on current research issues in organizational behaviour (OB) and organizational theory (OT). It will require students to apply the knowledge gained in the OB/OT Field Survey seminar in examining the emerging research issues in the field. Students will perform in-depth and critical analyses of relevant journal articles and book chapters, and develop their ability to assess research design, methodology, interpretation, and overall contributions to the field. The objective of this seminar is to enable students to gain a rich and deep understanding of the pressing issues and topics that pre-dominate the current OB and OT literatures from which they might build their own program of research. Prerequisite: B791

B796 / Research Issues: Human Resources and Industrial Relations

This seminar focuses on current research issues in human resources (HR) and industrial relations (IR). It will require students to apply the knowledge gained in the HR/IR Field Survey seminar in examining the emerging research issues in the field. Students will perform in-depth and critical analyses of relevant journal articles and book chapters, and develop their ability to assess research design, methodology, interpretation, and overall contributions to the field. The objective of this seminar is to enable students to gain a rich and deep understanding of the pressing issues and topics that pre-dominate the current HR and IR literatures from which they might build their own program of research. Prerequisite: B792

B797 / Research Course I

This course provides students with an opportunity to conduct original empirical research with the guidance of a faculty member. The objective of this course is to develop student competence in conducting independent research that has the potential to advance knowledge and be disseminated to the scientific community. During the course, the student is expected to formulate a research question, design a study or studies, obtain and analyze data, and write a manuscript in APA format reporting the results of the study (studies) that may have the potential to be submitted to a scholarly journal or conference.

B798 / Research Course II

This course is an extension of Research Course I and has as its objective the development of student competence in conducting independent research that has the potential to advance knowledge and be disseminated to the scientific community. With the guidance of a faculty member, the student is expected to design and conduct a study (or studies) that may build on the study (studies) conducted in Research Course I, collect new or additional data, and write a manuscript in APA format that reports the results of this study and that may have the potential to be submitted to a scholarly journal or conference. Prerequisite: B797

B. Changes to the Format of the Comprehensive Examination

The current format of the comprehensive examination includes a written examination. The Area proposes to add an oral component to the examination. The oral examination would provide an opportunity to examine the breadth and depth of knowledge of students in an interactive setting. The Area believes that the proposed format of the comprehensive examination, written followed by oral, would be a more rigorous and reliable outcome measure of academic achievement of students.

C. Documentation for Changes

The necessary documentation for all the changes described is enclosed using the School of Graduate Studies forms.

D. Calendar Copy

A calendar copy incorporating all of the changes described in this report is enclosed as Appendix I.



SCHOOL OF GRADUATE STUDIES

**RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM
- FOR CHANGE(S) INVOLVING DEGREE PROGRAM REQUIREMENTS /
PROCEDURES**

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for **ALL** changes involving degree program requirements/procedures. **All** sections of this form **must** be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: *espritu@mcmaster.ca*).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT		Human Resources and Management Area/ DeGroote School of Business						
NAME OF PROGRAM		Ph.D. in Business Administration						
PROGRAM DEGREE	Ph.D. (X)	M.A. ()	M.A.Sc. ()	M.B.A. ()	M. Eng. ()	M.Sc. ()	Diploma Program ()	Other (Specify)
NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)								
CHANGE IN ADMISSION REQUIREMENTS			CHANGE IN COMPREHENSIVE EXAMINATION PROCEDURE			CHANGE IN COURSE REQUIREMENTS		X
CHANGE IN THE DESCRIPTION OF A SECTION IN THE GRADUATE CALENDAR			EXPLAIN:					
OTHER CHANGES		EXPLAIN:						
DESCRIBE THE EXISTING REQUIREMENT/PROCEDURE:								
<p>Students are required to take the following 7 one-term courses. Additional courses may be required depending upon the background and interests of individual students.</p> <p>B778: Management Theory B779: Research Issues I B780: Research Methods and Design B781: Research Issues II B782: Applied Multivariate Statistics Plus Two other MBA or Ph.D. level courses</p>								

PROVIDE A DETAILED DESCRIPTION OF THE RECOMMENDED CHANGE (*Attach additional pages if space is not sufficient.*)

Students are required to take the following 9 one-term courses. Additional courses may be required depending upon the background and interests of individual students.

B790:	Management Theory
B791:	Field Survey: Organizational Behaviour and Organizational Theory
B792:	Field Survey: Human Resources and Industrial Relations
B793:	Applied Multivariate Statistics
B794:	Research Methods and Design
B795:	Research Issues: Organizational Behaviour and Organizational Theory
B796:	Research Issues: Human Resources and Industrial Relations
B797:	Research Project Course I
B798:	Research Project Course II

RATIONALE FOR THE RECOMMENDED CHANGE:

It is the considered opinion of the Area that the proposed curriculum changes strengthen the quality of the MOBHR curriculum by providing enhanced opportunities to students for gaining breadth of knowledge in the two field survey courses and depth of knowledge in the two research issues courses. In addition, the two research project courses would provide first-hand experience to students in undertaking research and potentially producing peer-reviewed conference and journal papers. The proposed curriculum would also help to align the MOBHR program more closely to the emerging research strengths of the Area faculty.

PROVIDE IMPLEMENTATION DATE: (Implementation date should be at the beginning of the academic year)

September 2012

ARE THERE ANY OTHER DETAILS OF THE RECOMMENDED CHANGE THAT THE CURRICULUM AND POLICY COMMITTEE SHOULD BE AWARE OF? IF YES, EXPLAIN.

PROVIDE A DESCRIPTION OF THE RECOMMENDED CHANGE TO BE INCLUDED IN THE CALENDAR:

CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:

Name: Dr. Naresh Agarwal Email: agarwal

Extension: 23953

Date: January 19, 2012

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.



SCHOOL OF GRADUATE STUDIES

**RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM
- FOR CHANGE(S) INVOLVING DEGREE PROGRAM REQUIREMENTS /
PROCEDURES**

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for ALL changes involving degree program requirements/procedures. All sections of this form must be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT		Human Resources and Management Area/ DeGroote School of Business						
NAME OF PROGRAM		Ph.D. in Business Administration						
PROGRAM DEGREE	Ph.D. (X)	M.A. ()	M.A.Sc. ()	M.B.A. ()	M. Eng. ()	M.Sc. ()	Diploma Program ()	Other (Specify)
NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)								
CHANGE IN ADMISSION REQUIREMENTS			CHANGE IN COMPREHENSIVE EXAMINATION PROCEDURE			X		CHANGE IN COURSE REQUIREMENTS
CHANGE IN THE DESCRIPTION OF A SECTION IN THE GRADUATE CALENDAR			EXPLAIN:					
OTHER CHANGES		EXPLAIN:						
DESCRIBE THE EXISTING REQUIREMENT/PROCEDURE:								
The current format of the comprehensive examination in the MOBHR field includes a written examination.								

PROVIDE A DETAILED DESCRIPTION OF THE RECOMMENDED CHANGE (*Attach additional pages if space is not sufficient.*)

The Area proposes to add an oral component to the comprehensive examination in the MOBHR field.

RATIONALE FOR THE RECOMMENDED CHANGE:

The oral component to the comprehensive examination would provide an opportunity to examine the breadth and depth of knowledge of students in an interactive setting. The Area believes that the proposed format of the comprehensive examination, written followed by oral, would be a more rigorous and reliable outcome measure of academic achievement of students.

PROVIDE IMPLEMENTATION DATE: *(Implementation date should be at the beginning of the academic year)*

September 2012

ARE THERE ANY OTHER DETAILS OF THE RECOMMENDED CHANGE THAT THE CURRICULUM AND POLICY COMMITTEE SHOULD BE AWARE OF? IF YES, EXPLAIN.

PROVIDE A DESCRIPTION OF THE RECOMMENDED CHANGE TO BE INCLUDED IN THE CALENDAR:

CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:

Name: Dr. Naresh Agarwal Email: agarwal

Extension: 23953

Date: January 19, 2012

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for ALL course changes. All sections of this form must be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		Human Resources and Management Area / Ph.D. in Business Administration		
COURSE TITLE		Management Theory		
COURSE NUMBER	B790	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Dr. Vishwanath Baba		
PREREQUISITE(S)				

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	DATE TO BE OFFERED:	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? If YES, PROVIDE THE DATE:
WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.		

CHANGE IN COURSE TITLE	PROVIDE THE NEW COURSE TITLE:		
CHANGE IN COURSE DESCRIPTION	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
CHANGE TO FULL COURSE	CHANGE TO HALF COURSE	CHANGE TO QUARTER COURSE	

COURSE CANCELLATION	PROVIDE THE REASON FOR COURSE CANCELLATION:
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OTHER CHANGES	<input checked="" type="checkbox"/>	EXPLAIN: Change in course code from B778 to B790
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BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.
The calendar description remains the same except for the course code change.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>Course code was changed to align with course code scheme for the revised MOBHR field.</p>
<p>2. EXPECTED ENROLMENT:</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Dr. Naresh Agarwal Email: agarwal Extension: 23953 Date: January 19, 2012</p>

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for ALL course changes. All sections of this form must be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM	Human Resources and Management Area / Ph.D. in Business Administration		
COURSE TITLE	Field Survey: Organizational Behaviour and Organization Theory		
COURSE NUMBER	B791	COURSE CREDIT	
		FULL COURSE ()	HALF COURSE (X)
INSTRUCTOR(S)	Drs. Catherine Connelly and Benson Honig		
PREREQUISITE(S)			

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	<input checked="" type="checkbox"/>	DATE TO BE OFFERED: Fall 2012	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? No If Yes, PROVIDE THE DATE:
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WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? No If Yes, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). **NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.**

CHANGE IN COURSE TITLE	PROVIDE THE NEW COURSE TITLE:
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CHANGE IN COURSE DESCRIPTION	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form
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CHANGE TO FULL COURSE	CHANGE TO HALF COURSE	CHANGE TO QUARTER COURSE
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COURSE CANCELLATION	PROVIDE THE REASON FOR COURSE CANCELLATION:
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OTHER CHANGES	EXPLAIN:
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BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.
 This seminar focuses on the theoretical foundations necessary for advanced research in organizational behaviour (OB) and organizational theory (OT). Key theories and models will be discussed and contrasted, and empirical support examined. Students will undertake in-depth and critical analyses of the relevant literature, focusing in particular on recent reviews and primary studies published in the top journals in the fields. The overall objectives of this seminar are to provide students a fundamental understanding of theoretical frameworks in the OB and OT fields and to develop their abilities to critically assess and conduct research.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.
 The course will include topics relating to leading theories and conceptual frameworks in organizational behaviour and organization theory. Readings will be drawn from peer-reviewed journal articles and research books in the field.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>This is a required course for the MOBHR Field in Business Administration.</p>
<p>2. EXPECTED ENROLMENT:</p> <p>3 to 5 students</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>Lectures, student- led seminars , and class discussion</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>The evaluation components may include assignments (e.g. literature reviews/critiques), class presentations, and end of the term papers and/or exam.</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>No</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>NA</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Dr. Naresh Agarwal Email: agarwal Extension: 23953 Date: January 19, 2012</p>

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for ALL course changes. All sections of this form must be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: *espiritu@mcmaster.ca*).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		Human Resources and Management Area / Ph.D. in Business Administration		
COURSE TITLE		Field Survey: Human Resources and Industrial Relations		
COURSE NUMBER	B792	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Drs. Willi Wiesner and Isik Zeytinoglu		
PREREQUISITE(S)				

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	<input checked="" type="checkbox"/>	DATE TO BE OFFERED: Fall 2012	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO If Yes, PROVIDE THE DATE:
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WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). **NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.**

CHANGE IN COURSE TITLE	PROVIDE THE NEW COURSE TITLE:
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CHANGE IN COURSE DESCRIPTION	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form	
CHANGE TO FULL COURSE	CHANGE TO HALF COURSE	CHANGE TO QUARTER COURSE

COURSE CANCELLATION	PROVIDE THE REASON FOR COURSE CANCELLATION:
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OTHER CHANGES	EXPLAIN:
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BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.
 This seminar focuses on the theoretical foundations necessary for advanced research in human resources (HR) and industrial relations (IR). Key theories and models will be discussed and contrasted, and empirical support examined. Students will undertake in-depth and critical analyses of the relevant literature, focusing in particular on recent reviews and primary studies published in the top journals in the field. The overall objectives of this seminar are to provide students a fundamental understanding of theoretical frameworks in the HR and IR fields and to develop their abilities to critically assess and conduct research.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.
 The course will include topics relating to leading theories and conceptual frameworks in human resources and industrial relations. Readings will be drawn from peer-reviewed journals and research books in the field.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>This is a required course for the MOBHR Field in the Ph.D. in Business Administration Program</p>
<p>2. EXPECTED ENROLMENT:</p> <p>3 to 5 students</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>Lectures, student -led seminars, and class discussions</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>The evaluation components may include assignments (e.g. literature reviews/critiques), class presentations, and end of the term papers and/or exam.</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>No</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>NA</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Dr. Naresh Agarwal Email: agarwal Extension: 23953 Date: January 19, 2012</p>

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

- 1. This form must be completed for ALL course changes. All sections of this form must be completed.
- 2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espintu@mcmaster.ca).
- 3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		Human Resources and Management Area / Ph.D. in Business Administration		
COURSE TITLE		Applied Multivariate Statistics		
COURSE NUMBER	B793	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Drs. Catherine Connelly and Aaron Schat		
PREREQUISITE(S)				
NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)				
NEW COURSE	DATE TO BE OFFERED:	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? IF YES, PROVIDE THE DATE:		
WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.				
CHANGE IN COURSE TITLE	PROVIDE THE NEW COURSE TITLE:			
CHANGE IN COURSE DESCRIPTION	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4. on page 2 of this form			
CHANGE TO FULL COURSE	CHANGE TO HALF COURSE	CHANGE TO QUARTER COURSE		
COURSE CANCELLATION	PROVIDE THE REASON FOR COURSE CANCELLATION:			
OTHER CHANGES	X	EXPLAIN: Change in course code from B782 to B793		
BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar. The calendar description remains the same except for the course code change.				
CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.				

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>Course code was changed to align with the course code scheme adopted for the revised MOBHR field.</p>
<p>2. EXPECTED ENROLMENT:</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Dr. Naresh Agarwal Email: agarwal Extension: 23953 Date: January 19, 2012</p>

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

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SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for ALL course changes. All sections of this form must be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		Human Resources and Management Area / Ph.D. in Business Administration		
COURSE TITLE		Research Methods and Design		
COURSE NUMBER	B794	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Drs. Willi Wiesner and Isik Zeytinoglu		
PREREQUISITE(S)				

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	DATE TO BE OFFERED:	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? If YES, PROVIDE THE DATE:
WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.		

CHANGE IN COURSE TITLE	PROVIDE THE NEW COURSE TITLE:
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CHANGE IN COURSE DESCRIPTION	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form
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CHANGE TO FULL COURSE	CHANGE TO HALF COURSE	CHANGE TO QUARTER COURSE
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COURSE CANCELLATION	PROVIDE THE REASON FOR COURSE CANCELLATION:
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OTHER CHANGES	<input checked="" type="checkbox"/> EXPLAIN: Change in course code from B780 to B794
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BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.
The calendar description remains the same except for the course code change.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>Course code was changed to align with the course code scheme adopted for the revised MOBHR field.</p>
<p>2. EXPECTED ENROLMENT:</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Dr. Naresh Agarwal Email: agarwal Extension: 23953 Date: January 19, 2012</p>

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for ALL course changes. All sections of this form must be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		Human Resources and Management Area / Ph.D. in Business Administration		
COURSE TITLE		Research Issues: Organizational Behaviour and Organization Theory		
COURSE NUMBER	B795	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Drs. Catherine Connelly and Benson Honig		
PREREQUISITE(S)		B791		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	<input checked="" type="checkbox"/>	DATE TO BE OFFERED: Winter 2012	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? No If YES, PROVIDE THE DATE:
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WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.

CHANGE IN COURSE TITLE		PROVIDE THE NEW COURSE TITLE:		
CHANGE IN COURSE DESCRIPTION		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
CHANGE TO FULL COURSE		CHANGE TO HALF COURSE		CHANGE TO QUARTER COURSE
COURSE CANCELLATION		PROVIDE THE REASON FOR COURSE CANCELLATION:		
OTHER CHANGES		EXPLAIN:		

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.
 This seminar focuses on current research issues in organizational behaviour (OB) and organizational theory (OT). It will require students to apply the knowledge gained in the OB/OT Field Survey seminar in examining the emerging research issues in the field. Students will perform in-depth and critical analyses of relevant journal articles and book chapters, and develop their ability to assess research design, methodology, interpretation, and overall contributions to the field. The objective of this seminar is to enable students to gain a rich and deep understanding of the pressing issues and topics that pre-dominate the current OB and OT literatures from which they might build their own program of research.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.
 The course will include topics relating to current issues being debated and discussed in the literature. Readings will be drawn from peer-reviewed journal articles and reseach books in the field.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>This is a required course for the MOBHR Field in the Ph.D. in Business Administration Program</p>
<p>2. EXPECTED ENROLMENT:</p> <p>3 to 5 students</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>Lectures, student-led seminars, and class discussions</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>The evaluation components may include assignments (literature reviews/critiques), class presentations, and end of the term paper and/or exam.</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>No</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>NA</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Dr. Naresh Agarwal Email: agarwal Extension: 23953 Date: January 19, 2012</p>

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

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SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for ALL course changes. All sections of this form must be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		Human Resources and Management Area / Ph.D. in Business Administration		
COURSE TITLE		Research Issues: Human Resources and Industrial Relations		
COURSE NUMBER	B796	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Drs. Rick Hackett and Isik Zeytinoglu		
PREREQUISITE(S)		B792		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	<input checked="" type="checkbox"/>	DATE TO BE OFFERED:	Fall 2013	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO	<input type="checkbox"/>
				IF YES, PROVIDE THE DATE:	
WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO <input type="checkbox"/> IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.					

CHANGE IN COURSE TITLE		PROVIDE THE NEW COURSE TITLE:			
CHANGE IN COURSE DESCRIPTION		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form			
CHANGE TO FULL COURSE	<input type="checkbox"/>	CHANGE TO HALF COURSE	<input type="checkbox"/>	CHANGE TO QUARTER COURSE	<input type="checkbox"/>
COURSE CANCELLATION		PROVIDE THE REASON FOR COURSE CANCELLATION:			
OTHER CHANGES		EXPLAIN:			

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

This seminar focuses on current research issues in human resources (HR) and industrial relations (IR). It will require students to apply the knowledge gained in the HR/IR Field Survey seminar in examining the emerging research issues in the field. Students will perform in-depth and critical analyses of relevant journal articles and book chapters, and develop their ability to assess research design, methodology, interpretation, and overall contributions to the field. The objective of this seminar is to enable students to gain a rich and deep understanding of the pressing issues and topics that pre-dominate the current HR and IR literatures from which they might build their own program of research.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

The course will include topics relating to current issues being discussed in the literature. Readings will be drawn from peer-reviewed journal articles and research books in the field.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>This is a required course for the MOBHR Field in the Ph.D. in Business Administration Program</p>
<p>2. EXPECTED ENROLMENT:</p> <p>3 to 5 students</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>Lectures, student-led seminars, and class discussions</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>The evaluation components may include assignments (literature reviews/critiques), class presentations, and end of the term papers and/or exam.</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>No</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>NA</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Dr. Naresh Agarwal Email: agarwal Extension: 23953 Date: January 19, 2012</p>

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for ALL course changes. All sections of this form must be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: *espiritu@mcmaster.ca*).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		Human Resources and Management Area / Ph.D. in Business Administration		
COURSE TITLE		Research Project Course I		
COURSE NUMBER	B797	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Tenured/Tenure-track HR&M Area Faculty Members		
PREREQUISITE(S)				

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	<input checked="" type="checkbox"/>	DATE TO BE OFFERED: Summer 2013	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO If Yes, Provide the Date:
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WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.

CHANGE IN COURSE TITLE	PROVIDE THE NEW COURSE TITLE:
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CHANGE IN COURSE DESCRIPTION	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form
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CHANGE TO FULL COURSE	CHANGE TO HALF COURSE	CHANGE TO QUARTER COURSE
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COURSE CANCELLATION	PROVIDE THE REASON FOR COURSE CANCELLATION:
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OTHER CHANGES	EXPLAIN:
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BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

This course provides students with an opportunity to conduct original empirical research with the guidance of a faculty member. The objective of this course is to develop student competence in conducting independent research that has the potential to advance knowledge and be disseminated to the scientific community. During the course, the student is expected to formulate a research question, design a study or studies, obtain and analyze data, and write a manuscript in APA format reporting the results of the study (studies) that may have the potential to be submitted to a scholarly journal or conference.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

This is first of the two faculty supervised project courses in which individual students conduct an empirical research on a topic of their choice from the subject matter of the MOBHR field. The course will require students to read relevant articles from peer-reviewed scholarly journals in the field to formulate their research question, develop an appropriate methodology, collect and analyze data, and write a high quality paper.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>This is a required course for the MOBHR Field in the Ph.D. in Business Administration Program</p>
<p>2. EXPECTED ENROLMENT:</p> <p>3 to 5 students</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>Independent research under the supervision of a faculty membersupervised. Discussions with the supervising faculty on as needed basis.</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>Evaluation will be based on the quality of the completed research paper produced by the student.</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>No</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>NA</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Dr. Naresh Agarwal Email: agarwal Extension: 23953 Date: January 19, 2012</p>

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for ALL course changes. All sections of this form must be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		Human Resources and Management Area / Ph.D. in Business Administration		
COURSE TITLE		Research Project Course II		
COURSE NUMBER	B798	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Tenured/Tenure-track HR&M Area Faculty Members		
PREREQUISITE(S)		B797		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	<input checked="" type="checkbox"/>	DATE TO BE OFFERED: Fall 2013	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? No If YES, PROVIDE THE DATE:
WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? No If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.			

CHANGE IN COURSE TITLE	PROVIDE THE NEW COURSE TITLE:
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CHANGE IN COURSE DESCRIPTION	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form
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CHANGE TO FULL COURSE	CHANGE TO HALF COURSE	CHANGE TO QUARTER COURSE
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COURSE CANCELLATION	PROVIDE THE REASON FOR COURSE CANCELLATION:
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OTHER CHANGES	EXPLAIN:
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BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.
 This course is an extension of Research Course I and has as its objective the development of student competence in conducting independent research that has the potential to advance knowledge and be disseminated to the scientific community. With the guidance of a faculty member, the student is expected to design and conduct a study (or studies) that may build on the study (studies) conducted in Research Course I, collect new or additional data, and write a manuscript in APA format that reports the results of this study and that may have the potential to be submitted to a scholarly journal or conference.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.
 This is second of the two faculty supervised project courses in which individual students conduct an empirical research on a topic of their choice from the subject matter of the MOBHR field. The course will require the student to read relevant articles from peer-reviewed scholarly journals in the field to formulate their research question, develop an appropriate methodology, collect and analyze data, and write a high quality paper for submission to a peer-reviewed journal or conference.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>This is a required course for the MOBHR Field in the Ph.D. in Business Administration Program</p>
<p>2. EXPECTED ENROLMENT:</p> <p>3 to 5 students</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>Independent research under the supervision of a faculty membersupervised. Discussions with the supervising faculty on as needed basis.</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>Evaluation will be based on the quality of the completed research paper produced by the student.</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>No</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>NA</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Dr. Naresh Agarwal Email: agarwal Extension: 23953 Date: January 19, 2012</p>

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for ALL course changes. All sections of this form must be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM	Human Resources and Management Area / Ph.D. in Business Administration		
COURSE TITLE	Selected Topics in Management of Organizational Behaviour and Human Resources		
COURSE NUMBER	B783 B799	COURSE CREDIT	
	FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)	Human resources and Management Faculty Members		
PREREQUISITE(S)			

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	DATE TO BE OFFERED:	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? If YES, PROVIDE THE DATE:
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WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). **NOTE:** CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.

CHANGE IN COURSE TITLE	PROVIDE THE NEW COURSE TITLE:
-------------------------------	-------------------------------

CHANGE IN COURSE DESCRIPTION	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form
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CHANGE TO FULL COURSE	CHANGE TO HALF COURSE	CHANGE TO QUARTER COURSE
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COURSE CANCELLATION	PROVIDE THE REASON FOR COURSE CANCELLATION:
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OTHER CHANGES	X	EXPLAIN: Change in course code from B783 to B799
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BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (*maximum 6 lines*) to be included in the Graduate Calendar.
The calendar description remains the same except for the course code change.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>Course code was changed to align with course code scheme for the revised MOBHR field.</p>
<p>2. EXPECTED ENROLMENT:</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Dr. Naresh Agarwal Email: agarwal Extension: 23953 Date: January 19, 2012</p>

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

- 1. This form must be completed for ALL course changes. All sections of this form must be completed.
- 2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: *espiritu@mcmaster.ca*).
- 3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		Human Resources and Management Area / Ph.D. in Business Administration		
COURSE TITLE		Research Issues I		
COURSE NUMBER	B779	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Drs. Willi Wiesner and Isik Zeytinoglu		
PREREQUISITE(S)				
NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)				
NEW COURSE	DATE TO BE OFFERED:	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? IF YES, PROVIDE THE DATE:		
WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.				
CHANGE IN COURSE TITLE	PROVIDE THE NEW COURSE TITLE:			
CHANGE IN COURSE DESCRIPTION	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form			
CHANGE TO FULL COURSE	CHANGE TO HALF COURSE	CHANGE TO QUARTER COURSE		
COURSE CANCELLATION	X	PROVIDE THE REASON FOR COURSE CANCELLATION: The subject matter of this course was absorbed in new courses B792 and B796 in the revised curriculum for MOBHR field		
OTHER CHANGES	EXPLAIN:			
BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.				
CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.				

1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)
2. EXPECTED ENROLMENT:
3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):
4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)
5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).
6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?
PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:
Name: Dr. Naresh Agarwal Email: agarwal Extension: 23953 Date: January 19, 2012

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/Medy/2011

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 the particular department concerned and the Manager, MBA Programs, DeGroote School of Business.

Graduate students not registered in the Faculty of Business may enroll in MBA courses only with the prior approval of the Faculty of Business and their department. Enquiries should be directed to the Manager, MBA Programs, DeGroote School of Business.

Ph.D. Degree

The Faculty of Business offers a program leading to the Ph.D. in Business Administration, with fields in Accounting, Finance, Management of Organizational Behaviour and Human Resources (MOBHR), Information Systems (IS), Management Science (MS), and Marketing.

The **Accounting** field of study is designed to prepare students who are planning to assume an academic career in a university setting to become excellent accounting researchers and educators. The program of study provides students an exposure to issues and techniques of various research methods and designs in the context of accounting research. Typically, successful applicants will have a university degree in accounting or related fields. Applicants with other university programs of study, including economics, finance, computer science, engineering, engineering and management, and mathematics may also be qualified.

The **Finance** field of study is designed to prepare and graduate students with theoretical and empirical training that is required to conduct significant academic research in finance. The topics of study include, but are not limited to, the pricing of securities, investment and risk management, corporate finance, and other financial decisions of individuals and firms. This field of study is intended for individuals who are interested in the field of Finance and in a career in university teaching and research, as well as research-based careers in the financial services sector. These may include fund management and investment banking. Typically, successful applicants will have a Master's degree in Business Administration, Economics, Finance, Mathematics or a related field.

The **MOBHR** field is broad in scope and is concerned with all aspects of the employment relationship. The field has a strong research emphasis and is designed to prepare highly motivated individuals for academic careers as scholars in Organizational Behaviour, Human Resource Management, and Industrial Relations. A major strength of the field is that students can draw upon diverse faculty interests to develop a research program that suits their own objectives. It is intended for students with a Master's degree in business administration or in disciplines such as psychology, economics and sociology.

The **IS** field of study concerns the management, use and impact of information technologies in organizations. It is a multidisciplinary field by nature and draws upon theory and research from a wide variety of disciplines such as Organizational Behaviour, Strategy, Marketing, Psychology, Computer Science, and Information Studies. Recognizing the breadth of the field, students are free to adopt either qualitative or quantitative approaches to their research, as appropriate. The program is intended for students with a strong background and interest in information technology and an avid interest in managerial and behavioural aspects as opposed to technical orientations. It is intended for students with a Master's degree in Business Administration, Computer Science, and/or Information Systems.

The **MS** field is concerned with the development and application of quantitative modeling and systematic approaches to the solution of management problems. Areas of application for these techniques include operations management, logistics, and supply chain management. The field has a strong research emphasis and is designed to prepare highly motivated and capable individuals for making significant advances in management science knowledge. It is intended for students with Master's degrees in Business Administration or in disciplines such as Mathematics, Engineering, Science, and Computer Science.

The **Marketing** field of study is designed to prepare graduate students with a solid foundation in theoretical and empirical methodologies focusing largely on firm level research in the discipline of marketing. The doctoral student will work closely with the supervisor to conduct leading edge research in the discipline of marketing, which explores the processes and mechanisms by which value is created and delivered to the customer. The expectation is that this research will be published in top journals prior to graduation. The program is designed for students who have an interest in pursuing an academic career.

Application

Requests for application material should be sent to the attention of the Ph.D. Administrative Coordinator, DeGroote School of Business, McMaster University, Hamilton, Ontario, Canada, L8S 4M4 or by email to phdinfo@mcmaster.ca. Information is also available on the website: www.degroote.mcmaster.ca/phd/index.html. Admission decisions are based on previous academic performance, Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE) results, references, research interests and other relevant information.

Qualification Requirements

Admission to the Ph.D. program will be granted in accordance with the general regulations of the School of Graduate Studies as specified in the front of this calendar. Applicants normally must have a Master's degree with at least B+ standing and a minimum GMAT score of 600. In lieu of a GMAT score, a comparable GRE score will be considered. Admission decisions are based on past academic performance, GMAT or GRE score, the strength of reference letters, the quality of the applicant's statement of research interests and goals, and matching of the applicants' research interests with the research expertise and interests of the faculty members.

X — Please move the three marked paragraphs X
from the following page

Accounting candidates must demonstrate proficiency in various subject areas of business management, including accounting and economics. They must also possess strong quantitative skills, including calculus and linear algebra. Highly qualified candidates with background in other fields such as economics, finance, mathematics, engineering, engineering and management, or computer science are encouraged to apply.

Finance candidates must demonstrate competence in business management, finance, mathematics and economics.

MOBHR candidates must demonstrate competence in at least one of the following related subject areas in business management: organizational behaviour, human resources management, labour relations, industrial and organizational psychology and economics.

IS candidates must demonstrate proficiency in business management and information systems. Students must also demonstrate proficiency in statistics at a level sufficient for study and research in the IS field.

MS candidates must demonstrate proficiency in various subject areas in business management, including operations management and economics. They must also demonstrate proficiency in calculus, probability, matrix algebra, statistics and computer programming at a level sufficient for study and research in the MS field.

Marketing candidates must have demonstrated proficiency in any area of the natural sciences, social sciences or humanities. They are encouraged to demonstrate some competence in areas of business management and marketing. Students must also have demonstrated proficiency in mathematics or statistics at a level sufficient for study and research in the Marketing field.

* Applicants whose native language is not English will be required to demonstrate English language proficiency by providing a valid TOEFL test score at the time of application. Successful applicants will normally achieve a score of at least 100 and a minimum of 22 in the reading component, 22 in the listening component, 26 in the speaking component and 24 in the writing component on the Internet-Based Test (IBT); or 600 on the Paper-Based Test (PBT); or 250 on the Computer-Based Test (CBT). We may also consider the equivalent score on other recognized tests.

Applicants may be exempted from this requirement if they have completed a university degree where English was the language of instruction.

Applicants are responsible for making all arrangements regarding writing of the TOEFL test or other recognized tests and for ensuring the official score report is forwarded to the DeGroote School of Business in a timely manner.

* Please move these paragraphs to the preceding page as shown

Program Requirements

Because of the differing backgrounds of students entering the program and the differing areas of dissertation research, there will be variations in the course programs that students follow. A program of study will be chosen by the student with the approval of the student's supervisor and the Ph.D. Director. This program will be chosen to prepare the student for the comprehensive examinations and to provide appropriate background for the planned dissertation research. Most of the courses and seminars will be taken within the School of Business. Where appropriate, and with the approval of the student's supervisor and Ph.D. Director, courses from other departments within the University or from other universities may be taken; such courses normally will be graduate courses. Graduate courses offered in other university departments are described elsewhere in this calendar.

Students must take a minimum of 6 to a maximum of 12 one-term courses. The exact number and mix of courses will depend on the background and research interests of the student as assessed by the student's supervisor and the Ph.D. Director. Students can receive exemptions for courses (if qualified) or take additional courses as long as the total number does not exceed 12 courses.

In order to remain in the program, students must maintain a grade point average of at least B+ in their course work with no more than one failing grade (below B-) in a prescribed course. The student will be required to withdraw from the program if he/she receives a second failing grade.

All students in the program, regardless of field of study, take one common seminar course (*B778).

X
B790

For the **Accounting** field, three accounting Ph.D. seminar courses (*A771, *A772 and *A773) must be taken. In addition, the following courses from the Department of Economics must be taken: *721, *722, *761, *762 and *765. Candidates who do not have sufficient background in accounting, microeconomics and/or econometrics will be required to take specific courses in accounting, microeconomics and/or econometrics for credit, normally in the coursework phase of the Ph.D. program, up to a maximum of 12 one-term courses for credit in the program.

For the **Finance** field, the four finance Ph.D. courses (*F771, *F772, *F773 and *F774) and *F770 must be taken. In addition the following courses from the Department of Economics must be taken: *721, *722, *723, *761 and *762. Students are also required to take one additional 700-level course in Business, Economics or Mathematics, to be determined in consultation with their supervisor.

*B790, *B791, *B792

X
For the **MOBHR** field, the ~~four~~ Ph.D. seminar courses (~~*B779, *B780, *B781, *B782~~) and two other MBA or Ph.D. courses with B or H letter designations (e.g., *B712, *H721) must be taken.

*B793, *B794, *B795, *B796, *B797, *B798

~~*B780, *B782~~
^{*B793, B794}

For the **IS** field, the two Ph.D. seminar courses (~~*B780, *B782~~), two IS Ph.D. courses (chosen from *K778, *K779, *K791, *K792, *K793 and *K794), and three MBA information systems courses (chosen from *K723, *K724, *K725, *K731, *K735, *K736, and *K737) must be taken.

For the **MS** field, the five MS Ph.D. courses (*Q771, *Q773, *Q780, *Q781 and *Q790), two MBA courses (*O701, *O711), and your choice of two MBA or Ph.D. courses (chosen from *O715, *O721, *O722, *O725, *Q772, *Q774, *Q778, *Q791, *Q792, *Q793, *Q794 and *O734) must be taken.

~~*B780, *B782~~
^{*B793, B794}

For the **Marketing** field, the two Ph.D. seminar courses (~~*B780, *B782~~), the four marketing Ph.D. courses (*M771, *M772, *M773, *M774), and two MBA marketing courses (chosen from *M724, *M731, *M732, *M734 and *M736) must be taken.

Comprehensive Examination

Add: The comprehensive examination in the MOBHR field includes a written examination followed by an oral examination. The comprehensive examination in all other fields includes only a written examination.

All doctoral candidates must pass a comprehensive examination in their chosen field of study to demonstrate knowledge of the field and preparation for research. The comprehensive examination will test each student's knowledge of core material, familiarity with the relevant literature and knowledge of methodology required to do research in the field. In addition to the comprehensive examination, students must pass an oral defence of their dissertation proposals. The dissertation examination will take place in accordance with the regulations of the School of Graduate Studies.

New para-graph

Courses

With the permission of the Ph.D. Director, a limited number of MBA or other graduate students may take any of the Ph.D. courses listed below.

Common Course

^{B790}
~~*B778~~ / **Management Theory**

The seminar provides a broad overview of the role of theory and theory building in management. The student will engage in systematic scientific inquiry pertaining to different schools of management relevant to business. The underlying theory of management driving each school of thought will be the focus of analysis. An attempt will be made to integrate the diverse schools of thought toward an inclusive theory of management that would serve as the backdrop for future management research and practice.

Accounting

***A771 / Seminar in Research Methods and Design in Accounting Research**

This seminar provides an exposure to issues and techniques of various research methods and designs in the context of accounting research. A research proposal by the end of the course is required.

***A772 / Seminar in Financial Accounting Research**

This seminar provides a broad overview of contemporary empirical research in financial accounting. Most of the research relies on archival data utilizing accounting and stock market databases. Topics include the impact of accounting information on security prices, post-earnings announcement drift and other market anomalies, voluntary firm level disclosure policy, accounting policy choices and earnings management, earnings/returns associations, market response to accounting data, stock analyst, corporate governance, cost of capital, etc.

***A773 / Seminar in Managerial Accounting Research**

This seminar provides a broad overview of contemporary analytical research in accounting. Emphasis is placed on competing theories of the role of management accounting in organizations and society, as well as the issues and problems surrounding the implementation of management accounting techniques in practice. Topics include agency models of performance evaluation and compensation contracts; decentralization, planning and control; financial and non-financial information for performance measurement and transfer pricing.

Finance

***F770 / Financial Economics and Quantitative Methods**

This course explores the theoretical and conceptual foundations of finance. Among the theories, upon which modern finance is built are utility theory, stochastic dominance, state-preference theory, mean-variance portfolio theory, the capital asset pricing model, the arbitrage pricing theory, Modigliani-Miller and information theories of capital structure, risk sharing theories, and principal-agent theories. The course also includes quantitative methods for testing some basic propositions in finance.

***F771 / Financial Economics I**

This course is an advanced course on financial- and capital-markets theory with an emphasis on discrete-time models. Topics include the expected-utility hypothesis, the state-preference framework, security-pricing models, portfolio theory and market efficiency.

***F772 / Financial Economics II**

This course extends Business F771 to include continuous-time models of security valuation and, especially, models for the pricing of derivative securities. The course will also discuss issues related to the non-arbitrage condition in asset pricing, models of the term structure of interest rates and default risk models.

***F773 / Empirical Methods in Finance**

This course examines empirical methods employed by researchers to test financial theories. Topics include the testing of asset-pricing models, the event-study methodology and the distribution of security returns.

***F774 / Seminar in Finance**

This course exposes students to a wide range of topics in the finance literature. All Finance Ph.D. students are required to attend, but only those in their second year take it for credit. The course allows students to develop ideas for their dissertations. Students will present papers related to their own interests as well as critical evaluation of the extant literature.

Management of Organizational Behaviour and Human Resources

***B779 / Research Issues I**

Deleted

This course provides an exposure to core readings and emerging issues in human resources. A critical review and in-depth analysis of core articles and issues in HR will enable students to evaluate literature critically with an eye to appropriateness of design, methodology, analysis, interpretation and overall contributions to the field.

**B794*

***B780 / Research Methods and Design**

*Add *B791, *792 from Insert A, next page*

This seminar provides an exposure to issues and techniques of questionnaire and survey development, instrument design and selection, psychometrics, and qualitative and quantitative methods in the context of a research project. A research proposal by the end of course is required.

Subtract the order

***B781 / Research Issues II**

Deleted

This seminar builds on B779 with a broadening and diversifying of students' exposure to core readings and issues in human resources. A critical in-depth examination of the primary research literature, focusing on appropriateness of design, analysis, interpretation, contribution and future directions, is undertaken.

**B793*

***B782 / Applied Multivariate Statistics**

This course will introduce students to a variety of multivariate data analysis techniques that they are likely to use in analyzing data from their own research. The focus will be on issues related to the application of these techniques rather than their mathematical foundations. Topics to be covered include multiple regression, MANOVA, exploratory factor analysis, and structural equation modeling. A graduate level course in introductory/univariate statistics (e.g., Sociology *6Z03), or equivalent, would be a prerequisite to this course.

**799*

*Add *B795, *B796, *B797, *B798 from*

***B783 / Selected Topics in Management of Organizational Behaviour and Human Resources**

Insert B next page

This course will provide students with an opportunity to study selected topics in MOBHR, which are not covered in currently available courses. Topics will depend on the research interests and availability of faculty. The format of the course might be directed readings or in-class instruction, depending on the number of interested students.

INSERT A

***B791 / Field Survey: Organizational Behaviour and Organizational Theory**

This seminar focuses on the theoretical foundations necessary for advanced research in organizational behaviour (OB) and organizational theory (OT). Key theories and models will be discussed and contrasted, and empirical support examined. Students will undertake in-depth and critical analyses of the relevant literature, focusing in particular on recent reviews and primary studies published in the top journals in the fields. The overall objectives of this seminar are to provide students a fundamental understanding of theoretical frameworks in the OB and OT fields and to develop their abilities to critically assess and conduct research.

B792 / Field Survey: Human Resources and Industrial Relations

This seminar focuses on the theoretical foundations necessary for advanced research in human resources (HR) and industrial relations (IR). Key theories and models will be discussed and contrasted, and empirical support examined. Students will undertake in-depth and critical analyses of the relevant literature, focusing in particular on recent reviews and primary studies published in the top journals in the field. The overall objectives of this seminar are to provide students a fundamental understanding of theoretical frameworks in the HR and IR fields and to develop their abilities to critically assess and conduct research.

INSERT B

***B795 / Research Issues: Organizational Behaviour and Organizational Theory**

This seminar focuses on current research issues in organizational behaviour (OB) and organizational theory (OT). It will require students to apply the knowledge gained in the OB/OT Field Survey seminar in examining the emerging research issues in the field. Students will perform in-depth and critical analyses of relevant journal articles and book chapters, and develop their ability to assess research design, methodology, interpretation, and overall contributions to the field. The objective of this seminar is to enable students to gain a rich and deep understanding of the pressing issues and topics that pre-dominate the current OB and OT literatures from which they might build their own program of research. Prerequisite: B791

***B796 / Research Issues: Human Resources and Industrial Relations**

This seminar focuses on current research issues in human resources (HR) and industrial relations (IR). It will require students to apply the knowledge gained in the HR/IR Field Survey seminar in examining the emerging research issues in the field. Students will perform in-depth and critical analyses of relevant journal articles and book chapters, and develop their ability to assess research design, methodology, interpretation, and overall contributions to the field. The objective of this seminar is to enable students to gain a rich and deep understanding of the pressing issues and topics that pre-dominate the current HR and IR literatures from which they might build their own program of research. Prerequisite: *B792

***B797 / Research Course I**

This course provides students with an opportunity to conduct original empirical research with the guidance of a faculty member. The objective of this course is to develop student competence in conducting independent research that has the potential to advance knowledge and be disseminated to the scientific community. During the course, the student is expected to formulate a research question, design a study or studies, obtain and analyze data, and write a manuscript in APA format reporting the results of the study (studies) that may have the potential to be submitted to a scholarly journal or conference.

***B798 / Research Course II**

This course is an extension of Research Course I and has as its objective the development of student competence in conducting independent research that has the potential to advance knowledge and be disseminated to the scientific community. With the guidance of a faculty member, the student is expected to design and conduct a study (or studies) that may build on the study (studies) conducted in Research Course I, collect new or additional data, and write a manuscript in APA format that reports the results of this study and that may have the potential to be submitted to a scholarly journal or conference. Prerequisite: *B797

Information Systems

***K778 / Selected Topics in Information Systems I**

From time to time selected topics courses may be offered to take advantage of the research experience of a faculty member or a visiting scholar, where a similar course is not available on this topic area elsewhere at the University. Topics will be announced for the session they are offered.

***K779 / Selected Topics in Information Systems II**

From time to time selected topics courses may be offered to take advantage of the research experience of a faculty member or a visiting scholar, where a similar course is not available on this topic area elsewhere at the University. Topics will be announced for the session they are offered.

***K791 / Knowledge Management Systems**

The objective of this Ph.D. seminar course is to look at the state of the art in assessing, capturing and sharing organizational knowledge resources through information systems. The business environment is increasingly competitive and the rate of innovation is rising. Companies compete with each other in ways different from before. To this end, knowledge plays a unique role in building and conserving an organization's core competencies through knowledge networking. Knowledge management can be defined as a formal, directed process of determining what knowledge individuals within a company have that could benefit others in the company, then devising ways of making it easily available through knowledge-based systems. Prerequisite: K603 or permission of the instructor

***K792 / Security, Privacy and Trust in eBusiness**

This course discusses important security, privacy, and trust issues and addresses them from business, technology, and government regulation perspectives. Students are required to make seminar presentations and write a research paper on selected topics.

Prerequisite: K603 or permission of the instructor

***K793 / Mobile Commerce: Technology, Theory, and Applications**

Mobile commerce is a new form of electronic commerce. This advanced Ph.D. course is designed for discussing research issues on m-commerce. Students will learn the technologies, the theories, and the applications of mobile commerce through paper reading, seminar presentation, and class discussion. Writing a research paper is required for this course.

***K794 / Advances in Information Systems Research**

The objective of this course is to present and discuss some of the latest advances and issues in information systems research. This will give students an opportunity to examine a number of opportunities for advanced research. A variety of the latest research topics will be presented by IS faculty members, visiting researchers, and by Ph.D. students taking the course. Learning will be from assigned readings, presentations, in-class discussions, and through the preparation of individual presentations and term papers.

Management Science

***Q771 / Stochastic Processes with Business Applications**

Stochastic processes and their applications in modeling the business environment. Emphasis is on understanding and applying the concepts in modeling, rather than on a strictly mathematical approach. Markov chains, Poisson processes, "birth" and "death" processes, queuing systems, elementary renewal theory, and diffusion processes are discussed. Individual student participation is also required in selecting, researching and presenting topics on stochastic process applications. Prerequisite: O711 or permission of the instructor.

***Q772 / Networks and Graphs in Operations Research**

An advanced course dealing with the optimization of network and graph models as well as their application to problems in transportation, location, inventory control, and distribution. Prerequisite: O711 or permission of the instructor.

***Q773 / Optimization I**

The course will cover topics in linear, integer and nonlinear programming. Concepts to be covered include convexity, duality, Karush-Kuhn-Tucker conditions, complexity and different algorithmic and heuristic approaches to solving optimization problems. A selection of application and theory papers will also be discussed. Software implementation issues will be highlighted via the use of a popular package called the General Algebraic Modeling System (GAMS).

***Q774 / Optimization II**

The course deals with constrained and unconstrained nonlinear optimization. After an introduction to basic methodology, advanced topics will be selected from: fractional programming, multicriteria programming, nondifferentiable optimization, Lagrangean relaxation, geometric programming, optimal control, stochastic programming, trajectory methods, and other techniques. The emphasis will be on the application of these methods in research studies. Prerequisite: Q773 or permission of the instructor.

***Q778 / Selected Topics in Management Science/Systems**

From time to time selected topics courses may be offered to take advantage of the research experience of a faculty member or a visiting scholar, where a similar course is not available on this topic area elsewhere at the University. Topics will be announced for the session they are offered.

***Q780 / Management Science Research Issues I**

This course provides an exposure to the core readings and emerging issues in management science. It is intended to bring Ph.D. students to the frontiers of knowledge in important topics in the management science field. In addition to the core readings, specific technical topics (e.g., discrete optimization, dynamic programming, game theory and scheduling) and new application areas (e.g., supply chain management and revenue management) that coincide with the research interests of the students will be discussed.

***Q781 / Management Science Research Issues II**

This course builds on the material covered in MS1. However, in this course the primary emphasis will be on developing Ph.D. students' research skills in their particular area of interest. This will be achieved by focussing on an in-depth study of specific management science technique(s) (e.g., game theory or dynamic programming) as applied to the solution of problems in an area of application (e.g., revenue management) that may be of interest to the student.

***Q790 / Advanced Operations Management I**

The first of two courses focusing on the use of operations research methodology to solve problems faced by operations managers. Three broad areas are covered: forecasting, single stage inventory systems (single and multi-item deterministic demand problems, single item stochastic demand problems), and deterministic production planning and control systems (MRP, JIT, theory of constraints, job shop scheduling). Prerequisite: enrolment in the MS/S field of the Ph.D. Program or permission of the instructor.

***Q791 / Advanced Operations Management II**

Three broad areas are covered: design of production lines, multi-stage production and distribution problems (including facilities location), and (stochastic) models dealing with the effect of variability in the production environment. The emphasis of the course might vary depending on the instructor. Examples of major subtopics are: assembly line balancing, design and performance evaluation of traditional versus flexible production lines and applications of queuing theory to production-inventory problems. Prerequisite: Q790.

***Q792 / Statistical Methodologies for Quality Control**

This course deals with a variety of statistical methodologies for quality control, assurance, and reliability. After a review of relevant statistical concepts, topics include process capability analysis, various forms of control charts, acceptance control, reliability concepts, and experimental design methods. The goal of the course is to give a solid introduction to current statistical methodology for quality control. Prerequisite: Permission of the instructor.

***Q793 / Sequencing and Scheduling**

This course deals with topics arising in operations management and control, typically in situations where scarce resources have to be allocated to activities over time. It concentrates on deterministic scheduling models. Main topics include complexity results and optimization and approximation algorithms for problems on single machines, parallel machines, open shops, flow shops, job shops, and resource-constrained project scheduling. Prerequisite: O600 or permission of the instructor.

***Q794 / Inventory Theory**

In-depth reviews are conducted on a number of important inventory models. These include models with: known and constant demand; known and time varying demand; continuous review with stochastic demand; periodic review with stochastic demand; single period models; and dynamic inventory models with stochastic demand. Prerequisite: O701 and O711 or permission of the instructor.

Marketing

***M771 / Marketing Foundations**

This seminar will examine the extant research in the area of marketing management and marketing decisions. The course will cover among others issues such as market structure, competitive strategy, market analysis, contracts, attitudinal theories, marketing communication, firm performance and innovation.

***M772 / Marketing Models and Modeling**

This seminar will examine the theoretical models in marketing phenomena and techniques to develop analytical and empirical models explaining marketing decision making will be discussed and critiqued. The modeling techniques that will be discussed include Bass model, marketing channels, strategy and performance, innovation, new products, SEM, Conjoint, Panel Data, Diffusion, etc.

***M773 / Inter-Organizational Research in Marketing**

This seminar will focus on inter-organizational networks, relations and strategy. It will study these from an efficiency perspective with special attention to the behavioural, transaction cost and relational contracting schools of thought. The topics covered will incorporate the spectrum of institutional, analytical and methodological traditions in the area.

***M774 / Special Topics in Marketing Strategy**

This seminar will focus on specific areas in marketing strategy with an emphasis in form level analysis. Topics will vary.



SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for **ALL** course changes. All sections of this form **must** be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		SML&HSM		
COURSE TITLE		Introduction to Health Management		
COURSE NUMBER	C700	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Glen Randall and Patricia Wakefield		
PREREQUISITE(S)		Registration in the MBA program or permission of the instructor.		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	<input checked="" type="checkbox"/>	DATE TO BE OFFERED: Apr 2012	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO If Yes, Provide the Date:
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Will the course be **Cross-listed** with another department? No If Yes, attach to this form any relevant correspondence with the other department(s). **NOTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.**

CHANGE IN COURSE TITLE		PROVIDE THE CURRENT COURSE TITLE:		
CHANGE IN COURSE DESCRIPTION		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
CHANGE TO FULL COURSE		CHANGE TO HALF COURSE		CHANGE TO QUARTER COURSE
COURSE CANCELLATION		PROVIDE THE REASON FOR COURSE CANCELLATION:		
OTHER		EXPLAIN:		

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

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.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

- The major topics covered may include:
- the structure of the Canadian health care system (and the Canada Health Act)
 - metrics used in the evaluation of health care
 - the role of prevention and primary care in health care
 - a comparative assessment of international health systems
 - funding models used in health care systems
 - human resource issues in health care
 - the use of research and evidence in health policy development
 - the role of technology in health service delivery
 - the role of for-profit service delivery in a public health care system
 - options for the reform of health systems

No text will be used. Readings for each week will include a combination of academic articles and recent news items which are intended to provide context for the topic of the week.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>There is currently no introductory course for the HSM specialization. Students will benefit greatly from this general introduction to the health care environment and gain an awareness of critical industry issues. The course provides a foundation for other HSM courses. The course will also be of interest to non-HSM specialization students who are considering working in the health care sector.</p>
<p>2. EXPECTED ENROLMENT:</p> <p>50</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>The course will include a combination of lectures, guest speakers (seminar and/or debate format), student presentations, and on-line activities.</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>The course will be offered in a combination in-class and on-line format. Students will be evaluated based on participation, assignments, examinations and/or a final project.</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>no</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>n/a</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Glen Randall Email: randalg@mcmaster.ca Extension: 26191 Date: January 10, 2011</p>

If you have any questions regarding this form, please contact the Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

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SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for **ALL** course changes. All sections of this form **must** be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: *espiritu@mcmaster.ca*).
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DEPARTMENT/PROGRAM		SML&HSM		
COURSE TITLE		Sustainability and Corporate Social Responsibility		
COURSE NUMBER	M758	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Ashish Pujari		
PREREQUISITE(S)		M600		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	<input checked="" type="checkbox"/>	DATE TO BE OFFERED: Fall 2012	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? YES If YES, PROVIDE THE DATE: Winter 2011, Fall 2011	
WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.				
CHANGE IN COURSE TITLE		PROVIDE THE NEW COURSE TITLE:		
CHANGE IN COURSE DESCRIPTION		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
CHANGE TO FULL COURSE		CHANGE TO HALF COURSE		CHANGE TO QUARTER COURSE
COURSE CANCELLATION		PROVIDE THE REASON FOR COURSE CANCELLATION:		
OTHER CHANGES		EXPLAIN:		

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.
 This course offers students sustainability and corporate social responsibility awareness, theoretical frameworks, current evidence from research and management tools that are needed by students and managers to respond to the customer, shareholder and societal demands. The course will equip students with knowledge and skills to enhance sustainable business value based on 'triple bottom line'- financial, economic and social performance.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.
 Historical background and context of Sustainability and CSR (sustainable development, social responsibility, sustainable consumption, technology, regulations, etc.); sustainability marketing and societal marketing concept; sustainable consumption; concepts and definitions of Sustainability and CSR as applied to business; commercial, institutional, ecological and social perspectives of Sustainability; marketing in the BOP (Bottom-of-Pyramid); sustainable marketing in the developing world; eco-labelling, sustainability communication, branding and advertising including green washing; green product innovation, marketing of green products and life cycle assessment (LCA); green alliances, partnerships, collaboration and networks for Sustainability and CSR; supplier relations; sustainability in retailing and services, etc.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>This is the only course on sustainability and corporate social responsibility in the department. This course</p>
<p>2. EXPECTED ENROLMENT:</p> <p>25</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>This course is taught primarily through the case-method but also includes readings, lectures, videos, workshops and a series of guest lectures by functional experts from the industry, NGOs and regulators</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (percentage breakdown, if possible): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>CSR and Sustainability Projects will be sought from NGOs and local companies or students will design a CSR project on a particular theme. Within the duration of the course (13 weeks), these projects will have an implementation/observation period of at around 4 weeks-- to understand, explore and feel the CSR and sustainability impacts. These projects will require working with organizations and their stakeholders outside your classroom to truly understand CSR and sustainability issues. A good measure of the success of these exercises and the course will be to see the CSR and sustainability impacts students make during the course.</p> <p>Evaluation methods include assessment of case presentation, class participation, written case report, real-life sustainability/CSR project and report.</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>No</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>NA</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Ashish Pujari Email: pujarid Extension: 27635 Date: Jan 17, 2012</p>

If you have any questions regarding this form, please contact Medy Espiritu, Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

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SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

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2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		MBA		
COURSE TITLE		Operations Analysis Under Uncertainty		
COURSE NUMBER	O711	COURSE CREDIT		
		FULL COURSE (x)	HALF COURSE (x)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Dr. Mahmut Parlar		
PREREQUISITE(S)		Bus Q600		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	<input type="checkbox"/>	DATE TO BE OFFERED:	<input type="text"/>	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL?	<input type="checkbox"/>
				IF YES, PROVIDE THE DATE:	<input type="text"/>

WILL THE COURSE BE **CROSS-LISTED** WITH ANOTHER DEPARTMENT? NO IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). **NOTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.**

CHANGE IN COURSE TITLE	<input checked="" type="checkbox"/>	PROVIDE THE CURRENT COURSE TITLE: Risk Models in Operations Management		
CHANGE IN COURSE DESCRIPTION	<input checked="" type="checkbox"/>	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
CHANGE TO FULL COURSE	<input type="checkbox"/>	CHANGE TO HALF COURSE	<input type="checkbox"/>	CHANGE TO QUARTER COURSE
COURSE CANCELLATION	<input type="checkbox"/>	PROVIDE THE REASON FOR COURSE CANCELLATION:		
OTHER	<input type="checkbox"/>	EXPLAIN:		

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

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 (queueing) 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.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

Both the title and the calendar description of O711 is outdated. The new title and the description reflect better what is covered in the course which is now based on Excel and several Excel add-ins. The course starts with a brief review of probability, and covers in depth several queueing models. This is followed by a detailed analysis of simulation techniques and decision analysis, and finally, dynamic programming. The main text is a collection of several chapters of Hillier and Lieberman's "Operations Research," 9th edition.

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>This course is required for all Management Science PhD students, but it is a 2nd year elective for qualified MBA students.</p>
<p>2. EXPECTED ENROLMENT:</p> <p>12</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>Mostly lectures with frequent demonstrations of theory using Excel add-ins.</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>Five assignments, one MT, one final and a project.</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>No</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>N/A</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: Dr. Mahmut Parlar Email: parlar@mcmaster.ca Extension: 22858 Date: October 19, 2011</p>

If you have any questions regarding this form, please contact the Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

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SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

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DEPARTMENT/PROGRAM		Operations Management/DeGroote School of Business		
COURSE TITLE		Inventory Management and Production Planning		
COURSE NUMBER	O721	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		Abad		
PREREQUISITE(S)		O600		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	<input type="checkbox"/>	DATE TO BE OFFERED:	<input type="text"/>	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL?	<input type="checkbox"/>	IF YES, PROVIDE THE DATE:	<input type="text"/>
WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.							
CHANGE IN COURSE TITLE	<input checked="" type="checkbox"/>	PROVIDE THE CURRENT COURSE TITLE: Materials Management and Production Planning					
CHANGE IN COURSE DESCRIPTION	<input checked="" type="checkbox"/>	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form					
CHANGE TO FULL COURSE	<input type="checkbox"/>	CHANGE TO HALF COURSE	<input type="checkbox"/>	CHANGE TO QUARTER COURSE	<input type="checkbox"/>		
COURSE CANCELLATION	<input type="checkbox"/>	PROVIDE THE REASON FOR COURSE CANCELLATION:					
OTHER	<input type="checkbox"/>	EXPLAIN:					

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

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.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

Inventory Management and Production Planning is a better title for the content covered in the course.

1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)
2. EXPECTED ENROLMENT:
3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):
4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)
5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).
6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?
PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:
Name: Abad Email: abad Extension: 23945 Date: Nov 3, 2011

If you have any questions regarding this form, please contact the Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

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SCHOOL OF GRADUATE STUDIES

RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

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3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

DEPARTMENT/PROGRAM		Business/Valuation		
COURSE TITLE		Financial Modeling and Valuation		
COURSE NUMBER	V703	COURSE CREDIT		
		FULL COURSE ()	HALF COURSE (X)	QUARTER (MODULE) ()
INSTRUCTOR(S)		K. Brewer, T. Chamberlain		
PREREQUISITE(S)		Bus F600, anti-requisite F735		

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE	<input type="checkbox"/>	DATE TO BE OFFERED:	<input type="text"/>	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL?	<input type="checkbox"/>
				IF YES, PROVIDE THE DATE:	
WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?			IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.		
CHANGE IN COURSE TITLE	<input type="checkbox"/>	PROVIDE THE CURRENT COURSE TITLE:			
CHANGE IN COURSE DESCRIPTION	<input checked="" type="checkbox"/>	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form			
CHANGE TO FULL COURSE	<input type="checkbox"/>	CHANGE TO HALF COURSE	<input type="checkbox"/>	CHANGE TO QUARTER COURSE	<input type="checkbox"/>
COURSE CANCELLATION	<input type="checkbox"/>	PROVIDE THE REASON FOR COURSE CANCELLATION:			
OTHER	<input checked="" type="checkbox"/>	EXPLAIN: The current V703 contains overlap with the proposed F735. The proposal here is to eliminate the duplications by modifying the existing V703 and cross-listed with the new F735			

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

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 in to 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.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.

The course covers the techniques used in actually building good financial models in Excel and VBA. The main recommended text is Financial Modeling, 3rd Edition, Simon Benninga, The MIT Press, 2008

<p>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</p> <p>A knowledge of financial modeling is often expected of student applicants for positions in the financial services industry. This course is intended to complement the Area's course roster of theory and case-based courses to prepare students for co-op and post-graduation job opportunities.</p>
<p>2. EXPECTED ENROLMENT:</p> <p>25</p>
<p>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</p> <p>he material is presented as a combination of lectures and demonstrations in a compter lab.</p>
<p>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</p> <p>The students are evaluated based on participation, assignments, a midterm exam and a final project.</p>
<p>5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</p> <p>The proposal crss listing is to prevent overlap between V703 and F735</p>
<p>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</p> <p>N/A</p>
<p>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</p> <p>Name: C. Sherman Cheung Email: scheung@mcmaster.ca Extension: 23986 Date: Nov 17,2011</p>

If you have any questions regarding this form, please contact the Assistant Secretary and SynApps System Administrator, School of Graduate Studies, extension 24204.

SGS/medy