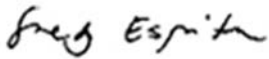


February 11, 2013

To : Faculty of Business Graduate Curriculum and Policy Committee

From : Medy Espiritu   
Assistant Secretary and SynApps System Administrator

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The next meeting of the Faculty of Business Graduate Curriculum and Policy Committee will be held on **Thursday, February 14, 2013, at 2:00 p.m. in Gilmour Hall 212/B (Thesis Defence Room).**

Listed below are the agenda items for discussion.

#### **A G E N D A**

I. Minutes of the meeting of September 17, 2012

II. Business arising

III. 2013-2014 Graduate Curriculum Changes

a) **Master of Finance**

New courses:

FIN \*601 – Introduction to Finance

FIN \*602 – Microeconomics

FIN \*603 – Macroeconomics

FIN\*604 – Statistics

FIN \*701 – Introduction to Econometrics

FIN \*703 – Derivatives

FIN \*704 – Numerical Methods

FIN \*705 – Financial Econometrics

FIN \*706 – Computational Finance

Master of Finance - calendar copy

b) New course: \*D701 – A.T. Kearney Student Lab

c) **Finance**

New courses:

- \*F700 – Valuation for Finance Professionals
- \*F701 – Alternative Investments and Portfolio Management
- \*F742 – Market Trading and Risk Management with Futures

Change in course title and description:

- \*F722 – Market Trading and Risk Management with Options (*cross-listed as \*A722*)

d) **Health Services Management**

Change in course requirements

- Move \*C726 to the list of possible elective courses
- Move \*C700 to the list of required courses

New course:

- \*C725 – Managing Communications in Health Care

e) **Human Resources and Management**

New course:

- \*B733 – Entrepreneurship from a Diverse University Base (*previously offered under*  
*\*B748 – Special Topics in Organizational Behaviour*)

Change in prerequisite:

- \*B730 – Strategic Management of Technology

f) **Strategic Marketing**

New course:

- \*M735 – Marketing Analytics

Change in course description:

- \*M600 – Marketing Concepts and Applications
- \*M751 – Sustainability and Corporate Social Responsibility

g) **Supply Chain Management**

- Change in course requirements

New course:

- \*O735 – Procurement Operations Management

Change in course title and description:

\*O701 – Modelling and Analytics using Spreadsheets

h) **Management Science – Ph.D. field**

- Change in course requirements

New courses:

\*Q782 – Dynamic Programming and Optimal Control

\*Q783 – Game Theory and Decision Analysis

\*Q784 – Supply Chain Design and Coordination

\*Q785 – Queuing Theory and its Applications

Course cancellation:

\*Q792 – Statistical Methodologies for Quality Control

i) **Independent Research Project courses**

j) **Interdisciplinary programs**

**M.Sc. eHealth**

- Change in course requirements

New course:

\*705 – Statistics for eHealth

**Master of Health Management**

Change in course descriptions:

\*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

**FACULTY OF BUSINESS GRADUATE CURRICULUM AND POLICY COMMITTEE**  
**SEPTEMBER 17, 2012, 10:30 A.M.**  
**MUSC-318**

**PRESENT:** Dr. N. Agarwal (Chair), Dr. V. Baba, Dr. K. Hassanein, Dr. M. Head, Dr. K. Huang, Ms. I. Piatek, Dr. G. Randall, Prof. M. Ryder, Dr. H. Zhu, Mrs. M. Espiritu (Assistant Secretary)

**BY INVITATION:** Ms. M. Burley, Mr. P. Self

**REGRETS:** Mrs. S. Baschiera, Dr. E. Mohammad, Dr. S. Sarkar

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**I. Minutes of meeting**

After the introduction, the minutes of the February 16, 2012 meeting were approved on a motion by Dr. Head, seconded by Dr. Hassanein.

**II. Business arising**

In response to a question concerning the new Master of Finance program, which was approved by Graduate Council on February 16, 2012, Dr. Agarwal said the program will accept students in September 2013.

**III. MBA Student Academic Assessment**

With the move of the MBA program from a 9-point to a 6-point grade scale, the program has now proposed to make changes to its student academic assessment process to further align the procedure with other graduate programs at the University. Dr. Head explained that the change will also facilitate enrolment of MBA graduate students in courses offered by other programs at McMaster. Dr. Agarwal commented that in the current procedure, student's grades in the MBA program have to be converted to ensure eligibility to enrol in joint programs (i.e., Health Services Management, etc.) at McMaster. The new system will eliminate any grading issues with programs that are joint with other departments. Dr. Head added that the current assessment process is also time consuming.

Dr. Head further explained that in the new process, the academic assessment is initiated only if a student receives a failing grade (below B-) in a course. If the student receives a calculated average grade of at least 8.5 (between B and B+) in courses taken to date (excluding the failing grade), the student will be allowed to continue in the program. If the average grade is below 8.5, the student may submit a formal petition to the Graduate Admissions and Study Committee requesting that he/she be allowed to continue in the program. The student is allowed three failing grades in the current system, while the proposed procedure allows only one failing grade—the student is not eligible to remain in the program if a second failing grade is received. Dr. Head said that there is no grandfathering of the old grade scale for in-course



students. All students will be assessed based on the 6-point grading scale as of September 2012. However, for those students who are already in the program when the assessment process was revised, they will be allowed up to three failures until their degree is completed, and the review will apply only to courses that were taken under the 6-point grading scale.

According to Dr. Head, there are currently three students (two from the winter 2012 term and one from the spring 2012 term) who are not eligible (under the old system) to continue in the program as of September 2012. These students will need to submit a petition to the Graduate Admissions and Study Committee for readmission.

Dr. Head moved, and Prof. Ryder seconded,

**“that the Faculty of Business Graduate Curriculum and Policy Committee approve the proposed changes in the MBA student academic assessment process.”**

After the discussion, the committee decided that students with an average grade below B- from courses taken to date will be assessed automatically by the Graduate Admissions and Study Committee to determine readmission. This procedure will remove the onus on the student by eliminating the need to submit a formal petition. There was a suggestion to add a statement to clarify that the committee will take into account various factors in the review, including any additional submission from the student explaining the issues for the failure.

As a result of the decision/suggestion above, the following sections of the document were revised:

Page 1, last bullet, second sentence: replaced with *“If the average of the courses taken to this point (excluding the failing grade) is less than 8.5, the student will be assessed by the Graduate Admissions and Study Committee to determine if that student may continue in the program.”* The addition of the statement *“In arriving at this decision, the Committee will consider a variety of factors, including an optional written submission by the student.”*

Page 2, fourth bullet, fifth sentence: replaced with *“If the average of the courses taken to this point (excluding the failing grade) is less than 8.5, the student will be assessed by the Graduate Admissions and Study Committee to determine if that student may continue in the program.”* The last sentence was deleted: *“There is no minimum number of terms that the student must sit out before submitting this formal petition.”*

Page 2, last bullet, second sentence: replaced with *“These students will be reviewed for possible readmission by the Graduate Admissions and Study Committee at the end of the fall 2012 term.”* Last sentence was deleted: *“The previous stipulation of sitting out two academic terms would not apply to the one ITC student from the spring 2012 term.”*

The motion was **carried**, subject to the amendments mentioned above.

#### **IV. Other business**

Dr. Agarwal briefly discussed the function of the Faculty of Business Graduate Curriculum and Policy Committee, membership composition, and scheduling of meetings. It was then suggested for an email to be sent to the members which includes the website link to the by-laws of the Faculty of Business document to learn more about the mandate of the curriculum committee.

There was no other business and the meeting adjourned at 11:15 a.m.



## 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](mailto: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		
COURSE TITLE	Introduction to Finance		
COURSE NUMBER	MFIN 601	<b>COURSE CREDIT</b>	
		FULL COURSE ( )	HALF COURSE (X)
		QUARTER (MODULE) ( )	
INSTRUCTOR(S)	Clarence C.Y. Kwan		
PREREQUISITE(S)	Enrollment in the MFIN Program		

**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

NEW COURSE	X	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:	
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 examines various fundamental financial concepts, in order to prepare students for the specialized courses that the MFIN program offers. It also introduces students to various analytical and quantitative skills as required for such courses. Major components of this course include the time value of money, capital budgeting, bond valuation, stock valuation, decision under risk, expected utility concepts, portfolio diversification concepts, mean-variance portfolio analysis, asset pricing models, efficient market hypothesis, call and put options and other derivative assets, cost of capital, capital structure, and dividend policy.

**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, which covers fundamental topics similar to those in Business F600 in the M.B.A. program, is intended to be much more rigorous in scope. Each topic as listed above is covered in greater depth. For example, the coverage of time-value concepts in various settings is intended to include the corresponding analytical justifications. In bond valuation, practical issues arising from valuation dates not matching the coupon dates are also addressed analytically. Portfolio diversification concepts are presented with analytical justifications. Asset pricing models are derived, and their various practical implications are explored. In option pricing, put-call parity is derived. The Black-Scholes option pricing model is explained via a binomial option pricing model, which is simpler. Corporate finance topics, such as those pertaining to capital structure and dividend policy, are presented with corresponding analytical underpinnings. The textbook is "Corporate Finance, Sixth Canadian Edition," by Ross, Westerfield, Jaffe, and Roberts, 2011, McGraw-Hill Ryerson. In addition, a courseware package, consisting of a complete set of lecture notes and various supplementary materials, will be available for students to purchase at McMaster's bookstore at the start of the Fall Term, 2013.

<b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b>  This is a foundation course in the M.Fin. program.
<b>2. EXPECTED ENROLMENT:</b>  25 students
<b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b>  Lectures
<b>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.)</b>  Mid-term exams and a final exam
<b>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).</b>  No
<b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b>  N/A
<b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b>   <div>             Name: Clarence C.Y. Kwan      Email: kwanc@mcmaster.ca      Extension: 23979      Date: November 7, 2012           </div>

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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		School of Business/Master of Finance		
<b>COURSE TITLE</b>		Microeconomics		
<b>COURSE NUMBER</b>	MFIN 602	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (x)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Ronald Balvers		
<b>PREREQUISITE(S)</b>		Enrollment in the MFIN Program		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Fall 2013	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM <u>EACH</u> DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>		PROVIDE THE NEW COURSE TITLE:		
<b>CHANGE IN COURSE DESCRIPTION</b>		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		PROVIDE THE REASON FOR COURSE CANCELLATION:		
<b>OTHER CHANGES</b>		EXPLAIN:		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> Introduction to applied microeconomic theory, which uses basic economics and game theory to address decision making by individuals and firms, and to enhance understanding of the competitive environment that firms and other decision units face.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> 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. The textbook to be used is Managerial Economics and Business Strategy by Michael Baye, McGraw-Hill/Irwin, 7 <sup>th</sup> edition, 2009.				

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

A required course in the MFIN program that provides its students with a foundation for understanding the big picture of individual and corporate decision making and the competitive environment that firms face. Such understanding provides the context for individual and corporate financial decisions.

## 2. EXPECTED ENROLMENT:

25 students

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

A standard lecture format that culminates in a problem set for each topic which will be answered at home by students and discussed interactively in class.

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 is based on problem assignments (25%), a midterm (30%), and a final exam (45%). The problems require students to apply the course material to stylized or actual cases. The exams test the knowledge of the material and the ability to apply it by means of problems and essays.

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).

The material overlaps to a certain extent with a graduate microeconomics course taught in the economics department. However, the more applied focus of MFIN 602 requires that it be taught separately.

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

NA

**PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:**

Name: Ron Balvers      Email: balvers@mcmaster.ca      Extension: 23969      Date: November 15, 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:**

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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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		Finance Area, DeGroote School of Business		
<b>COURSE TITLE</b>		Macroeconomics		
<b>COURSE NUMBER</b>	MFIN 603	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (x)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Dr. C. S. Cheung		
<b>PREREQUISITE(S)</b>		Enrollment in the MFIN Program		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Fall 2013	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM <u>EACH</u> DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>		PROVIDE THE NEW COURSE TITLE:		
<b>CHANGE IN COURSE DESCRIPTION</b>		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		PROVIDE THE REASON FOR COURSE CANCELLATION:		
<b>OTHER CHANGES</b>		EXPLAIN:		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> This course is designed to cover the most common topics in macroeconomics such as fluctuations in prices, output, employment in an open economy. It also examines policy tools available to policy makers to influence the fluctuations. The purpose of this course is to enhance students' understanding of how the macroeconomic system works and how the system affects financial decisions..				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> See the attached proposed course outline				

<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>This course is offered in support of the Area's launching of the MFIN program. Students in a graduate program in finance should have a good understanding of the workings of the macroeconomic system.</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>25 students</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>This course is taught primarily through lectures and readings</p>
<p><b>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.)</b></p> <p>The students are evaluated based on midterm tests and a final examination.</p>
<p><b>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).</b></p> <p>No</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>N/A</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>          <p>Name: Dr. C. S. Cheung   Email: scheung@mcmaster.ca   Extension: 23986   Date: November 12, 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



**MFIN 603  
Macroeconomics  
Fall 2013 Course Outline**

**Finance and Business Economics Area  
DeGroote School of Business  
McMaster University**

**COURSE OBJECTIVE**

This course is designed to cover the most common topics in macroeconomics such as fluctuations in prices, output, and employment in an open economy. It also examines policy tools available to policy makers to influence the fluctuations. The purpose of this course is to enhance your understanding of how the macroeconomic system works and how the system affects financial decisions.

**INSTRUCTOR AND CONTACT INFORMATION**

Dr. C. S. Cheung  
DSB-315  
Email: [scheung@mcmaster.ca](mailto:scheung@mcmaster.ca)

**Course Website:** <http://avenue.mcmaster.ca>

**COURSE ELEMENTS**

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

## COURSE DESCRIPTION

This course is taught primarily through lectures and readings. Students are expected to attend every class as class lectures can cover materials not mentioned in the textbook.

## LEARNING OUTCOMES

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

- A good understanding of how the macroeconomic system works;
- How various sectors of the economy interact with each other;
- How various policy instruments affect the economy in the long-run and in the short-run;
- How the economic system work in a global setting;
- Recent policy issues.

## REQUIRED COURSE MATERIALS AND READINGS

Macroeconomics, Fourth Canadian Edition, 4/E Olivier Blanchard and David H. Johnson, Pearson 2010

## EVALUATION

Your final grade will be calculated as follows:

### ***Components and Weights***

Test #1	30%
Test #2	30%
Final examination	40%

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
A+	90 - 100
A	85 - 89
A-	80 - 84
B+	75 - 79
B	70 - 74
B-	60 – 69
F	00 - 59

## **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 are encouraged to 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.

## **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>

## **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 course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. 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.

<b>COURSE SCHEDULE</b>
------------------------

**MFIN 603**  
**Macroeconomics**  
**Fall 2013 Course Schedule**

- 1      Introduction  
      Chapters 1 and 2
- 2      Goods and Financial Market  
      Chapters 3, 4, and 5
- 3      Openness in Goods and Financial Markets  
      Chapters 6, 7, and 8
- 4      The Labour Market  
      Chapter 9
- 5      Aggregate Supply and Demand  
      Chapter 10
- 6      Inflation and Unemployment  
      Chapters 11 and 12
- 7      Exchange Rates and Macroeconomics  
      Chapter 13
- 8      Economic Growth  
      Chapters 14, 15, 16, and 17
- 9      Expectations and Macroeconomics  
      Chapters 18, 19, 20, and 21.

10     Extreme Economic Conditions: Depressions and Inflation

Chapters 22 and 23

11     Policy Issues

Chapters 24, 25, 27, and 28



## 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		Finance and Business Economics, DeGroote School of Business		
<b>COURSE TITLE</b>		Statistics		
<b>COURSE NUMBER</b>	MFIN 604	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (x)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Nicholas Kevlahan		
<b>PREREQUISITE(S)</b>		Enrollment in the MFIN Program		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Fall 2013	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>		PROVIDE THE NEW COURSE TITLE:		
<b>CHANGE IN COURSE DESCRIPTION</b>		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		PROVIDE THE REASON FOR COURSE CANCELLATION:		
<b>OTHER CHANGES</b>		EXPLAIN:		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> Probability, sampling distributions, point and interval estimation, hypothesis testing, Bayesian estimation, linear regression, time series, model fitting and validity.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> The course is intended to provide Master of Finance (MFIN) students with the statistical tools they need when modeling observable phenomena. This course is a second level statistics course with an emphasis on applications in a business setting. Topics include probability, parameter estimation, hypothesis testing, linear regression, sampling, and an introduction to time series analysis. The main focus will be on the calibration of modeling parameters to available data, and in the assessment of the appropriateness/best fit of models of continuous distributions. Several reference texts as well as web-based material will be used. A statistical software package such as "R" will be introduced and used.				

<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>This course will be required by all MFIN students who have not earned a comparable credit elsewhere. This material will provide a foundation for further courses, particularly MFIN 701 (Introduction to Econometrics).</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>25 students</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>3 lecture hours plus one hour tutorial per week.</p>
<p><b>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.)</b></p> <p>Students would submit up to 5 assignments, some requiring the use of statistical software. There will be a final exam.</p>
<p><b>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).</b></p> <p>Similar to STAT 721, but not as mathematically rigorous.</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>N/A</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>    <p>Name: Trevor Chamberlain      Email: chambert@mcmaster.ca      Extension: 23980      Date: October 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.

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:**

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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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		Master of Finance		
<b>COURSE TITLE</b>		Introduction to Econometrics		
<b>COURSE NUMBER</b>	MFIN 701	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (x)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Dean Mountain		
<b>PREREQUISITE(S)</b>		MFIN 604 or equivalent		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Winter 2014	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM <u>EACH</u> DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>		PROVIDE THE NEW COURSE TITLE:		
<b>CHANGE IN COURSE DESCRIPTION</b>		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		PROVIDE THE REASON FOR COURSE CANCELLATION:		
<b>OTHER CHANGES</b>		EXPLAIN:		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> This course provides an introduction to econometrics. It covers the basic tools of estimation and inference in the framework of the linear and nonlinear regression model. The main topics include specification of an econometric model, hypothesis testing and model selection, and estimation procedures such as instrumental variable estimation, generalized least squares, systems-equation estimation, generalized method of moments and maximum likelihood estimation.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> 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 and nonlinear regression model. The main topics include specification of an econometric model, hypothesis testing and model selection, and estimation procedures such as instrumental variable estimation, generalized least squares, systems-equation estimation, generalized method of moments and maximum likelihood estimation. The text to be used is Econometric Analysis by William H. Greene, 7th ed., 2012, Prentice Hall				

<b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b>  Required Course
<b>2. EXPECTED ENROLMENT:</b>  25 students
<b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b>  lectures
<b>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.)</b>  21% assignments, 44 % term tests, 35% final exam
<b>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).</b>  No
<b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b>  N/A
<b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b>          Name: Dean Mountain      Email: mountain@mcmaster.ca      Extension: 23988      Date: November 15, 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.

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## SCHOOL OF GRADUATE STUDIES

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

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<b>DEPARTMENT/PROGRAM</b>		DeGoote School of Business/Master of Finance		
<b>COURSE TITLE</b>		Derivatives		
<b>COURSE NUMBER</b>	MFIN 703	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Peter Miu		
<b>PREREQUISITE(S)</b>		MFIN 601 or equivalent		

**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Winter 2014	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM <u>EACH</u> DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>		Provide the <b>NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>		<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		Provide the <b>REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>		<b>EXPLAIN:</b>		

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

This course provides an advanced analysis of the pricing of derivatives. This course covers both the analytical and numerical methods that are used to implement derivatives pricing models. Formal derivations and theoretical models are covered in this course. The objective is to equip students with the advanced analytical skills and knowledge required to price and manage complex derivatives instruments that are traded in the markets and/or underwritten by financial institutions.

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

We will start the course with an introduction to standard derivative instruments, such as futures and forward contracts, options contracts, and swap contracts. We will examine the mechanics of the derivatives markets and how these instruments are traded in the markets. We will then study the basic continuous-time stochastic stock price process and its characteristics. We will formally derive the Black-Scholes option pricing model and critically examine the underlying no-arbitrage argument. We will introduce the concept of risk-neutral valuation emphasizing its assumptions and implications. We will then consider different numerical procedures that are commonly used in the pricing of derivatives. We will examine how we can hedge the risk of the exposures to derivatives with the help of different risk measures, such as delta, theta, gamma, vega, and rho. In the later part of the course, we will focus our attention on the more complicated derivatives instruments, including exotic options, interest rate and credit derivatives. We will consider various valuation models commonly used in pricing these derivatives. To understand the valuation of interest rate and credit derivatives, we will also examine different modeling approaches of interest rate and default risk.

Principal text: Options, Futures, and Other Derivatives, 8th edition, by John C. Hull

<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>The proposed course will be able to help fulfill the goal of the Master of Finance program of the DeGroote School of Business. It will equip students with the advanced analytical skills and knowledge required to manage both standard and complex derivative securities, which constitute one of the fastest growing sectors of the financial markets. Such skills and body of knowledge are indispensable for students pursuing a career in the technical functions of modern financial institutions and markets.</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>25 students</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>This course is taught primarily through lectures, readings, in-class discussions, problem solving, and assignments.</p>
<p><b>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.)</b></p> <p>Group assignment #1: 12.5%  Mid-term Exam: 30%  Group assignment #2: 12.5%  Final Exam: 45%</p>
<p><b>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).</b></p> <p>No</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>This course is not intended primarily for students outside my department.</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>   <p>Name: Peter Miu Email: miupete@mcmaster.ca      Extension: 23981      Date: November 12, 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

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<b>DEPARTMENT/PROGRAM</b>		School of Business/ Master of Finance		
<b>COURSE TITLE</b>		Numerical Methods		
<b>COURSE NUMBER</b>	MFIN 704	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (x)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Elkafi Hassini		
<b>PREREQUISITE(S)</b>		Enrollment in the MFIN Program		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Winter 2014	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM <u>EACH</u> DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>		PROVIDE THE NEW COURSE TITLE:		
<b>CHANGE IN COURSE DESCRIPTION</b>		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		PROVIDE THE REASON FOR COURSE CANCELLATION:		
<b>OTHER CHANGES</b>		EXPLAIN:		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> 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 relevant computer programs such as MatLab and GAMS. 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.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> Topics to be covered: Computer Arithmetic, Measuring Errors, Numerical Differentiation, Numerical Instability and Ill Conditioning, Complexity of Algorithms, Nonlinear equations, differential equations, simulation, unconstrained optimization and heuristic methods.  Textbook: Numerical Methods and Optimization in Finance by Manfred Gilli, Dietmar Maringer, and Enrico Schumann, Academic Press, 2011.				

<b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b>  The course is required for the Master of Finance program. The course prepares students for MFIN706 (computational finance)
<b>2. EXPECTED ENROLMENT:</b>  25 students
<b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b>  lectures and software demonstrations
<b>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.)</b>  40% quizzes, 30% assignments, 30% project. All work to be done individually.
<b>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).</b>  No
<b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b>  N/A
<b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b>          Name: Elkafi Hassini      Email: hassini@mcmaster.ca      Extension: 27467      Date: November 14, 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.

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## SCHOOL OF GRADUATE STUDIES

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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.

<b>DEPARTMENT/PROGRAM</b>		Business: Master of Finance Program		
<b>COURSE TITLE</b>		Financial Econometrics		
<b>COURSE NUMBER</b>	MFIN 705	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE ( x )</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>	John Maheu			
<b>PREREQUISITE(S)</b>	MFIN 701			
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Summer, 2014	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? No</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? No</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.</b>				
<b>CHANGE IN COURSE TITLE</b>		<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>		<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>		<b>EXPLAIN:</b>		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> This course provides an introduction to the econometrics used in empirical finance. Topics will include parametric and nonparametric models of volatility, evaluation of asset pricing theories and models for risk management and portfolio choice. The course will emphasize estimation and inference using computer based applications.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> Linear time-series models, parametric univariate and multivariate volatility models, nonparametric volatility measures, factor models, risk measurement and stochastic volatility. Textbook: R. Tsay, <i>Analysis of Financial Time Series</i> , 3 <sup>rd</sup> Edition. Wiley, 2010.				

<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>Finance is an empirically based discipline and requires sophisticated econometric techniques to test theory, produce forecasts as inputs into decision making and to measure and control financial risk.</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>25 students</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>Lectures</p>
<p><b>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.)</b></p> <p>30% assignments, 70% empirical term paper</p>
<p><b>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).</b></p> <p>No</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>N/A</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>   <p>Name: John Maheu      Email: maheujm@mcmaster.ca      Extension: 26198      Date: November 02, 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

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<b>DEPARTMENT/PROGRAM</b>		Finance and Business Economics, DeGroote School of Business		
<b>COURSE TITLE</b>		Computational Finance		
<b>COURSE NUMBER</b>	MFIN 706	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (x)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Dr. Oleksandr Romanko		
<b>PREREQUISITE(S)</b>		MFIN 704		

**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> May 2014	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If Yes, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If Yes, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM <u>EACH</u> DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>		<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>		<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>		<b>EXPLAIN:</b>		

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

The objective of the course is to examine the construction of computational algorithms in solving financial problems, such as risk-aware decision-making, asset pricing, portfolio optimization and hedging. Considerable attention is devoted to the application of computational and programming techniques to financial, investment and risk management problems. Topics include mean-variance portfolio optimization, simulation (Monte Carlo) methods, scenario-based risk optimization, hedging, uncertainty modeling, asset pricing, simulating stochastic processes, and numerical solutions of differential equations. Matlab is the primary computational and modeling software used in this course. Practical aspects of financial and risk modeling, which are used by industry practitioners, are emphasized.

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

Introduction

1. Important finance and statistics concepts
2. Computational finance with Matlab

Simulation Modeling

1. Introduction to simulation modeling
2. Generating random numbers
3. Monte Carlo simulations
4. Introduction to asset pricing by simulation
5. Factor models

Quantitative Risk Management

1. Risk measures, moment-based and tail-based risk
2. Market, credit, liquidity and operational risks
3. Economic and regulatory capital, capital requirements under Basel II-III accord
4. Capital budgeting under uncertainty

#### Optimization Modeling

1. Portfolio selection and portfolio optimization in practice
  - a) mean-variance optimization
  - b) efficient frontiers
  - c) benchmarks
2. Scenario-based risk optimization
3. Liability-driven investment strategies and portfolio replication
4. Optimization under uncertainty
  - a) portfolio resampling
  - b) robust portfolio optimization

#### Asset Pricing

1. Modeling dynamics of asset prices
2. Black-Scholes model
3. Option pricing
  - a) binomial lattices
  - b) Monte Carlo methods
  - c) finite difference methods

#### Principal texts:

1. Simulation and Optimization in Finance: Modeling with MATLAB, @Risk, or VBA by D. Pachamanova and F. Fabozzi, 2010
2. Numerical Methods in Finance and Economics: A MATLAB-Based Introduction (2nd Edition) by P. Brandimarte, 2006

The course complements finance, business administration, mathematical and computer science related courses in the Master of Finance program. As the Master of Finance program is analytical in its nature, techniques and tools covered in Computational Finance course are necessary for performing job responsibilities of a quantitative analyst in a bank or a hedge/pension fund. After taking the course students will understand the role of computational and quantitative techniques in finance and risk management, be able to identify financial problems that can benefit from quantitative analysis and learn how to model uncertainty of future events using statistical and simulation techniques. In addition, students can formulate and solve portfolio optimization, risk and reward modeling and asset pricing problems, and implement computational finance models in Matlab and potentially in other software tools.

25 students

Lectures, tutorials, assignments, course project.

Assignment 1	10%
Assignment 2	10%
Assignment 3	10%
Project	20%
Midterm Exam	20%
Final Exam	20%
Participation/presentation	10%

No

N/A

Name: Dr. Trevor Chamberlain      Email: [chambert@mcmaster.ca](mailto:chambert@mcmaster.ca)      Extension: 23980      Date: November 5, 2012

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## **CALENDAR COPY**

### **FINANCE**

The goal of the 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 prepares students to deal with complex concepts and the body of knowledge required of modern finance professionals.

Central to the program is the offering of courses taught by active researchers, and in areas that are closely related to their research. In doing so, the Master of Finance program 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, including the Operations Management and Accounting and Financial Services Areas in the Faculty of Business and the Department of Mathematics and Statistics in the Faculty of Science.

Enquiries: 905-529-9140, Ext 23950

Fax: (905) 521-8995

Email: [kehler@mcmaster.ca](mailto:kehler@mcmaster.ca)

Website: [www.degroote.mcmaster.ca](http://www.degroote.mcmaster.ca) link tba

### **Faculty / Fall 2013**

#### **PROFESSORS**

Ronald J. Balvers, B.A. (Tillburg), Ph.D. (Pittsburg) / Finance & Business Economics / Michael Lee-Chin and Family Professor in Investment and Portfolio Management

Trevor W. Chamberlain, B.Sc. (California, Berkeley), M.B.A., Dip. Acc. (McGill), Ph.D. (Toronto), CA / Chair, Finance & Business Economics

C.S. Sherman Cheung, B.S. (Louisiana State), M.S., Ph.D. (Illinois) / Finance & Business Economics

Richard W. Deaves, B.A., M.A., Ph.D. (Toronto) / Finance & Business Economics

Thomas R. Hurd, B.Sc. (Queen's), D.Phil (Oxford) / Mathematics & Statistics

John Maheu, B.A. (McMaster), M.A., Ph.D. (Queen's) / Finance & Business Economics/ BMO Financial Group Chair in Capital Markets

Clarence C.Y. Kwan, M.B.A. (McMaster), Ph.D. (Toronto), Ph.D. (Ottawa). P.Eng. / Finance & Business Economics

Dean C. Mountain, B.A. (McMaster), M.A., Ph.D. (Western) / Finance & Business Economics

S. M. Khalid Nainar, B.A., M.A. (Delhi), Ph.D. (Florida) / Accounting & Financial Management Services

Mahmut Parlar, B.Sc., M.Sc. (Middle East Tech.), Ph.D. (Waterloo) / Operations Management

Sudipto Sarkar, B. Tech. (Indian Inst. of Technology), Ph.D.(Columbia) / Finance & Business Economics

## **ASSOCIATE PROFESSORS**

Narat Charupat, B.A. Accounting (Thammasat), M.B.A. (Drexell), Ph.D. (York) / Finance & Business Economics

Matheus Grasselli, B.S.c (Sao Paulo), Ph.D (King's College) / Mathematics & Statistics / Sharcnet Chair in Financial Mathematics

Elkafi Hassini, B.Sc. (Bilkent), M.A.Sc., Ph.D. (Waterloo) / Chair, Operations Management

Rosemary Luo, B.Eng. (Beijing), M.A. (McMaster), Ph.D. (Western) / Finance & Business Economics

Peter C.P. Miu, B.Sc. (Hong Kong), M.B.A, Ph.D. (Toronto) / Finance & Business Economics

Jiaping Qiu, B.A. (Xiamen), M.Sc. (Hong Kong University of Science & Technology), Ph.D. (Toronto) / Finance & Business Economics / CIBC Chair in Financial Markets

## **ASSISTANT PROFESSORS**

Anna Danielova, B.Sc. (Yerevan), M.Sc. (American University of Armenia), M.A., M.B.A., Ph.D. (Indiana) / Finance & Business Economics

John Siam, B.A., M.A., Ph.D. (Concordia) / Accounting & Financial Management Services and Finance & Business Economics / Director, Allen H. Gould Trading Floor and Horizon Exchange Traded Funds Investment Decision Centre

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## **Master of Finance Degree**

The Master of Finance program consists of fifteen courses (or project equivalent to one course) offered over three consecutive terms beginning in September and ending in August of the following year. The format and length of the program is designed to ensure that students obtain a complete analytical tool kit, focusing on the core themes of modern finance while allowing them to investigate specialized topics. Of the fifteen courses comprising the Master of Finance program, eleven are required and four are electives. In addition, immediately prior to the start of the first term students undertake a four-day Math-Stats review workshop covering basic topics in differential and integral calculus, linear algebra, and statistics and probability.

Admission to the Master of Finance 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 Honours Bachelor's degree or equivalent 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, and the strength of two (preferably academic) reference letters.

## **Program Requirements**

The finance component of the program is offered primarily in the winter and summer terms. In the fall, students take courses in accounting, economics, finance, and statistics if they have not already done so. A full course load for a student with no prior preparation would comprise the following five half courses: finance (FIN \*601), microeconomics (FIN \*602), macroeconomics (FIN \*603), statistics (FIN \*604) and financial accounting (BUS \*A600). Depending on a student's prior 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 with courses in the other subject areas, are allowed to choose electives in business or cognate fields, depending on their background and interests. Requests for course exemptions should be directed to the Master of Finance program's administrative coordinator in DSB A203

The Master of Finance program structure is as follows:

### **Term 1**

FIN \*601 / Introduction to Finance  
FIN \*602 / Microeconomics  
FIN \*603 / Macroeconomics  
FIN \*604 / Statistics  
BUS \*A600 / Financial Accounting and Reporting

### **Term 2**

FIN \*701 / Introduction to Econometrics  
BUS \*F710 / Financial Theory  
FIN \*703 / Derivatives  
FIN \*704 / Numerical Methods  
One elective

### **Term 3**

FIN \*705 / Financial Econometrics  
FIN \*706 / Computational Finance  
Three electives

Electives courses will be from a selected list of finance electives presently offered in the MBA program or, with the approval of the Program Director and consent of the department involved, electives in mathematics, statistics or economics. MBA electives are offered at the Ron Joyce Centre in Burlington, as are the required courses, BUS \*A600 (Term 1) and BUS \*F710 (Term 2). The Finance electives from which Master of Finance students can choose are as follows:

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 in Finance  
BUS \*F721 Mergers, Acquisitions and Corporate Control  
BUS \*F722 Market Trading and Risk Management with Options

- BUS \*F723 Fixed Income Analysis
- BUS \*F726 Behavioural Finance
- BUS \*F727 Working Capital Management
- BUS \*F733 Financial Risk Management
- BUS \*F735 Financial Modelling and Valuation
- BUS \*F736 Ethics and Professional Practice in Finance
- BUS \*F737 Financial Fraud and Market Surveillance
- BUS \*F740 Islamic Finance

The Master of Finance is a course-based program inasmuch as most graduates are expected to pursue careers in industry. Students will have the option of taking Business \*F719: Independent Research Project in Finance, 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.

Graduate students not registered in the Master of Finance program may only enroll in the Master of Finance courses with the approval of the Program Director. Enquires should be directed to the Administrative Coordinator of the Master of Finance program in DSB A203.

In order to continue in the program and graduate, students must maintain an average of at least B with no more than one failing grade (below B-). A student will be required to withdraw from the program if they receive more than one failing grade.

A student with a failing grade in a course is required to repeat, or, in the case of elective courses, substitute, one course. However, inasmuch as courses are only offered once a year, a student failing a required course must join the next year's cohort in order to complete the program. Students who do not successfully complete a Term 1 course are not permitted to take the Term 2 required courses and students who do not successfully complete the Term 2 required courses are not permitted to take the Term 3 required courses. Term 2 and 3 electives, in contrast, may be taken by students who successfully complete all of the courses in Term 1.

## **Courses**

### **Term 1**

#### **FIN \*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 Master of Finance 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.

**FIN \*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.

**FIN \*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.

**FIN \*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 MBA program.

**Term 2****FIN \*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 MBA program.



**FIN \*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.

**FIN \*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****FIN \*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.

**FIN \*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.

Course descriptions for the finance electives in the MBA program can be found in the MBA Academic Calendar, available at <http://www.degroote.mcmaster.ca/MBA/registration.html>.



## 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](mailto: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	DeGroote School of Business / MBA		
COURSE TITLE	A.T. Kearney Student Lab		
COURSE NUMBER	D701	<b>COURSE CREDIT</b>	
		FULL COURSE ( )	HALF COURSE (x)      QUARTER (MODULE) ( )
INSTRUCTOR(S)	TBD (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: Winter 2014	WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? Y If YES, PROVIDE THE DATE: Fall 2012	
WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.</b>				
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, offered in partnership with A.T. Kearney (a global management consulting firm), comprises two key components: expert lectures and client projects. The expert lectures are delivered by academic and business leaders highlighting key topics facing various industries. The projects are actual A.T. Kearney client projects that address real-world strategic and operations-based business problems. Students will learn the concepts and skills to handle ambiguity, perform a persuasive analysis and communicate effectively. Students will also develop a deeper understanding of how organizations can leverage synergies across a range of disciplines by effective deployment of technologies and organizational structures and processes. Through the development of their real-world project deliverables, students will gain practical lessons on leadership and stakeholder management.

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

Since 2008, the global management consulting firm of A.T. Kearney has been partnering with top US universities (such as Carnegie Mellon, University of Chicago and MIT) to offer an experiential management consulting course to enhance the education and professional development of future industry leaders. These offerings have been very successful and have been growing in their popularity and size. A.T. Kearney's partnership with the DeGroote School of Business for this management consulting course is its first Canadian university partnership. This will be a great opportunity for DeGroote students to integrate and directly apply their MBA knowledge to real-world problems. Under the guidance of faculty and A.T. Kearney consultant mentors, students will gain tangible life experiences in dealing with real clients facing real business problems.

The inaugural offering of this course under Dean's Approval in Fall 2012 was highly successful. An application process was instituted as the demand exceeded the number of spots available in the course (7 client projects with teams of 5 students each). The feedback was very positive from the students, the clients and A.T. Kearney. Given this success, A.T. Kearney is looking to continue its partnership with the DeGroote School of Business for this course as its only Canadian university partner.

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

In alignment with the DeGroote School of Business' Statement of Purpose as well as the President's Forward with Integrity document, this course emphasizes an effective experiential learning approach to prepare students for market-ready success. While the course instructor may be the MBA Director (depending on interest and availability), he/she will draw from faculty and industry experts across business disciplines to provide foundation and feedback for student development. Projects and lecture topics 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 has been shown to be successful for D700 (Case Analyses and Presentations), as well as for the inaugural offering of D701 (Fall 2012, under Dean's Approval)

**2. EXPECTED ENROLMENT:**

35-40. As with the first offering of this course, an application process will be used to ensure the class is of appropriate size for the number of client projects and to ensure the student teams are well-balanced with appropriate skill sets.

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

The team consulting project will run the duration of the term. The teams are expected to connect with their clients and consulting mentors weekly to help ensure the team is making progress and that the clients' needs are being met. The projects themselves will consist of three main phases: data collection, analysis, and presentation. The data collection phase will include interviews with key personnel at the company (and others, if needed), collection of key data, and review of previous literature and practices. The second phase will focus on analyzing and understand the problem and recommend a course of action. The final phase consists of gathering the conclusions, results, and recommendations into both a final report and presentation.

**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.)**

Students will be assessed as follows: interim client and mentor evaluations (15%); term evaluation of individual contributions (10% by client and coach; 20% by instructor; 10% by team members); final report (35%) and final presentation (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).**

**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      Email: headm@mcmaster.ca      Extension: 24435      Date submitted: January 18, 2013

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/2012

## Business D701 A.T. Kearney Student Lab Fall 2012 Course Outline

### Deans' Office Course DeGroote School of Business McMaster University

#### COURSE OBJECTIVE

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

#### INSTRUCTOR AND CONTACT INFORMATION

<p><b>Dr. Milena Head</b> Instructor headm@mcmaster.ca Office: RJC 232 Office Hours: by appointment Tel: (905) 525-9140 x20515</p>	<p><b>John Laugesen</b> TA laugesjd@mcmaster.ca Office: DSB A211 Office Hours: TBA Tel: (905) 525-9140 x26216</p>
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**Course Website:** <http://avenue.mcmaster.ca>

#### COURSE ELEMENTS

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

#### COURSE DESCRIPTION

A.T. Kearney is a highly successful global management consulting firm that was established in 1926 and has offices located in major business centres in 38 countries. Since 2008, A.T. Kearney has been partnering with top US universities (such as Carnegie Mellon, MIT and the

University of Chicago) to offer an experiential management consulting course to enhance the education and professional development of future industry leaders. These offerings have been very successful and have been growing in their popularity and size. A.T. Kearney's partnership with the DeGroote School of Business for this D701 Fall 2012 offering is its first Canadian university partnership. This is a great opportunity for DeGroote students to integrate and directly apply their MBA knowledge to real-world problems. Under the guidance of faculty and A.T. Kearney consultant mentors, students will gain tangible life experiences in dealing with real clients facing real business problems.

The team consulting project will run the duration of the term. The teams are expected to connect with their clients and consulting mentors weekly to help ensure the team is making progress and that the clients' needs are being met. The projects themselves will consist of three main phases: data collection, analysis, and recommendations. The data collection phase will include interviews with key personnel at the company (and others, if needed), collection of key data, and review of previous literature and practices. The second phase will focus on analyzing and understanding the problem and developing alternative courses of action. The final phase consists of assessing the options, developing recommendations, and preparing both a final report for the client and presentation to your peers.

This course will not belong to any particular Area within the School of Business, but will be offered through the Deans' office as a Faculty-wide course. In alignment with the DeGroote School of Business' Statement of Purpose, this course emphasizes an effective experiential learning approach to prepare students for market-ready success. The instructor will draw from faculty and industry experts across business disciplines to provide foundation and feedback for student development. Projects and lecture topics will be carefully selected to represent various industries and disciplines.

## LEARNING OUTCOMES

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

- Assess business issues to identify root causes of problems
- Develop hypotheses to address real life business problems
- Identify important and relevant information to support the analysis of business problems.
- Perform persuasive analysis to assess industry and organizational contexts.
- Generate realistic alternatives, from which a well-reasoned course of action is recommended.
- Apply and integrate theories from various business disciplines to real-world situations.
- Build, foster and manage effective teams.
- Work in a cross-functional team and understand various stakeholder points of view
- Demonstrate skills to handle ambiguity.
- Demonstrate effective leadership and stakeholder management skills.
- Demonstrate effective presentation skills.
- Handle challenging questions during business meetings and following presentations.

## REQUIRED COURSE MATERIALS AND READINGS

### Lecture Notes, Assignments and other course content

Download from the D701 website <http://avenue.mcmaster.ca>

\$ FREE

## OPTIONAL COURSE MATERIALS AND READINGS

Additional reading will be problem specific and may include information from the client, from team research initiatives or referred from the A.T. Kearney coach or faculty mentors

## EVALUATION

The components of the course grade will be weighted as follows, tentatively. The instructor reserves the right to modify the weightings to adjust for more or less material covered during the term.

### *Components and Weights*

<b>Interim Evaluation</b> (Team)	By Client, A.T. Kearney Coach and Instructor	15%
<b>Final Report</b> (Team)	By Client, A.T. Kearney Coach and Instructor	35%
<b>Final Presentation</b> (Team)	By all course Clients, A.T. Kearney Coaches and Instructor	10%
<b>Term Assessment</b> (individual)	Client and A.T. Kearney Coach Instructor Team members	10% 20% 10%
Total		100%

### *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
A+	90 - 100
A	85 - 89
A-	80 - 84

B+	75 - 79
B	70 - 74
B-	60 – 69
F	00 - 59

### ***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 are encouraged to 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.

### ***Interim Evaluation***

Details of the interim evaluation will be provided in class.

### ***Final Report***

The final assignment/report is required to be a self-explanatory document that includes items such as executive summary, scope, method, alternatives, findings, implications, etc. The final report should be approximately 20-25 single spaced pages (not including references, exhibits or appendices). The minimum length for the final report is 15 pages, and reports should not exceed 25 pages. Please note that visually appealing and relevant figures and exhibits are very important and can typically strengthen the quality of the report. An adequate number of references, most likely based on reputable and applicable trade and mainstream business publications are required. Final report grading will be based 15% on writing quality (e.g., readability, comprehensibility, grammar, spelling, writing style, etc.), 15% on report aesthetics (e.g., layout, formatting, appealing figures and exhibits, etc.) and 70% on content (e.g., inclusion of required elements, innovation, depth, creativity, practicality, etc.) One very important factor that will be involved in the grading is the satisfaction level of the client.

### ***Final Presentation***

Details of the final presentation will be provided in class.

## ***Term Assessment***

Details of the term assessment will be provided in class.

<b>KEY STAKEHOLDERS/RESOURCES</b>
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### ***The Client***

Eight projects from eight Clients will be assigned to the eight student teams in this course. The clients and their projects are **real**. If the clients are satisfied with the recommendations provided by the student teams, they will implement them in their companies. It is important for student teams to understand who the key contacts will be at their Client firms as well as the expectations for Client data access. On average, the expectation is that Clients will be available for the student teams for approximately 1 hour/week. More Client interaction time will be necessary at the beginning and end of the term. Typically, teams will set up weekly conference calls with their Clients as well as communicating via email. In some cases, student teams may need to travel to meet with their Clients in person (which may be in Toronto).

The seven clients for the Fall 2012 term are:

- ArcelorMittal
- Avon
- Canadian Tire
- CIBC
- McCain
- Telus
- Wal-Mart

### ***A.T. Kearney Coach***

Each team will be assigned their own A.T. Kearney Coach, who are all at the Manager or above level. Each A.T. Kearney Coach expects to devote approximately 2 hours/week on average to this course and their assigned team. Their role is to help coach and guide the team throughout the semester. They will be available for weekly conference calls with the team and the client. They will also attend the Client kick-off session and final presentations. They have a wealth of experience. Please leverage their experience and their time wisely.

### ***Faculty Mentors***

In addition to the A.T. Kearney Coach, teams will have access to faculty mentors to provide general guidance and assistance with some domain specific questions. The course instructor, Dr. Milena Head, will work closely with all teams throughout the term to help keep them on track. Dr. Head and the T.A. (John Laugesen) are the primary DeGroote contacts for the teams. They will be assessing your team and individual progress throughout the term. When in doubt as to who to contact for any questions/concern that arise, contact them first.

In addition to the instructor and TA, two domain-specific faculty mentors have been assigned to this course. Dr. Susan McCracken is faculty mentor for accounting and finance oriented questions/issues. Dr. McCracken is an Associate Professor at the DeGroote School of Business,



and is a Chartered Accountant. She practiced with Coopers and Lybrand in Toronto prior to her PhD studies. She teaches auditing at both the MBA and Commerce levels. Her main teaching goals are to get her students to think like “auditors” and to critically evaluate and solve problem. Susan’s research interests include best practice corporate reporting, accounting restatement processes, auditor-client negotiation, auditor litigation, and auditor decision-making. Dr. McCracken can be contacted at 905-525-9140 ext. 23993 or [smccrac@mcmaster.ca](mailto:smccrac@mcmaster.ca).

Dr. Brent McKnight is a faculty mentor for strategy and sustainability oriented questions/issues. Dr. McKnight is an Assistant Professor at the DeGroote School of Business whose research focuses on how firms and systems can build and exhibit resilience to disturbances. Brent has designed and taught courses in both strategic management and sustainability at the undergraduate and masters levels. In addition to his academic experience, Brent has 4 years of experience as a consultant at Accenture where he worked on large scale information technology transformations across all major companies in the Canadian telecom industry. Brent has also worked for a number of large organizations including Dofasco in their information technology department (currently Arcelor Mittal) and IBM in their Personal Systems Group. Brent obtained his MBA from the DeGroote School of Business and PhD from the Ivey School of Business. Dr. McKnight can be contacted at 905-525-9140 ext. 24704 or [bmcknight@mcmaster.ca](mailto:bmcknight@mcmaster.ca).

Dr. Head and Mr. Laugesen will be available during every class. Between classes they will be available via email or meetings (phone/in-person), as appropriate. Drs. McCracken and McKnight will be available during the Interim Evaluation (October 25<sup>th</sup>) and the Quality Assurance Review (November 15<sup>th</sup>). You may also contact Drs. McCracken and McKnight via email throughout to term if you have a specific question that relates to their backgrounds and expertise.

### ***Teaching Assistant***

John Laugesen, the TA for this course is entering his final year in the PhD program at the DeGroote School of Business, specializing in Information Systems. Prior to returning to school to complete his PhD, John accumulated over 17 years of work experience, including 4 years at IBM Canada Ltd. and 6 years at KPMG Management Consulting. While at KPMG, John progressed from Consultant to Senior Consultant and within 4 years of starting at KPMG was promoted to the Manager position. From a consulting engagement perspective, John specialized in market research and market entry strategy projects, working for clients such as Nortel Networks, Bell Canada, Expertech, Future Shop, Manulife Financial and Teleglobe.

## **TEAM WORK GUIDELINES**

A large component of the evaluation of this class will be based on team work. In order to achieve the full benefits expected from working in a team and to be fair to all team members, all members are expected to contribute equally to team work and to be fully informed of all aspects of their team assignments.

One negative aspect of working in teams is that conflict may arise among team members. Such conflict could negatively impact the progress of the team towards achieving its objectives.

Hence, every effort should be made, by all team members to be reasonable and to avoid conflicts.

## **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/univsec/policy/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 ACADEMIC WORK**

Where students miss a scheduled deliverable, assessment or class participation for legitimate reasons as determined by the MBA Academic Services Office, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the 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://mbastudent.degroote.mcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

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

Students unable to meet a scheduled deliverable or assessment due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the 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.

If a scheduled deliverable or assessment 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 – FALL 2012**

WEEK	DATE	ASSIGNMENT
1	Sept 13	<p><b>Lecture:</b> Course overview and outline of projects (M. Head and P. Inglis)  <b>Workshop:</b> Managing for Engagement Success (A.T. Kearney)  <b>Action:</b> Students e-mail laugesjd@mcmaster.ca by Monday September 17<sup>th</sup>, 9:00 am their top three project choices/preferences and any preferred team members. Team and project assignments will be sent to the class by Tuesday September 18<sup>th</sup>.</p> <p><b>IMPORTANT NOTE:</b> Class begins at 4:00 pm on Sept 13<sup>th</sup>; pizza will be served during dinner break.</p>
2	Sept 20	<p><b>Lecture 1: Collaborative Value Creation: Going from “Me” to “We” (A.T. Kearney)</b>  <b>Project work:</b> following the lecture, teams work on their projects in assigned collaboration rooms as instructor and TA visit the teams.</p> <p><b>IMPORTANT NOTE:</b> Students can not Drop/Add this course after Sept 17<sup>th</sup></p>
3	Sept 27	<p><b>Lecture:</b> Expectations for the Client Kick-off (M. Head)  <b>Client Kick-off:</b> Each team will meet with their clients and A.T. Kearney coaches. Projects will be scoped out and defined.</p>
4	Oct 4	<p><b>Lecture 2: The Role of Purchasing in a Manufacturing Organization (ArcelorMittal)</b>  <b>Project work:</b> following the lecture, teams work on their projects in assigned collaboration rooms as instructor and TA visit the teams.</p>
5	Oct 11	<p><b>Project work:</b> Teams meet in assigned collaboration rooms as instructor and TA visit the teams.</p>
6	Oct 18	<p><b>Lecture 3: Product Development and Global Sourcing (Canadian Tire)</b>  <b>Project work:</b> following the lecture, teams work on their projects in assigned collaboration rooms as instructor and TA visit the teams.</p>
7	Oct 25	<p><b>Interim Evaluation:</b> Each team presents to Client, A.T. Kearney and faculty for 15 minutes followed by 10 minute Q&amp;A.</p> <p><b>IMPORTANT NOTE:</b> In-camera presentations begins at 6:00 pm on Oct 25<sup>th</sup></p>

8	Nov 1	<b>Lecture 4: Corporate Social Responsibility (McCain)</b> <b>Project work:</b> following the lecture, teams work on their projects in assigned collaboration rooms as instructor and TA visit the teams.
9	Nov 8	<b>Lecture 5: Social Media (CIBC)</b> <b>Project work:</b> following the lecture, teams work on their projects in assigned collaboration rooms as instructor and TA visit the teams.
10	Nov 15	<b>Quality Assurance:</b> Two in-camera sessions in parallel. Each team presents to A.T. Kearney and faculty for 20 minutes followed by 15 minute Q&A and feedback session.
11	Nov 22	<b>Lecture 6: Talent Development (Telus)</b> <b>Project work:</b> following the lecture, teams work on their projects in assigned collaboration rooms as instructor and TA visit the teams.
12	Nov 29	<b>Project work:</b> Teams meet in allocated collaboration rooms as instructor and TA visit the teams
13	Dec 6	<b>Client Handoff (2:30 – 3:30 pm):</b> Team and Client meeting where work project is handed over in detail (assigned collaboration rooms) <b>Final Project Presentations (3:30 – 6:30 pm):</b> 15 minute presentation followed by 5 minute Q&A (auditorium)  <b>IMPORTANT NOTE: Class begins at 2:30 pm on Dec 6<sup>th</sup>.</b>

Please note that while the topics of the lectures will not be significantly modified, their timing in the course may change due to the availability of the speakers.



## SCHOOL OF GRADUATE STUDIES

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**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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		Business		
<b>COURSE TITLE</b>		Valuation for Finance Professionals		
<b>COURSE NUMBER</b>	F700	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Dr. A. Danielova		
<b>PREREQUISITE(S)</b>		F600		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Winter 2014	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL?</b> If Yes, PROVIDE THE DATE: Sel. Topics: 2010-13	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? No</b> If Yes, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.</b>				
<b>CHANGE IN COURSE TITLE</b>		<b>PROVIDE THE CURRENT COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>		<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER</b>		<b>EXPLAIN:</b>		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> The goal of the course is to build students' skills and confidence in answering the question: "What is a company worth?" Through the use of case analysis (supplemented with lecture-based background material), we will examine the drivers of corporate value, traditional and alternative valuation models and approaches, and various valuation situations (IPO valuation, private equity and LBO valuation, valuation of high-growth and mature firms, etc.). The course helps prepare students for a long-term career as an investment or commercial banker with a corporate finance focus, the CEO/CFO of a company, or a financial consultant in the financial services industry or in government.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> Through the extensive use of case analysis (supplemented with lecture-based background material), we will examine the practice of valuation of projects, divisions, and companies in today's business world. The course focuses on public companies or companies planning to go public. Various valuation situations (IPO valuation, appropriate private equity and LBO valuation, valuation of high-growth and mature firms, etc.) are discussed in detail with emphasis given to the most appropriate valuation models for each situation. Upon completion of this course, students will be able to identify drivers of corporate value creation and be able to identify appropriate valuation tools for a particular company and situation choosing among seven different approaches.  Materials used in the course are: Tim Koller, Marc Goedhart, David Wessels, VALUATION: Measuring and Managing the Value of Companies, McKinsey and Company, Wiley, 5th Ed.; Course Pack, containing cases; Articles and other materials passed out in class				

<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>This course is an applied course in corporate valuation. The objective is to provide students with cutting-edge valuation tools that are based on the modern finance theory of value-based management. The course focuses on public companies, as opposed to private business valuation, which is the focus of the Strategic Business Valuation Specialization.</p> <p>The course has been offered successfully as a Selected Topics course for the past 4 years (including Winter 2013). We are now recommending the course for inclusion in the Graduate Calendar.</p>														
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>25 students</p>														
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>This course is taught primarily through case studies augmented by lectures.</p>														
<p><b>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.)</b></p> <p>All work will be evaluated on an individual basis except in certain cases where group work is expected. In these cases group members will share the same grade adjusted by peer evaluation if necessary. The final grade will be calculated as follows:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2"><b>GRADE COMPONENTS AND WEIGHTS</b></td> </tr> <tr> <td>Project (group)</td> <td style="text-align: right;">30%</td> </tr> <tr> <td>Case Assignment 1 (individual)</td> <td style="text-align: right;">15%</td> </tr> <tr> <td>Case Assignment 2 (individual)</td> <td style="text-align: right;">15%</td> </tr> <tr> <td>Final exam (individual)</td> <td style="text-align: right;">30%</td> </tr> <tr> <td>Participation (individual)</td> <td style="text-align: right;">10%</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>100%</b></td> </tr> </table>	<b>GRADE COMPONENTS AND WEIGHTS</b>		Project (group)	30%	Case Assignment 1 (individual)	15%	Case Assignment 2 (individual)	15%	Final exam (individual)	30%	Participation (individual)	10%	<b>Total</b>	<b>100%</b>
<b>GRADE COMPONENTS AND WEIGHTS</b>														
Project (group)	30%													
Case Assignment 1 (individual)	15%													
Case Assignment 2 (individual)	15%													
Final exam (individual)	30%													
Participation (individual)	10%													
<b>Total</b>	<b>100%</b>													
<p><b>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).</b></p> <p>No</p>														
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>N/A</p>														
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>       <p>Name: Dr. Anna N. Danielova      Email: adaniel@mcmaster.ca      Extension: 26193      Date: December 5, 2012</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

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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.

<b>DEPARTMENT/PROGRAM</b>		Business		
<b>COURSE TITLE</b>		Alternative Investments and Portfolio Management		
<b>COURSE NUMBER</b>	F701	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Adeel Mahmood		
<b>PREREQUISITE(S)</b>		BUSINESS F600		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Winter 2014	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL?</b> If Yes, Provide the Date: Sel Topics, Winter 2013	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If Yes, Attach to this form any relevant correspondence with the other department(s). <b>NOTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.</b>				
<b>CHANGE IN COURSE TITLE</b>		<b>PROVIDE THE CURRENT COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>		<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER</b>		<b>EXPLAIN:</b>		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> This course introduces students to a wide range of alternative investments, including hedge funds, private equity, commodities, real estate, and infrastructure. Students are also provided with a deep, cutting-edge treatment of modern hedge fund investment strategies as well as a rigorous analysis of the practical portfolio management process. This course is highly recommended for any student considering a career in investments, portfolio management, corporate finance, investment advisory services, or the broader financial industry.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b>  Outline of topics: * A survey of a range of alternative investments, including hedge funds, commodities, distressed debt, private equity, infrastructure, real estate, and others; and * Institutional portfolio management topics such as capital market expectations, asset allocation, evaluating and monitoring portfolios, and applications to bond and equity portfolio management  Texts to be used: * Maginn, Tuttle, Pinto, McLeavey; Managing Investment Portfolios: A Dynamic Process (CFA Institute Investment Series); Third (3rd) Edition; Wiley, 2007; ISBN: 978-0470080146 * Maginn, Tuttle, Pinto, McLeavey; Managing Investment Portfolios Workbook: A Dynamic Process (CFA Institute Investment Series); Third (3rd) Edition; Wiley, 2007; ISBN: 978-0470104934.				



<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>The course allows graduate business students to extend their knowledge of investments, finance, and capital markets into the alternative investments space and applications to portfolio management. We currently offer a range of courses that cover traditional investments, so this course will fulfill the learning needs of students looking to gain a better understanding of alternative investments and portfolio management. We also expect the course to cover a significant portion of the CFA curriculum, which will assist in our efforts to have the MBA curriculum approved as a partner program by the CFA Institute.</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>35 students</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>This course is taught primarily using in-class lectures and discussions, but will also make significant use of real-life simulations in a financial trading lab. It may be supplemented with the participation in class of guest speakers.</p>
<p><b>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.)</b></p> <p>Class participation 20%, integrated assignment 20%, two term tests of 15% each, final group project 30%</p>
<p><b>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).</b></p> <p>NO</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>N/A</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>     <p>Name: Trevor Chamberlain      Email: chambert@mcmaster.ca      Extension: 23980      Date: January 09, 2013</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

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<b>DEPARTMENT/PROGRAM</b>		DeGroote School of Business		
<b>COURSE TITLE</b>		Market Trading and Risk Management with Futures		
<b>COURSE NUMBER</b>	F742	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (x)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		John Siam		
<b>PREREQUISITE(S)</b>		F600 (Managerial Finance)		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> January 2014	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? YES</b> IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.</b>				
<b>CHANGE IN COURSE TITLE</b>		<b>PROVIDE THE CURRENT COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>		<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER</b>		<b>EXPLAIN:</b>		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> This experiential course develops practical skills in trading securities with a focus on futures and forwards as tools to manage risk and enhance return. The course deals comprehensively with the increased importance of risk and uncertainty in today's financial markets. The course relies on the facilities and resources available in the Horizon Exchange Traded Funds Investment Decision Centre (IDC).				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> The experiential course includes lectures that review stocks, indices, ETFs, money markets, bonds, currency markets, and their corresponding futures and forwards. The focus is on trading and trading strategies that utilize cash securities in combination with futures and forwards. Students are introduced to different financial instruments, institutional details, back office, market microstructure, exchange futures and over-the-counter forwards, principles of valuation, risk management and hedging techniques. Speculative strategies are also discussed and are examined in great detail. The specific topics cover exchange and over-the-counter trading, market microstructure, reading the "signs" and "pulse" of the market, understanding the electronic book, risk/reward analysis, arbitrage, government and corporate securities, selection criteria, degrees of trading aggressiveness, uses of futures/forwards, such as naked futures/forwards trading, cash and carry philosophy, degrees of aggressiveness in futures/forwards hedging, arbitrage, and various exotic futures spreads.  Textbook: The Trading Manual, Second Canadian Edition Version 3.0, John J. Siam				

<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>This course fits in with the Accounting &amp; Financial Management Services and the Finance &amp; Business Economics Areas' offerings given the increased regulatory focus on risk management, both at the micro level of individual organizations (SOX 2002 (SOX 404), and the formation of the Public Company Accounting Oversight Board in the US and the Canadian Public Accountability Board in Canada), and the heightened awareness of systemic issues following the recession of 2008. The course will complement the training afforded to future industry professionals by sensitizing them to the concepts of spanning scenarios, the impact of those scenarios on the market and the idea of accountability beyond the content covered traditionally in accounting and finance classes. A good example is the recent creation of the RiskFin division at the SEC.</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>20 students</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>In addition to lectures the course employs several skill and competency building tools that include:</p> <ul style="list-style-type: none"> <li>-Real-time Trading Sessions (students trade market assigned securities and their futures using risk management strategies)</li> <li>-Weekly Market &amp; Securities Analysis (group assignment, present market outlook and detailed analysis that form the basis of trading)</li> <li>-Trading Cases (provide understanding of important market microstructure concepts)</li> <li>-Traders in Residence Program (adds market reality, street insights and professional experience)</li> <li>-Bay Street Visit (students are invited to sit in on the morning meeting and spend a day with professional traders in their environment)</li> <li>-Individual Final Project (in-depth analysis and justification for student's trading activities)</li> </ul>
<p><b>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.)</b></p> <p>Learning in this course result from lectures, related readings, assignments, trading simulations, Trader in Residence presentations, trading cases, weekly reports, final project and in class discussions. Students' work is evaluated on an individual basis in the following manner:</p> <ul style="list-style-type: none"> <li>- Weekly Market and Securities Analysis Reports (10%)</li> <li>- Trading Cases (10%)</li> <li>- Midterm Exam (30%)</li> <li>- Individual Final Project (50%).</li> </ul> <p>EXTRACURRICULAR ACTIVITIES  GTF MarketWatch (<a href="http://gtf.mcmaster.ca">http://gtf.mcmaster.ca</a>)  A weekly financial letter prepared mostly by students and designed to inform/educate DeGroote, McMaster and the communities.</p>
<p><b>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).</b></p> <p>The course is to be cross-listed as an Accounting course.</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>N/A.</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>          <p>Name: John Siam      Email: <a href="mailto:siam@mcmaster.ca">siam@mcmaster.ca</a>      Extension: 27028      Date: January 7, 2012</p>

If you have any questions regarding this form, please contact the 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 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		DeGroote School of Business		
<b>COURSE TITLE</b>		Market Trading and Risk Management with Options		
<b>COURSE NUMBER</b>	F722	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (x)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>	John Siam			
<b>PREREQUISITE(S)</b>	F600 (Managerial Finance)			
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>		<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? YES</b> IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.</b>				
<b>CHANGE IN COURSE TITLE</b>	X	<b>PROVIDE THE CURRENT COURSE TITLE:</b> Market Trading and Risk Management		
<b>CHANGE IN COURSE DESCRIPTION</b>	X	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER</b>	X	<b>EXPLAIN:</b> This course is cross-listed as Business *A722		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> This experiential course develops practical skills in trading securities with a focus on options as a tool to manage risk and enhance return. The course deals comprehensively with the increased importance of risk and uncertainty in today's financial markets. The course relies on the facilities and resources available in the Horizon Exchange Traded Funds Investment Decision Centre (IDC).				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> This experiential course includes lectures that review stocks, indices, ETFs, bonds, currencies, and their corresponding options. The focus is on trading and trading strategies that utilize cash securities in combination with options and options spreads. Students are introduced to different financial instruments, institutional details, back office, market microstructure, exchange and over-the-counter options, principles of valuation, risk management and hedging techniques. Speculative strategies are also discussed and are examined in great detail. The specific topics cover exchange and over-the-counter trading, market microstructure, reading the "signs" and "pulse" of the market, understanding the electronic book, risk/reward analysis, arbitrage, government and corporate securities, selection criteria, degrees of trading aggressiveness, uses of options, such as naked option selling, covered writing philosophy, ratio call writing, degrees of aggressiveness in hedging and arbitrage, and various exotic options spreads.  Textbook: The Trading Manual, Second Canadian Edition Version 3.0, John J. Siam				

<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>This course fits in with the Accounting &amp; Financial Management Services and the Finance &amp; Business Economics Areas' offerings given the increased regulatory focus on risk management, both at the micro level of individual organizations (SOX 2002 (SOX 404), and the formation of the Public Company Accounting Oversight Board in the US and the Canadian Public Accountability Board in Canada), and the heightened awareness of systemic issues following the recession of 2008. The course will complement the training afforded to future industry professionals by sensitizing them to the concepts of spanning scenarios, the impact of those scenarios on the market and the idea of accountability beyond the content covered traditionally in accounting and finance classes. A good example is the recent creation of the RiskFin division at the SEC.</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>20 students</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>In addition to lectures the course employs several skill and competency building tools that include:</p> <ul style="list-style-type: none"> <li>-Real-time Trading Sessions (students trade market assigned securities and their options using risk management strategies)</li> <li>-Weekly Market &amp; Securities Analysis (group assignment, present market outlook and detailed analysis that form the basis of trading)</li> <li>-Trading Cases (provide understanding of important market microstructure concepts)</li> <li>-Traders in Residence Program (adds market reality, street insights and professional experience)</li> <li>-Bay Street Visit (students are invited to sit in on the morning meeting and spend a day with professional traders in their environment)</li> <li>-Individual Final Project (in-depth analysis and justification for student's trading activities)</li> </ul>
<p><b>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.)</b></p> <p>Learning in this course result from lectures, related readings, assignments, trading simulations, Trader in Residence presentations, trading cases, weekly reports, final project and in class discussions. Students' work is evaluated on an individual basis in the following manner:</p> <ul style="list-style-type: none"> <li>- Weekly Market and Securities Analysis Reports (10%)</li> <li>- Trading Cases (10%)</li> <li>- Midterm Exam (30%)</li> <li>- Individual Final Project (50%).</li> </ul> <p>EXTRACURRICULAR ACTIVITIES  GTF MarketWatch (<a href="http://gtf.mcmaster.ca">http://gtf.mcmaster.ca</a>)  A weekly financial letter prepared mostly by students and designed to inform/educate DeGroote, McMaster and the communities.</p>
<p><b>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).</b></p> <p>This course is cross-listed as A722</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>N/A.</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p> <p>Name: John Siam      Email: <a href="mailto:siam@mcmaster.ca">siam@mcmaster.ca</a>      Extension: 27028      Date: January 7, 2012</p>

If you have any questions regarding this form, please contact the 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](mailto: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.

<b>DEPARTMENT</b>		Health Policy and Management						
<b>NAME OF PROGRAM</b>		Health Services Management Specialization						
<b>PROGRAM DEGREE</b>	Ph.D. ( )	M.A. ( )	M.A.Sc. ( )	M.B.A. (X)	M. Eng. ( )	M.Sc. ( )	Diploma Program ( )	Other (Specify)
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>								
<b>CHANGE IN ADMISSION REQUIREMENTS</b>		<input type="checkbox"/>	<b>CHANGE IN COMPREHENSIVE EXAMINATION PROCEDURE</b>		<input type="checkbox"/>	<b>CHANGE IN COURSE REQUIREMENTS</b>		<input checked="" type="checkbox"/>
<b>CHANGE IN THE DESCRIPTION OF A SECTION IN THE GRADUATE CALENDAR</b>			<b>EXPLAIN:</b>					
<b>OTHER CHANGES</b>	<input checked="" type="checkbox"/>	<b>EXPLAIN:</b> Move C726 from the list of required courses to the list of the possible electives. Move C700 from the list of possible electives to the list of required courses.						
<b>DESCRIBE THE <u>EXISTING</u> REQUIREMENT/PROCEDURE:</b>  *C726 (Critical Issues in Health Services Management) is currently a required course for students in the Health Services Management specialization. *C700 (Introduction to Health Management) is currently an elective for students in the Health Services Management specialization.								
<b>PROVIDE A DETAILED DESCRIPTION OF THE RECOMMENDED CHANGE (Attach additional pages if space is not sufficient.)</b>  Move *C726 from the list of required courses to the list of the possible electives. Move *C700 from the list of possible electives to the list of required courses.								

**RATIONALE FOR THE RECOMMENDED CHANGE:**

The introductory course will become the required course.

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

beginning of 2013/14 academic year

**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:**

As above

**CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:**

Name: Glen Randall      Email: randalg@mcmaster.ca      Extension: 26191      Date submitted: January 15, 2013

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/2012



## 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>	Health Policy and Management		
<b>COURSE TITLE</b>	C725 (Managing Communications in Health Care)		
<b>COURSE NUMBER</b>	C725	<b>COURSE CREDIT</b>	
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>
			<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>	Patricia Wakefield		
<b>PREREQUISITE(S)</b>	Registration in the MHM, GH, eHealth, or HSM specialization of the MBA or permission of the instructor.		

**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? X</b> If YES, PROVIDE THE DATE: January 2013
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? No</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.</b>			
<b>CHANGE IN COURSE TITLE</b>		<b>PROVIDE THE NEW COURSE TITLE:</b>	
<b>CHANGE IN COURSE DESCRIPTION</b>		<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>	
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>	
<b>OTHER CHANGES</b>		<b>EXPLAIN:</b>	

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

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

**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 to provide students with the knowledge and skills to understand strategic communication management and principles, theoretical perspectives and practices and to apply them in the health care industry. The ability to communicate complex information and ideas effectively to diverse audiences is increasingly recognized as critical for successful healthcare organizations. Course content is divided into the following learning modules:

Module 1: Introduction to Health Communication (Week 1: Overview of Health Communication; Week 2: Behavioural and Communication Theories; Week 3: Strategic Communication Planning)

Module 2: Social, Cultural & Organizational Contexts (Week 4: Communication within Healthcare Organizations; Week 5: Health Literacy; Week 6: Culture and Diversity)

Module 3: Interpersonal Communication (Week 7: Patient-Provider Communication; Week 8: Communication for Healthcare Teams)

Module 4: Public Opinion: The Role of Traditional and New Media (Week 10: Media and Health Promotion; Week 11: New Technologies and Health Communication)

Module 5: Issues & Crisis: (Week 12: Global and Large-Scale Threats; Week 13: Organizational and Local Issues)



<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>This course meets the needs of the HP&amp;M area by providing an on-line elective option for the Master of Health Management on-line program (because McMaster has limited elective options for on-line students many of these students have been taking their elective course at other universities). The course will also be attractive to our MBA students (particularly those that are part-time and find it difficult to schedule courses to complete their Health Services Management specialization requirements).</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>40</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>This course is delivered in an online format using Avenue to Learn (A2L) as the principal mode of instruction. Topics are explored through a review of documents, course assignments, case studies and online discussions. Students are expected to be adult learners who will independently read course content posted on the course website, analyze information, and share their experiences, new knowledge and understanding with their classmates through online discussions so that they learn from each other as well as from the instructor(s). Students will use course content posted on the course A2L site, articles, readings and the course text as resources for learning. Principal Text: Hicks, NJ and Nicols, CM (2012), Health Industry Communication, Jones and Bartlett.</p>
<p><b>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (<u>percentage breakdown, if possible</u>): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</b></p> <p>Students will be evaluated as follows:</p> <p>Participation:          (assignments #1-10: weekly on-line discussion questions using course materials and independent research) 50%          Assignment #11 - development of a mini communications strategy based on a current /recent news story 10%          Assignment #12 - experiential project on a health care communications topic (10% proposal, 30% final written submission) 40%</p>
<p><b>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).</b></p> <p>minimal overlap with any existing course</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>It is expected that the course will be taken primarily by a combination of MBA (HSM) students and Master of Health Management (MHM) students. Pat Wakefield is also the DSB Director of the MHM program.</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p> <p>Name: Glen Randall      Email: randalg@mcmaster.ca      Extension: 26191      Date submitted: January 15, 2013</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/2012



## 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		Human Resources & Management Area, Degroote School of Business		
<b>COURSE TITLE</b>		Entrepreneurship from a Diverse University Base		
<b>COURSE NUMBER</b>	Bus B733	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Benson Honig		
<b>PREREQUISITE(S)</b>		undergraduate degree (any subject)		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Sept. 2013	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? YES</b> If YES, PROVIDE THE DATE: Jan 2009-2011	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input checked="" type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b> Multidisciplinary Entrepreneurship		
<b>CHANGE IN COURSE DESCRIPTION</b>		<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>	<b>CHANGE TO QUARTER COURSE</b>	
<b>COURSE CANCELLATION</b>		<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>	<input checked="" type="checkbox"/>	<b>EXPLAIN:</b> This course needs a permanent number. Was offered under B748 - Special Topics in Organizational Behaviour		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> This course examines issues associated with mounting entrepreneurial ventures from a heterogeneous university base and addresses such concerns as intellectual property, marketing, strategic human resources, raising capital, and starting and growing a business in that context. The course is open to students from all faculties at McMaster and provides an opportunity to develop networks for accessing varied resources for entrepreneurial ventures.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> 15 journal articles, one book (HBS press) seven cases. Sections are offered thematically including theory, evaluation, and practice. Topics explored include theories of entrepreneurship, contingency planning, innovation and creativity, marketing, VC and finance, organizational planning, marketing, legal, and ethical issues. Bringing together teams of graduate students from different academic orientations to explore the development of new ventures is one of the goals of this particular course. A secondary goal is to explore the theoretical and empirical study of entrepreneurship, entrepreneurship promotion, development, support, and life-cycle. This will allow students to draw on current theoretical frameworks to their future entrepreneurial activities, through familiarity with what research says is most typical, effective, and characteristic for new venture development.				

<b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b>  There is a growing demand for entrepreneurship and entrepreneurship related courses. I have been asked to assist with an MBA entrepreneurship club. Many of our students are seeing this as a viable outcome of their studies. Having a diverse student enrollment in the course helps to facilitate idea generation and business development.																
<b>2. EXPECTED ENROLMENT:</b>  15-25 students.																
<b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b>  Course has a combination of lectures, presentations, guest speakers, simulations, and student interaction (debates). Further, ethical issues are widely debated during this course.																
<b>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.)</b>  <table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">Components and Weights</td> </tr> <tr> <td>Class participation</td> <td style="text-align: right;">15</td> </tr> <tr> <td>Self Assessment paper</td> <td style="text-align: right;">10</td> </tr> <tr> <td>Entrepreneur interview</td> <td style="text-align: right;">10</td> </tr> <tr> <td>Team grade: Based on 7 team case essays &amp; presentations</td> <td style="text-align: right;">20</td> </tr> <tr> <td>Team simulation activity</td> <td style="text-align: right;">10</td> </tr> <tr> <td>Team** written project and presented project (includes Team presentations)</td> <td style="text-align: right;">35</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">100%</td> </tr> </table>	Components and Weights		Class participation	15	Self Assessment paper	10	Entrepreneur interview	10	Team grade: Based on 7 team case essays & presentations	20	Team simulation activity	10	Team** written project and presented project (includes Team presentations)	35	TOTAL	100%
Components and Weights																
Class participation	15															
Self Assessment paper	10															
Entrepreneur interview	10															
Team grade: Based on 7 team case essays & presentations	20															
Team simulation activity	10															
Team** written project and presented project (includes Team presentations)	35															
TOTAL	100%															
<b>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).</b>  No. Students have taken other entrepreneurship courses in our program - all insist that this class is very different and covers entirely new material. There is no overlap.																
<b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b>  Yes, I have support from all the major deans at McMaster, who routinely have been sending on the emails advertising this course. For this reason, our enrollments are typically split between business and other faculties.																
<b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b>     <div style="display: flex; justify-content: space-between;"> <span>Name: Benson Honig</span> <span>Email: bhonig@mcmaster.ca</span> <span>Extension: 23943</span> <span>Date: Nov 1, 2012</span> </div>																

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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		Human Resources & Management Area, DeGroote School of Business		
<b>COURSE TITLE</b>		Strategic Management of Technology		
<b>COURSE NUMBER</b>	B730	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Dr. John Medcof (or alternate)		
<b>PREREQUISITE(S)</b>		H600		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Ongoing course	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM <u>EACH</u> DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	PROVIDE THE NEW COURSE TITLE:		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input type="checkbox"/>	600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	PROVIDE THE REASON FOR COURSE CANCELLATION:		
<b>OTHER CHANGES</b>	<input checked="" type="checkbox"/>	<b>EXPLAIN:</b> Change in prerequisite from H600 to B600. The material covered in H600 is not required for this course		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> Description to remain the same. The only change is that the prerequisite is to be B600.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> The content of the course remains unchanged.				

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 ( <u>percentage breakdown, if possible</u> ): (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: Willi H. Wiesner    Email: wiesner@mcmaster.ca    Extension: 23985    Date submitted: Feb 5, 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/2012



## 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		Marketing		
<b>COURSE TITLE</b>		M735 Marketing Analytics		
<b>COURSE NUMBER</b>	M735	<b>COURSE CREDIT</b> <b>FULL COURSE ( )</b> <b>HALF COURSE (x)</b> <b>QUARTER (MODULE) ( )</b>		
<b>INSTRUCTOR(S)</b>	Ken Deal			
<b>PREREQUISITE(S)</b>	Q600 & M600			
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Winter 2014	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL?</b> NO If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?</b> NO If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM <u>EACH</u> DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>		PROVIDE THE NEW COURSE TITLE:		
<b>CHANGE IN COURSE DESCRIPTION</b>		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		PROVIDE THE REASON FOR COURSE CANCELLATION:		
<b>OTHER CHANGES</b>		EXPLAIN:		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> Great marketing decisions are typically based on the sophisticated analysis of timely in-depth consumer, competitor and environmental information. Students in Marketing Analytics will get hands-on experience with the tools used by the most advanced marketing consultants and large successful marketers. We'll study data mining, marketing segmentation, visualization of findings, predictive analytics, key marketing models, big data and more through discussions, cases and projects – and the software that makes it possible.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> 1. What's the marketing purpose of marketing analytics? They talk about "mining" but where's the gold? 2. It can't be done without the technology – introduction to software for marketing analytics: • SPSS, R & R packages, Smart-PLS, XLSTAT, HB Regression, PMML, ADAPA 3. Before you begin, you need to get started! • Cleaning the data. What to do about 'missing values'? Reshaping the data set. 4. Predictive analytics: • The core basics –regression for many reasons.				

5. Predictive analytics – beyond the basics & into reality:
  - Past the basics – hierarchical Bayes analysis
  - Short & Fat – correlated component regression & partial least squares
6. Visualization of the meaning of the analyses:
  - Correspondence analysis (R), Factor analysis & multiple factor analysis (R & XLSTAT), Multidimensional scaling (R), ggplot2 (R)
7. Developing roadmaps for marketing decisions:
  - SEM (SmartPLS)
8. What is BIG DATA and what can it do for you?
9. Investigating heterogeneity, the Croix de Guerre!
  - Cluster analysis (SPSS, R), Latent class analysis (LatentGOLD, R)
10. More heterogeneity
  - Shrinking data (R clues). Medoids (R pamk)
11. Segmentation for better marketing decisions
12. Developing typing tools.
  - Purpose & challenge of typing tools. Scoring data sets: PMML, ADAPA
13. Presentations of course projects.

<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>Marketing Analytics is intended to address the mounting need in business for greater understanding of the market and for making better marketing decisions based on insightful analysis of marketing data. This course may provide the basis for developing a graduate concentration in marketing analytics. In the process, the course is also expected to act as a standard bearer and focus the Marketing area's increasing scholarly and professional capacity in the domain of marketing analytics.</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>20</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>Each topic will be introduced by the professor through lectures and workshops. Several assignments will be required during the term with a major term team project at the end.</p>
<p><b>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION (<u>percentage breakdown, if possible</u>): (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)</b></p> <p>Individual assignments (70%), term research project (30%)</p>
<p><b>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).</b></p> <p>no</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>NA</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>   <p>Name: Ken Deal Email: deal@mcmaster.ca      Extension: 23971      Date submitted: 10dec12</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/2012



# **Business M735 Marketing Analytics Winter 2014 Course Outline**

## **Marketing @ DeGroote School of Business McMaster University**

### **Course Objective**

Some key words heard frequently in marketing departments today are analytics, informatics, bio-informatics, algorithmics, big data and data mining. Great marketing decisions are typically based on the sophisticated analysis of timely in-depth consumer, competitor and environmental information. Students in Marketing Analytics will get hands-on experience with the tools used by the most advanced marketing consultants and large successful marketers. We'll study data mining, marketing segmentation, marketing research visualization, predictive analytics, key marketing models, big data and more through discussions, cases and projects. Students will learn how to use the software that they will encounter when conducting marketing analyses in business.

**Prerequisites:** M600 or equivalent and Q600 or equivalent.

### **Instructor and Contact Information**

**Dr. Ken Deal, MBA, PhD, CMRP, FMRIA**

Associate Professor of Marketing

deal@mcmaster.ca

Office: DSB #204 & RJC #217A

Office Hours: Monday 2:30PM-4:00PM, 6:15PM–  
6:50PM in RJC217A

& by appointment at DSB204

Tel: (905) 525-9140 x23971

**Course Website:** On course ftp site.

### **Course Elements**

Credit Value:	3	Leadership:	Yes	IT skills:	Yes	Global view:	No
Avenue:	No	Ethics:	Yes	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes

## Required Course Materials and Readings

K. Deal. *Marketing Analytics for Real Insights*. 2013. [Available free for reading online. The book can be purchased for printing at \$4.95 per chapter or \$39.95 for the complete book.]

Deal, Ken (2009). *A Guide to PASW (SPSS) Statistics 21.0*. [Available free for reading online. The book can be purchased for printing at \$4.95 for the complete book.]

## Evaluation

### *Teaching Method*

The main learning platform in this course will be several individual assignments and a term project. Classes will consist of lectures, workshops, and discussion of your assignments and projects. Lectures will elaborate and reinforce the assigned textbook material. For this reason, the information will be covered quickly, allowing more time for examples and discussion. Therefore, it is important that you complete the assigned readings **before** class and bring any assigned lecture notes to class.

All work will be evaluated on an individual basis except in certain cases where group work is expected. In these cases group members will share the same grade adjusted by peer evaluation. Your final grade will be calculated as follows:

### Components and Weights

Individual Assignments	Assigned regularly throughout the term.	70%
Research project	Due April 8th in class	30%
Total		100%

### Key Deadlines for Your Team Project:

Recruit Client .....January 27<sup>th</sup>  
Project Proposal.....February 10<sup>th</sup>  
Project Draft Analysis .....March 10<sup>th</sup>  
Project Report & Presentation .....April 7<sup>th</sup>

## 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
A+	90 - 100
A	85 - 89
A-	80 - 84
B+	75 - 79
B	70 - 74
B-	60 - 69
F	00 - 59

## Communication and Feedback

Students who are uncomfortable in directly approaching an instructor regarding a course concern may choose to send a confidential and anonymous email to the respective Area Chair at:

<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 are encouraged to 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.

### 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/univsec/policy/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>

## Copyright

McMaster University has signed a license with the Canadian Copyright Licensing Agency (Access Copyright) which allows professors, students, and staff to make copies allowed under *fair dealing*. Fair dealing with a work does not require the permission of the copyright owner or the payment of royalties as long as the purpose for the material is private study, and that the total amount copied equals **NO MORE THAN 10 percent** of a work or an entire chapter which is less than 20 percent of a work. In other words, it is illegal to: i) copy an entire book, or ii) repeatedly copy smaller sections of a publication that cumulatively cover over 10 percent of the total work's content. Please refer to the following copyright guide for further information:

<http://library.mcmaster.ca/about/copying.pdf>

## Missed Academic Work

### ***Missed Mid-Term Examinations / Tests / Class Participation***

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons as determined by the MBA Academic Services Office, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the 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://mbastudent.degroote.mcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

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

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the 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.

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

### ***Missed Final Examinations***

A student who misses a final examination without good reason will receive a mark of 0 on the examination.

All applications for deferred and special examination arrangements must be made to the 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 following term. There will be one common sitting for all deferred exams.

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

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

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

In such cases, the request for a deferred examination privilege must be made in writing to the MBA Academic Services Office within five business days of the missed examination.

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

- Students who have religious obligations which make it impossible to write examinations at the times posted are required to produce a letter from their religious leader stating that they are unable to be present owing to a religious obligation.
- Part-time students who have business commitments which make it impossible to write examinations at the times posted are required to produce a letter on company letterhead from the

student's immediate supervisor stating that they are unable to be present owing to a specific job commitment.

In such cases, applications must be made in writing to the MBA Academic Services Office at least ten business days before the scheduled examination date and acceptable documentation must be supplied.

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

In such cases, the request for a deferred examination privilege must be made in writing to the MBA Academic Services Office within ten business days of the end of the examination period.

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

### **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 course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. 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.

### **Research Using Human Subjects**

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

<http://www.pre.ethics.gc.ca>

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University's research ethics guidelines:

<http://www.mcmaster.ca/ors/ethics>

Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

<b>Additional Headings</b>
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## Course Schedule

### M735 Marketing Analytics Winter 2014 Course Schedule

Week	Topic	Readings, Exercises
1. 06Jan14	What's the marketing purpose of marketing analytics? They talk about "mining" but where's the gold?	
2. 13Jan14	It can't be done without the technology – introduction to software for marketing analytics: <ul style="list-style-type: none"> <li>• SPSS</li> <li>• R &amp; R packages</li> <li>• Smart-PLS</li> <li>• XLSTAT</li> <li>• Sawtooth Software HB Regression</li> <li>• PMML, ADAPA</li> </ul>	R notes
3. 20Jan14	Before you begin, you need to get started! <ul style="list-style-type: none"> <li>• Cleaning the data.</li> <li>• What to do about 'missing values'?</li> <li>• Reshaping the data so you can begin the analysis.</li> </ul>	Assignment 1
4. 27Jan14	Predictive analytics: <ul style="list-style-type: none"> <li>• The core basics – multiple regression</li> </ul>	Assignment 2
5. 03Feb14	Predictive analytics – beyond the basics & into reality: <ul style="list-style-type: none"> <li>• Past the basics – hierarchical Bayes analysis</li> <li>• Short &amp; Fat – correlated component regression &amp; partial least squares</li> </ul>	Assignment 3
6. 10Feb14	Visualization of the meaning of the analyses: <ul style="list-style-type: none"> <li>• Correspondence analysis (R)</li> <li>• Factor analysis &amp; multiple factor analysis (R &amp; XLSTAT)</li> <li>• Multidimensional scaling (R)</li> <li>• ggplot2 (R)</li> </ul>	Assignment 4
7. 24Feb14	Developing roadmaps for marketing decisions: <ul style="list-style-type: none"> <li>• SEM (SmartPLS)</li> </ul>	Assignment 5
8. 03Mar14	What is BIG DATA and what can it do for you?	
9. 10Mar14	Investigating heterogeneity, the Croix de Guerre! <ul style="list-style-type: none"> <li>• Cluster analysis (SPSS, R)</li> <li>• Latent class analysis (LatentGOLD, R)</li> </ul>	



10. 17Mar14	More heterogeneity <ul style="list-style-type: none"> <li>• Shrinking data (R clues)</li> <li>• Medoids (R pamk)</li> </ul>	Assignment 6
11. 24Mar14	Segmentation for better marketing decisions	
12. 31Mar14	Developing typing tools. <ul style="list-style-type: none"> <li>• Purpose &amp; challenge of typing tools</li> <li>• Scoring data sets: PMML, ADAPA</li> </ul>	Assignment 7
13. 07Apr14	Presentations of course projects.	Course project due

**Student Profile** **M735 Winter 2014** **Team** \_\_\_\_\_

**Name** \_\_\_\_\_

**Student #** \_\_\_\_\_

**Email Address** \_\_\_\_\_

**Phone number** \_\_\_\_\_

**MBA Stream/Concentration** \_\_\_\_\_

☐ Co-op programme? ☐ Full time programme? ☐ Part time programme?

**# MBA Courses Taken?** \_\_\_\_\_

**Most valuable MBA course to date?** \_\_\_\_\_

**Did you take M600?**

☐ YES

☐ NO

**Did you take M732?**

☐ YES

☐ NO

**Did you take Q600?**

☐ YES

☐ NO

**Undergraduate Degree** \_\_\_\_\_

**Undergraduate University** \_\_\_\_\_

**Graduate Degrees** \_\_\_\_\_ **from** \_\_\_\_\_

**Most recent employer** \_\_\_\_\_

**Position** \_\_\_\_\_

**Prior employer** \_\_\_\_\_

**Position** \_\_\_\_\_

**Marketing research experience**

\_\_\_\_\_  
\_\_\_\_\_



## 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		DeGroote School of Business / MBA		
<b>COURSE TITLE</b>		Marketing Concepts and Applications		
<b>COURSE NUMBER</b>	M600	<b>COURSE CREDIT</b>		
		<b>FULL COURSE</b> (X)	<b>HALF COURSE</b> (X)	<b>QUARTER (MODULE)</b> ( )
<b>INSTRUCTOR(S)</b>		Dr. Sourav Ray		
<b>PREREQUISITE(S)</b>		NA		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>		<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL?</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>		<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	X	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>		<b>EXPLAIN:</b>		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> This course will focus on developing an understanding of core marketing principles primarily using case discussions, but also through lectures, assignments, group work and reading materials. The students will learn to look at the business from a customer perspective, learn key marketing concepts and hone their marketing analyses and decision making skills. The goal of this course is to help students draw upon a thorough understanding of marketing in making better business decisions ranging from high level strategic choices to tactical decisions on pricing, distribution, product policy and promotion.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> The change in course description is to keep it current with the nature of the course as it has evolved. (1) The revision captures more accurately the nature of the pedagogical tools used in the course (cases); (2) Removes some of the tools that are not currently used (e.g. major group project.); (3) Emphasizes the course objectives (analyses and decisions)				

<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>This is a required course. Not new course, no change.</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>Required course. (200)</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>No change from the way the course is taught now. Cases, Discussions, Lectures, Individual and Group Assignments, Guest Lectures, Role Plays.</p>
<p><b>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.)</b></p> <p>No change from the way the course is taught now. Approximate breakdown: Class Participation- 20%; Group Case Analyses-50%; Individual Case Analyses-20%; Quiz-10%</p>
<p><b>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).</b></p> <p>NA</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>NA</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>          <p>Name: S. Ray    Email: s r a y                      Extension: 22370                      Date: 10/12/2012</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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		DeGroote School of Business / MBA		
<b>COURSE TITLE</b>		Sustainability and Corporate Social Responsibility		
<b>COURSE NUMBER</b>	M751	<b>COURSE CREDIT</b>		
		<b>FULL COURSE</b> (X)	<b>HALF COURSE</b> (X)	<b>QUARTER (MODULE)</b> ( )
<b>INSTRUCTOR(S)</b>		Dr. Ashish Pujari		
<b>PREREQUISITE(S)</b>		M600		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>		<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL?</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?</b> IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM <u>EACH</u> DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>		<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	X	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>		<b>EXPLAIN:</b>		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> This course aims to develop students' sustainability awareness and skills to enhance sustainable business value based on the 'triple bottom line' of people, planet and profit. It will cover theoretical frameworks and current evidence from research and management tools. The course will provide the background and context of Sustainability and CSR (sustainable - development, consumption, innovation, product design and development, as well as social responsibility, green marketing, eco-labelling, clean technology, regulations, etc.). It will focus on developing an understanding of the relationships between CSR /Sustainability and financial performances. In the process it intends to encourage systems thinking and integration of the triple bottom line thinking into business to create customer value. Ultimately, the course aims to enhance the student's capacity to do the job of a socially responsible manager in any field.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> The change in course description is to keep it current with the nature of the course as it has evolved. The revision captures more accurately the contents and objectives of the course				

<b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b>  This is an elective course.
<b>2. EXPECTED ENROLMENT:</b>  25
<b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b>  No change.
<b>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.)</b>  No change.
<b>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).</b>  NA
<b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b>  NA
<b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b>   Name: A. Pujari   Email: p u j a r i d     Extension: 27635     Date: 10/12/2012

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



December 6, 2012

**To:** Naresh Agarwal, Ph.D.  
Acting Associate Dean, Graduate Studies and Research

**From:** Elkafi Hassini, Ph.D.  
Chair, Operations Management Area

**Re: Curriculum Changes to SCM Specialization in the MBA program**

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Please find enclosed documents on the revised curriculum for the Supply Chain Management Specialization for consideration by the School of Business Graduate Curriculum and Policy Committee.

The revision calls for a change in course requirements as follows:

- Add new course O735 Procurement Operations Management to the specialization list of courses
- Make the new course part of the “starred” courses, instead of O722.

There is also one minor editorial change in the MBA academic calendar.

This a list of the accompanying documents:

1. Form for recommendation of changes in program requirement
2. Course addition form and outline for O735
3. Changes noted on the 2012 MBA Academic Calendar



# 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](mailto: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.

<b>DEPARTMENT</b>		Operations Management Area/DeGroote School of Business						
<b>NAME OF PROGRAM</b>		MBA - SCM Specialization						
<b>PROGRAM DEGREE</b>	<b>Ph.D. ( )</b>	<b>M.A. ( )</b>	<b>M.A.Sc. ( )</b>	<b>M.B.A. (x)</b>	<b>M. Eng. ( )</b>	<b>M.Sc. ( )</b>	<b>Diploma Program ( )</b>	<b>Other (Specify)</b>
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>								
<b>CHANGE IN ADMISSION REQUIREMENTS</b>		<input type="checkbox"/>	<b>CHANGE IN COMPREHENSIVE EXAMINATION PROCEDURE</b>		<input type="checkbox"/>	<b>CHANGE IN COURSE REQUIREMENTS</b>		<input checked="" type="checkbox"/>
<b>CHANGE IN THE DESCRIPTION OF A SECTION IN THE GRADUATE CALENDAR</b>			<input type="checkbox"/>	<b>EXPLAIN:</b>				
<b>OTHER CHANGES</b>	<input type="checkbox"/>	<b>EXPLAIN:</b>						

### DESCRIBE THE EXISTING REQUIREMENT/PROCEDURE:

Supply Chain Specialization:

Required:

P700 Business, Government and the Global Environment

P720 Strategic Management

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

K731 Project Management

O701 Operations Modeling with Spreadsheets \*

O711 Risk Models in Operations Management \*

O715 Simulation of Manufacturing and Service Systems

O718/28/38/48... Selected Topics in Operations Management

O721 Inventory Management and Production Planning \*

O722 Modern Manufacturing Strategy \*

O725 Business Logistics

O726 Methods for Quality Management

O727 Service Operations Management

O734 Supply Chain Management \*

P714 Total Quality Management

plus 3 electives

Supply Chain Management Minor:

Three of the following:

K731 Project Management

O701 Operations Modeling with Spreadsheets

O711 Risk Models in Operations Management

O715 Simulation of Manufacturing and Service Systems

O718/28/38/48... Selected Topics – Operations Management

O721 Inventory Management and Production Planning

O722 Modern Manufacturing Strategy

O725 Business Logistics

O726 Methods for Quality Management

O727 Service Operations Management

O734 Supply Chain Management

P714 Total Quality Management



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

Supply Chain Specialization:

Required:

P700 Business, Government and the Global Environment

P720 Strategic Management

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

K731 Project Management

O701 Operations Modeling with Spreadsheets \*

O711 Risk Models in Operations Management \*

O715 Simulation of Manufacturing and Service Systems

O718/28/38/48... Selected Topics in Operations Management

O721 Inventory Management and Production Planning \*

O722 Modern Manufacturing Strategy

O725 Business Logistics

O726 Methods for Quality Management

O727 Service Operations Management

O734 Supply Chain Management \*

O735 Procurement Operations Management \*

P714 Total Quality Management

plus 3 electives

Supply Chain Management Minor:

Three of the following:

K731 Project Management

O701 Operations Modeling with Spreadsheets

O711 Risk Models in Operations Management

O715 Simulation of Manufacturing and Service Systems

O718/28/38/48... Selected Topics – Operations Management

O721 Inventory Management and Production Planning

O722 Modern Manufacturing Strategy

O725 Business Logistics

O726 Methods for Quality Management

O727 Service Operations Management

O734 Supply Chain Management

O735 Procurement Operations Management

P714 Total Quality Management

**RATIONALE FOR THE RECOMMENDED CHANGE:**

The changes are to incorporate the new course O735 (Procurement Operations Management). This course will be one of the "starred" courses from which SCM specialization students need to take three courses. It replaces O722 in that list as the area does not expect to be offering that course in the near future.

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

Fall 2013

**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: Elkafi Hassini      Email: hassini@mcmaster.ca      Extension: 27467      Date: December 4, 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 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		Operations Management Area/Master of Business Administration		
<b>COURSE TITLE</b>		Procurement Operations Management		
<b>COURSE NUMBER</b>	Bus O735	<b>COURSE CREDIT</b>		
		<b>FULL COURSE</b> (x)	<b>HALF COURSE</b> (X)	<b>QUARTER (MODULE)</b> ( )
<b>INSTRUCTOR(S)</b>		Dr. Elkafi Hassini		
<b>PREREQUISITE(S)</b>		O600		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	x	<b>DATE TO BE OFFERED:</b> Winter 2014	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL?</b> No If Yes, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?</b> No If Yes, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>		<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>		<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>		<b>EXPLAIN:</b>		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> Procurement related costs can be a significant part of a finished good' or service's cost, accounting for as much as 80% of the costs. In this course students will be introduced to tools and knowledge that will allow them to develop strategies and models to effectively manage procurement operations. Cases studies and projects will be discussed in different areas of procurement such as institutions (universities and hospitals), public (federal, provincial and municipal), transportation, equipment, construction projects and services. Relevant procurement components of SAP's enterprise resource planning system will be demonstrated.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> The course will cover the major important procurement topics such as purchasing process, supplier selection and partnership/alliance development, e-procurement (auctions and marketplaces), contract management (cost and price analysis, negotiation and bargaining and legal issues), spend analysis, sustainable procurement (salvage and ethics issues) and performance measurement and evaluation (process mapping). Textbook: Purchasing and Supply Chain Management, 2010 (2nd ed.), Benton. McGraw-Hill.				

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

This course covers an increasingly important function of business operations. It fits well with the MBA supply chain specialization. With this course students are also able to take three operations management courses that qualify them for advanced standing for the SAP certification. The course also includes real company projects thus strengthening our schools offerings of experiential learning courses.

## 2. EXPECTED ENROLMENT:

15.

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

Lectures, projects presentations and discussions as well as case studies.

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.)

Two mini-cases (%15 Group), Two Assignments (15%, individual), SAP Assignment (10%, Individual), Real World Project (30%, group)  
Best Two of Three Tests (30%, individual)

**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).**

This is the only course on campus that will cover procurement.

**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: Dr Elkafi Hassini    Email: hassini@mcmaster.ca    Extension: 27467    Date: December 4, 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

**~~Business O718~~  
~~Selected Topics on~~  
Procurement Operations Management  
Winter 2013 Course Outline**

**Operations Management  
DeGroote School of Business  
McMaster University**

**COURSE OBJECTIVE**

- To develop an understanding of the different procurement processes.
- Study the strategic importance of procurement in a company and in a supply chain.
- Familiarize the student with different application areas and legal aspects of procurement.
- To gain familiarity with common analytical and software tools used in procurement.

**INSTRUCTOR AND CONTACT INFORMATION**

**Dr. Elkafi Hassini**  
Instructor  
hassini@mcmaster.ca  
Office: DSB 414  
Office Hours: by appointment  
Tel: (905) 525-9140 x27467

**TBA**  
Teaching Assistant  
TBA  
Office: TBA  
Office Hours: TBA  
Tel: (905) 525-9140 xTBA

**Class Location:** TBA  
**Class Time:** W 11:30 – 14:20

**Course Website:** <http://avenue.mcmaster.ca/>

**COURSE ELEMENTS**

Credit Value:	3	Leadership:	Yes	IT skills:	Yes	Global view:	Yes
Avenue:	Yes	Ethics:	Yes	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	Yes	Guest speaker(s):	Yes

## COURSE DESCRIPTION

Procurement related costs can be a significant part of a finished good' or service's cost (for example, they can account for up to 80% of manufacturing costs). These costs are likely to be even more significant with the increasing dependence on outsourcing (for example, about 50% of manufacturing contracts in North America are outsourced and outsourcing costs can account for up to 80% of IT finished products). In this course students will be introduced to tools and knowledge that will allow them to develop strategies and models to effectively manage procurement operations. The course will cover the major important procurement topics such as purchasing process, supplier selection and partnership/alliance development, e-procurement (auctions and marketplaces), contract management (cost and price analysis, negotiation and bargaining and legal issues), spend analysis, sustainable procurement (salvage and ethics issues) and performance measurement and evaluation (process mapping). Cases studies and projects will be discussed in different areas of procurement such as institutions (universities and hospitals), public (federal, provincial and municipal), transportation, equipment, construction projects and services. Relevant procurement components of SAP's enterprise resource planning system will be demonstrated.

## LEARNING OUTCOMES

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

- Know the legal aspects of purchasing in the public and private sector;
- Select and evaluate suppliers;
- Bargain and negotiate procurement contracts;
- Be familiar with SAP related procurement modules;
- Prepare for the Supply Chain Management Professional (SCMP) certification offered by the Purchasing Management Association of Canada.

## REQUIRED COURSE MATERIALS AND READINGS

Purchasing and Supply Chain Management, 2010 (2<sup>nd</sup> ed.), Benton. McGraw-Hill.

- purchase a copy at the bookstore.

Avenue registration

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

## Articles Reading List

In addition to the textbook and cases you will be required to read a selection of articles. Below are the articles references together with hyperlinks to the library electronic copies when available [If you are not on campus, you will need to first [access the library](#)]. Alternatively you can search for the articles in Google Scholar and use its preferences to provide you with a link for the article in McMaster University Library.

- A1. [Young, R.R., Purdum, S.B., and Ruamsook, K. Benchmarking Results and Key Findings in Higher Education. IBM Center for the Business of Government, pp. 15-31.](#)
- A2. [Kaplan, S. Sawhney, M. E-Hubs: The New B2B Marketplaces. Harvard Business Review, May/Jun, 2000, pp.97-103.](#)
- A3. [Business Continuity Institute. Supply Chain Resilience 2011.](#)
- A4. [den Butter, F.A.G. and Linse, K.A. Rethinking Procurement in the Era of Globalization. The Bullwhip Effect in Supply Chains. Sloan Management Review; Fall 2008, Vol. 50 Issue 1, pp 76-80.](#)
- A5. [Nishiguchi, T. and Beaudet, A. The Toyota Group and the Aisin Fire. Sloan Management Review; Fall 1998, Vol. 40 Issue 1, pp 49-59.](#)
- A6. [Vollmann, T. and Córdón, C. Making the Power of Two Work for You. IESE Insight, 2009.](#)

## SOFTWARE APPLICATIONS

- Excel Solver (available as an add-in with MS Excel)
- Web-Hipre (AHP software that is freely available online)
- SAP ERP. SAP training in this course will be done online using MacLive. There will be 7 online labs conducted by the teaching assistant. Each lab will require about one to two hours. We will agree on a common time during the first week of classes.

## EVALUATION

In addition to measuring your performance in the course, the evaluation is designed to allow you to expose your written, verbal and analytical skills. Through team work you will experience the complexity of supply chain planning problems. Individual work will be designed to capture your unique problem solving and discussion skills. *Final individual grades will take into account peer review for all group work.* Point distribution as well as a detailed description of each evaluation component follow:

## Components and Weights

Assignments	Two mini-cases (Group)	15%
	Two Assignments (individual)	15%
	SAP Assignment (Individual)	10%
Project	Real World Project (group)	30%
Tests	Best Two of Three Tests (individual)	30%
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>

## 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
A+	90 - 100
A	85 - 89
A-	80 - 84
B+	75 - 79
B	70 - 74
B-	60 – 69
F	00 - 59

## Assignments (25% individual work and 15% group work)

You will individually work on two data and Excel-related assignments and one SAP assignment. In addition you will submit two mini-case assignments in groups. These will be done in groups of a maximum of four students. *Submissions should be done through Avenue to Learn. Late submissions will not be accepted.*

## Project (30%, group work)

The purposes of this term project assignment are: (1) experiencing the major steps needed for designing and managing a supply chain; (2) performing research; (3) writing proposals and final reports; and (4) presenting project findings. Project proposals are *due within four weeks of the start of the term*. A final report (hard copy) and presentation are due by the last week of the term. See below for project options, report style and grading details.



### **Tests (30%, individual work)**

There will be three tests. Tests may include true/false, multiple choice and short essay and/or calculations questions. The tests will be for about half an hour long. Only the best two test will be counted.

### **GROUP WORK**

For group work, it is important that you try to manage your efforts so that every group member contributes equally to your submissions. *Every student will be asked to fill in a peer evaluation form at the end of the term.* These evaluations will be taken into account when assigning final marks to group members. It is your responsibility to honestly report any lack of contributions so that submissions will be graded fairly.

### **PROJECT GUIDELINES**

Each group will be assigned a project from the following list of real world projects. As much as possible students' backgrounds and interests will be taken into account when making the project assignments. You can also work on your own company related project (e.g., from your current or past work/co-op) after the project has been vetted by the instructor and upon agreement by all your group members.

<b>Department</b>	<b>Topic</b>	<b>Contact</b>
Strategic Procurement McMaster University	<b>1. Validation of e-Procurement Business Case</b> <b>2. New Initiative Risk Assessment: e-Procurement</b> <b>3. Vendor Analysis for selection of Top Ten e-Procurement Vendors (Fastest ROI)</b> <b>4. Research on use of Best and Final Offer Negotiations in Request For Proposals (RFP)</b> <b>5. Validate/Expand our KPIs</b>	Austin Noronha Director of Strategic Procurement anoron@mcmaster.ca
McMaster Institute of Transportation and Logistics	<b>6. Comparative review of all procurement software</b>	Elkafi Hassini hassini@mcmaster.ca
Burlington Food Bank	<b>7. Humanitarian Procurement</b> Develop a supply chain that would channel potential supply points to individual households.	David Jack, Board Chair, Partnership West Food Bank, Burlington <a href="mailto:DavidJack_20@hotmail.com">DavidJack_20@hotmail.com</a>
Mohawk Shared Services Inc.	<b>8. Sustainable Outsourcing</b>	Colin Lyons General Manager, Mohawk Hospital Linen Services Mohawk Shared Services Inc. Office: 905-388-2117 Ext 222

		Fax: 905-388-6577 <a href="mailto:clyons@mohawkssi.com">clyons@mohawkssi.com</a>
More projects opportunities may be available later.		

Overall the project will be evaluated as follows:

- Progress report (15%)
- Presentation (35%)
- Report (50%)

Below are some guidelines for each component:

Progress report: In addition to the project title and group members' names, it should include a brief description of the following: (1) Problem description, (2) project goals, (3) methodology and (4) future planned activities.

Presentation: This will be your opportunity to showcase your findings to your classmates (and possibly company representatives). Follow these guidelines:

- 15 minutes presentation (including question and answer period)
- Present highlights from your analysis (model, assumptions, unique and creative ideas ...)
- Be precise and complete
- More than one student can participate in the presentation, but all members have to be present to receive presentation marks.
- Peer evaluations of the presentations will be taken into account when assigning marks.

Report:

*Make sure you include references for all material that you use to form your report and cite the references appropriately in the text.* Refer to the Business Citation Guide (<http://www.business.mcmaster.ca/MBAA/documents/Business%20Citation%20Guide.pdf>) to use the appropriate citation in your report. It is your responsibility to understand what plagiarism is and how to avoid it. Any plagiarism will be dealt with according to university rules which can result in a mark of zero in the report, failing the course or withdrawing from the program. Evaluation Scheme: 15% for depth and breadth of topic; 20% for quality of analysis; and 15% for writing and presentation style. *Include a section on the latest best practices and literature on your project topic.* You are required to hand in a hard copy as well as a soft copy of the report and presentation.

*Please make sure you copy me on all your correspondence with the project contact person. You can submit your final project report to the company only after it has been [resented and discussed in the class.*

## COMMUNICATION FEEDBACK

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

<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.*

## 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 ACADEMIC WORK

### ***Missed Mid-Term Examinations / Tests / Class Participation***

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons as determined by the MBA Academic Services Office, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the 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://mbastudent.degroote.mcmaster.ca/forms-and-applications/>.

Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

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

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the 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.

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

### ***Missed Final Examinations***

A student who misses a final examination without good reason will receive a mark of 0 on the examination.

All applications for deferred and special examination arrangements must be made to the 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 following term. There will be one common sitting for all deferred exams.

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

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

Any student who is unable to write a final examination because of illness is required to submit the Application for Deferred MBA Final Examination and a statement from a doctor certifying illness on the date of the examination. The Application for Deferred MBA Final Examination and the McMaster University Student Health Certificate can be found on the DeGroote website

at <http://mbastudent.degroote.mcmaster.ca/forms-and-applications/> Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. Students who write examinations while ill will not be given special consideration after the fact.

In such cases, the request for a deferred examination privilege must be made in writing to the MBA Academic Services Office within five business days of the missed examination.

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

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

In such cases, applications must be made in writing to the MBA Academic Services Office at least ten business days before the scheduled examination date and acceptable documentation must be supplied.

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

In such cases, the request for a deferred examination privilege must be made in writing to the MBA Academic Services Office within ten business days of the end of the examination period.

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

## **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.

## **RESEARCH USING HUMAN SUBJECTS**

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

<http://www.pre.ethics.gc.ca>

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University's research ethics guidelines:

<http://www.mcmaster.ca/ors/ethics>

Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your

client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

<b>COURSE SCHEDULE</b>
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**~~Business O718~~**  
**Special Topics on Procurement Operations Management**  
**Winter 2012 Course Schedule**

DATE	TOPIC	WRITTEN ASSIGNMENT	READINGS	SAP LABS (ONLINE)
Week 1 Jan. 9	Introduction		Chapters 1-2	
Week 2 Jan. 16	Procurement Processes		Ch. 7 and Notes	Lab 1
Week 3 Jan. 23	Supplier Selection		Ch. 8 and Notes	Lab 2
Week 4 Jan. 30	Supplier Evaluation and Relationship Management	<b>Assignment 1</b>	Ch. 8 and 10 <b>Article A5</b>	
Week 5 Feb. 6	Legal and Ethics Aspects and Contracts	<b>Assignment 2</b> (Trip 7)	Ch. 3, 7 and Notes <b>Article A6</b>	
Week 6 Feb. 13	Global Procurement and Outsourcing	<b>Test 1</b>	Ch. 9 <b>Article A3</b>	Lab 3 & 4
Feb. 20	<b>Mid-term recess</b>			
Week 7 Feb. 27	Pricing and Costing	<b>Project Progress Report</b>	Ch. 12 <b>Article A4</b>	
Week 8 Mar. 6	Compensation and Negotiation	<b>Test 2</b>	Ch. 13 and Notes <b>Negotiation Game</b>	Lab 5
Week 9 Mar. 13	Auctions		Ch. 7 and Notes <b>Article: A2</b> <b>Auction Game</b>	Labs 6 & 7
Week 10 Mar. 20	Public Procurement		Notes <b>Article A1</b>	
Week 11 Mar. 30	HealthCare Procurement	<b>Assignment 3</b> (Medical Laser Equipment)	Ch. 16	
Week 12 Apr. 3	Transportation Procurement	<b>Test 3</b>	Ch. 14	
Week 13 Apr. 10	Catch up and presentations	<b>Project Report</b> <b>Assignment 4</b> <b>Project Presentation</b>		



# Specializations of the MBA Program

## SUPPLY CHAIN MANAGEMENT

Required:

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

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

- |                         |   |  |
|-------------------------|---|--|
| <b>K731</b>             | Project Management                              |  |
| <b>0701</b>             | Operations Modeling with Spreadsheets *         |  |
| <b>0711</b>             | Risk Models in Operations Management *          |  |
| <b>0715</b>             | Simulation of Manufacturing and Service Systems |  |
| <b>0718/28/38/48...</b> | Selected Topics in Operations Management        |  |
| <b>0721</b>             | Inventory Management and Production Planning *  |  |
| <b>0722</b>             | Modern Manufacturing Strategy ✗                 |  |
| <b>0725</b>             | Business Logistics                              |  |
| <b>0726</b>             | Methods for Quality Management                  |  |
| <b>0727</b>             | Service Operations Management                   |  |
| <b>0734</b>             | Supply Chain Management *                       |  |
| <b>P714</b>             | Total Quality Management                        | ← <b>O735 Procurement Operations Management*</b> |

plus 3 electives

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

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

Students who complete the SCM specialization will be well prepared to act as the agents of change for e-business, manufacturing, high tech, service, and consulting companies. Typical examples for such jobs include supply chain analyst, logistics manager, sourcing specialist, purchasing analyst, facilities specialist, management analyst/consultant, and operations manager. Requirements for the Canadian Operational Research Society (CORS) Diploma in Operational Research can be fulfilled with the appropriate academic standing and selection of courses. The course in the SCM specialization can also assist students in preparing certification examinations conducted by PMAC (Purchasing Management Association of Canada) for obtaining the ~~Certified Professional Purchaser (C.P.P.)~~ designation. Some of the courses can also be used towards the SAP Business Integration Certification program. Students can also develop a strong foundation for further studies at the PhD level, should they be interested in academic or R&D careers.

→ **Supply Chain Management Professional (SCMP)**

# Minors

<b>M721</b>	Business Marketing
<b>M722</b>	Health Care Marketing
<b>M724</b>	Innovation and New Products
<b>M727</b>	Marketing Communications
<b>M731</b>	Marketing Research
<b>M732</b>	Consumer Behavior
<b>M734</b>	Strategic Marketing Analysis
<b>M736</b>	Services Marketing
<b>M740</b>	Corporate Reputation and Brand Management
<b>P731</b>	Crisis Management and Communications

## SUPPLY CHAIN MANAGEMENT

Three of the following:

<b>K731</b>	Project Management	
<b>0701</b>	Operations Modeling with Spreadsheets	
<b>0711</b>	Risk Models in Operations Management	
<b>0715</b>	Simulation of Manufacturing and Service Systems	
<b>0718/28/38/48...</b>	Selected Topics – Operations Management	
<b>0721</b>	Inventory Management and Production Planning	
<b>0722</b>	Modern Manufacturing Strategy	
<b>0725</b>	Business Logistics	
<b>0726</b>	Methods for Quality Management	
<b>0727</b>	Service Operations Management	
<b>0734</b>	Supply Chain Management	← <b>O735 Procurement Operations Management</b>
<b>P714</b>	Total Quality Management	

# MBA Course Descriptions

## **BUSINESS 0734 SUPPLY CHAIN MANAGEMENT**

(Formerly K734)

Prerequisite: K603 and O600

In this course students will be introduced to tools and knowledge that will allow them to develop strategies and models to effectively manage the flow of material, cash, and information throughout a supply chain. Some of the topics to be discussed include network design, inventory management, coordination and information sharing, and performance measures. Several company case studies will be discussed. SAP's Advanced Planner and Optimizer (APO) software package as well as relevant supply chain components of SAP's enterprise resource planning system will be demonstrated in class. This course can be used towards SAP Certification in Business Integration.

**Add here INSERT A from the next page**

## **BUSINESS P700 BUSINESS, GOVERNMENT AND THE GLOBAL ENVIRONMENT**

Prerequisite: Five 600-Level Courses

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

## **BUSINESS P714 TOTAL QUALITY MANAGEMENT**

Prerequisite: Q600

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

## **BUSINESS P715 ENTREPRENEURSHIP**

Prerequisite: A600, F600, and M600

Using case studies, lectures, and visits from local entrepreneurs, students will develop an appreciation of the challenges and rewards that come from starting a small business. A cornerstone of the course is the development, by a group, of a detailed business plan examining the finance, marketing, logistical, and strategic implications of starting a potential new business.

## **BUSINESS P720 STRATEGIC MANAGEMENT**

Prerequisite: Fifteen MBA courses including all eleven other core courses

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

## **BUSINESS P722 LEGAL ASPECTS OF BUSINESS**

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

## **BUSINESS P724 INNOVATION**

See BUSINESS M724

## **BUSINESS P725 TEAM RESEARCH PROJECT IN THE MANAGEMENT OF INNOVATION AND NEW TECHNOLOGY**

Prerequisite: H600

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

## **BUSINESS P727 STRATEGIC KNOWLEDGE MANAGEMENT**

This course will provide the content and skills necessary for students to strategically manage individual, group, and organizational knowledge assets. The course content is drawn from multi-functional literatures including human resources, accounting, finance, strategy, marketing, and information systems. This cross-disciplinary approach will provide students with a holistic overview of a variety of management domains including knowledge management, intellectual capital, and organizational learning. Most importantly, theoretical conceptualizations will be transformed into practical implications that can be utilized immediately in the workplace environment.

## **INSERT A**

### **\*Q782/ Dynamic Programming and Optimal Control**

Many realistic business problems in operations, finance and marketing and problems in economics involve control of dynamic systems which evolve over time. This course will provide a rigorous foundation for dynamic optimization of such systems by covering dynamic programming and optimal control. The basic discrete-time dynamic programming algorithm will be illustrated with applications in inventory control, dynamic portfolio analysis and linear quadratic systems. Optimal control of continuous-time systems will be covered using maximum principle with applications in operations, finance, marketing and economics. Prerequisite: Permission of Instructor.

### **\*Q783/ Game Theory and Decision Analysis**

Game theory is concerned with the analysis of situations involving conflict and cooperation. This course will introduce the business students to the important game-theoretic solution concepts which have become indispensable research tools in supply chain and operations management. The course will cover static and dynamic complete information games for which Nash and subgame perfect equilibria are the solution concepts. The static incomplete information games will be analyzed using Bayesian Nash equilibrium. Cooperative games will be examined by using the Shapley value and nucleolus. The course will also cover incentive mechanism design and include a discussion of adverse selection and moral hazard. The final material to be covered is Bayesian decision analysis including, value of information, single- and multi-attribute utility theory and decision trees. Prerequisite: Permission of Instructor.

### **\*Q784/ Supply Chain Design and Coordination**

Supply chain network design is an important strategic decision; some experts claim that 80% of the supply chain costs are a consequence of the supply chain network design. In addition, to manage a supply chain competitively, managers have to make decisions on resources that are not all under their control and consequently have to strategically design coordination mechanisms to optimize their supply chain operations. To address these issues the course will cover location analysis and coordination mechanisms. Prerequisite: Permission of Instructor.

### **\*Q785/ Queuing Theory and its Applications**

Queueing theory is concerned with the analysis and design of waiting lines arising in a wide variety of service, manufacturing, and communications systems. This course will start with a brief review of stochastic processes used in modeling queueing phenomena. This will be followed with a discussion of Markovian queues. The imbedded Markov chain models and the extended Markov models will be covered. The general queue  $G/G/1$  and approximations and the queueing network models will be discussed. Statistical inference for queueing models and an analysis of decision problems in queueing theory will also be included. Prerequisite: Permission of Instructor.



## 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		Operations Management Area/Master of Business Administration		
<b>COURSE TITLE</b>		Operations Modeling with Spreadsheets		
<b>COURSE NUMBER</b>	Bus O701	<b>COURSE CREDIT</b>		
		<b>FULL COURSE</b> <del>(x)</del>	<b>HALF COURSE</b> (X)	<b>QUARTER (MODULE)</b> ( )
<b>INSTRUCTOR(S)</b>		Dr. George Steiner		
<b>PREREQUISITE(S)</b>		O600 or permission of the instructor		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>		<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM <u>EACH</u> DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>	x	<b>PROVIDE THE NEW COURSE TITLE:</b> Modelling and Analytics using Spreadsheets		
<b>CHANGE IN COURSE DESCRIPTION</b>	x	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>		<b>EXPLAIN:</b>		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> Spreadsheets have become the most powerful computer tools used by managers. The course gives an application-oriented introduction to building computer models for business problems, using spreadsheets as the primary software. Applications discussed will be wide-ranging, from operations, marketing, human resource management and finance, including production and distribution planning, project management, financial portfolio and asset allocation models, manpower scheduling, inventory management and analysis of waiting lines in service systems.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> The new title and the slightly modified description reflect better what is covered in the course which is based on Excel and several Excel add-ins. The course starts with a brief review of basic Excel skills. This is followed by a detailed analysis of spreadsheet modeling techniques. The main text is a collection of several chapters of Practical Management Science by Winston and Albright.				

<b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b> Elective course for MBA students. PhD students in Management Science are also encouraged to take the course.
<b>2. EXPECTED ENROLMENT:</b> 15
<b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b> Lectures using interactive computer software.
<b>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.)</b> Biweekly assignments, final exam/project
<b>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).</b> No
<b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b> N/A
<b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b>  Name: Dr. G. Steiner      Email: steiner      Extension: 23947      Date: 01-16-2013

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



December 4, 2012

**To:** Naresh Agarwal, Ph.D.  
Acting Associate Dean, Graduate Studies and Research

**From:** Elkafi Hassini, Ph.D.  
Chair, Operations Management Area

**Re: Curriculum Changes to MS Ph.D. Field**

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Please find enclosed documents on the revised curriculum for the Management Science Ph.D. field for consideration by the School of Business Graduate Curriculum and Policy Committee.

The revision calls for a change in course requirements, adding and cancelling courses and some editorial changes in the graduate calendar.

This a list of the accompanying documents:

1. Proposed Changes to the curriculum of the Management Science PhD Field
2. Form for recommendation of changes in program requirement
3. Course addition form and outline for Q782
4. Course addition form and outline for Q783
5. Course addition form and outline for Q784
6. Course addition form and outline for Q785
7. Cancellation form for one course (Q792)
8. Changes noted on 2012 Business Administration part of the Graduate Calendar
9. Insert A for course descriptions to be added to graduate calendar.

## **Proposed Changes to the curriculum of the Management Science PhD Field**

The Operations Management Area proposes the following changes to the Management Science PhD Field. These changes were discussed in several area meetings as well as in one-on-one meetings between the chair and faculty members. In addition the chair had held a meeting with current Management Science PhD field students where the changes were discussed and supported by the students.

### **Current MS PhD Field Course Requirements**

Students are required to take the following 10 courses. Additional courses may be required, depending upon the background and interest of the student.

BUS B790 Management Theory  
BUS Q771 Stochastic Processes with Business Applications  
BUS Q773 Optimization 1  
BUS Q780 Management Science Research Issues I  
BUS Q781 Management Science Research Issues II  
BUS Q790 Advanced Operations Management I  
BUS O701 Operations Modeling with Spreadsheets  
BUS O711 Risk Models in Operations Management  
plus

Two of the following courses

O715 Simulation of Manufacturing and Service Systems  
O721 Inventory Management and Production Planning  
O722 Modern Manufacturing Strategy  
O725 Business Logistics  
O734 Supply Chain Management  
Q772 Networks and Graphs in Operations Research  
Q774 Optimization II  
Q778 Selected Topics in Management Science/Systems  
Q791 Advanced Operations Management II  
Q792 Statistical Methodologies for Quality Control  
Q793 Sequencing and Scheduling  
Q794 Inventory Theory

### **Proposed New Requirements**

Students are required to take the following nine courses. Additional courses may be required, depending upon the background and interest of the student.

BUS B790 Management Theory  
BUS Q771 Stochastic Processes with Business Applications  
BUS Q773 Optimization 1  
BUS Q780 Management Science Research Issues I  
BUS Q781 Management Science Research Issues II



BUS Q790 Advanced Operations Management I  
plus

Four of the following courses

- Q772 Networks and Graphs in Operations Research
- Q774 Optimization II
- Q778 Selected Topics in Management Science/Systems
- Q782 Dynamic Programming and Optimal Control
- Q783 Game Theory and Decision Analysis
- Q784 Supply Chain Design and Coordination
- Q785 Queuing Theory and its Applications
- Q794 Inventory Theory
- Q791 Advanced Operations Management II
- Q793 Sequencing and Scheduling

**Note 1:** Q781 will be offered after the comprehensive exam. It would require the student to write a journal paper.

**Note 2:** Students would take nine courses (instead of 10) in the proposed curriculum. This leaves enough room for those students who may require to take background course in real analysis or probability.

**Note 3:** Students are required to take PhD courses only in the new proposal. Students can take additional MBA or other graduate courses at their own choosing with consultation with their supervisor. Upon suggestions from the current PhD students, incoming students will be offered a workshop on relevant software packages (CPLEX, Excel Solver, GAMS, Latex, Maple, Matlab) and job search.

**Note 4:** The above list calls for adding four new PhD courses (Q782-5) to the calendar and cancelling Q792.

### **Rationale**

Instead of requiring our PhD students to take two MBA courses and two additional courses, from a list of MBA and PhD courses, we now require them to instead take only three advanced PhD courses from a list of ten courses. These courses cover the topics that are necessary to equip our students with fundamental knowledge for conducting research on current topics in the management science field. The courses are geared towards PhD students and cover advanced topics beyond what is typically covered in the current required MBA courses. In addition to the depth, the course selection has a wider scope that covers up-to-date required knowledge. The courses are chosen from a list of ten courses to provide the OM area with the flexibility to offer the courses depending on faculty availability and their students research focus.

## Prototype Schedule

Year	Fall	Winter	Summer
1	BUS B790 BUS Q771 (MP)	BUS Q773 (EH) BUS Q794 (PA)	
2	BUS Q783/5 (MP) or Q772/93 (GS) BUS Q780	BUS Q790 (PA/KH) BUS Q784 (EH) or Q782 (KH/MP)	Comprehensive Exam
3	BUS Q781	Proposal	
4 -5	Defense		

PA: Prakash Abad, EH: Elkafi Hassini, KH: Kai Huang, MP: Mahmut Parlar, GS: George Steiner



# 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](mailto: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.

<b>DEPARTMENT</b>		Operations Management Area/DeGroote School of Business						
<b>NAME OF PROGRAM</b>		PhD in Business Administration						
<b>PROGRAM DEGREE</b>	<b>Ph.D. ( x )</b>	<b>M.A. ( )</b>	<b>M.A.Sc. ( )</b>	<b>M.B.A. ( )</b>	<b>M. Eng. ( )</b>	<b>M.Sc. ( )</b>	<b>Diploma Program ( )</b>	<b>Other (Specify)</b>
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>								
<b>CHANGE IN ADMISSION REQUIREMENTS</b>		<input type="checkbox"/>	<b>CHANGE IN COMPREHENSIVE EXAMINATION PROCEDURE</b>		<input type="checkbox"/>	<b>CHANGE IN COURSE REQUIREMENTS</b>		<input checked="" type="checkbox"/>
<b>CHANGE IN THE DESCRIPTION OF A SECTION IN THE GRADUATE CALENDAR</b>			<input type="checkbox"/>	<b>EXPLAIN:</b>				
<b>OTHER CHANGES</b>	<input type="checkbox"/>	<b>EXPLAIN:</b>						
<b>DESCRIBE THE <u>EXISTING</u> REQUIREMENT/PROCEDURE:</b>								
<p>Students are required to take the following nine courses. Additional courses may be required, depending upon the background and interest of the student.</p> <p>BUS B790 Management Theory BUS Q771 Stochastic Processes with Business Applications BUS Q773 Optimization 1 BUS Q780 Management Science Research Issues I BUS Q781 Management Science Research Issues II BUS Q790 Advanced Operations Management I BUS O701 Operations Modeling with Spreadsheets BUS O711 Risk Models in Operations Management plus Two of the following courses O715 Simulation of Manufacturing and Service Systems O721 Inventory Management and Production Planning O722 Modern Manufacturing Strategy O725 Business Logistics O734 Supply Chain Management Q772 Networks and Graphs in Operations Research Q774 Optimization II Q778 Selected Topics in Management Science/Systems Q791 Advanced Operations Management II Q792 Statistical Methodologies for Quality Control Q793 Sequencing and Scheduling Q794 Inventory Theory</p>								

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

Students are required to take the following nine courses. Additional courses may be required, depending upon the background and interest of the student.

BUS B790 Management Theory  
BUS Q771 Stochastic Processes with Business Applications  
BUS Q773 Optimization 1  
BUS Q780 Management Science Research Issues I  
BUS Q781 Management Science Research Issues II  
BUS Q790 Advanced Operations Management I  
plus  
Three of the following courses  
Q772 Networks and Graphs in Operations Research  
Q774 Optimization II  
Q778 Selected Topics in Management Science/Systems  
Q782 Dynamic Programming and Optimal Control  
Q783 Game Theory and Decision Analysis  
Q784 Supply Chain Design and Coordination  
Q785 Queuing Theory and its Applications  
Q794 Inventory Theory  
Q791 Advanced Operations Management II  
Q793 Sequencing and Scheduling

**RATIONALE FOR THE RECOMMENDED CHANGE:**

Instead of requiring our PhD students to take two MBA courses and two additional courses, from a list of MBA and PhD courses, we now require them to instead take only three advanced PhD courses from a list of ten courses. These courses cover the topics that are necessary to equip our students with fundamental knowledge for conducting research on current topics in the management science field. The courses are geared towards PhD students and cover advanced topics beyond what is typically covered in the current required MBA courses. In addition to the depth, the course selection has a wider scope that covers up-to-date required knowledge. The courses are chosen from a list of ten courses to provide the OM area with the flexibility to offer the courses depending on faculty availability and their students research focus.

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

Fall 2013

**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:**

See attached marked copy of the calendar

**CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:**

Name: Elkafi Hassini      Email: hassini@mcmaster.ca      Extension: 27467      Date: December 4, 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.

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 five finance Ph.D. courses (\*F770, \*F771, \*F772, \*F773 and \*F774) 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.

For the **IS** field, the two Ph.D. seminar courses (\*B793, \*B794), 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 **MOBHR** field, the Ph.D. seminar courses (\*B790, \*B791, \*B792, \*B793, \*B794, \*B795, \*B796, \*B797, \*B798) 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.

For the **Marketing** field, the two Ph.D. seminar courses (\*B793, \*B794), 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

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. 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.

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.



## 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		Operations Management Area/PhD in Business Administration		
<b>COURSE TITLE</b>		Dynamic Programming and Optimal Control		
<b>COURSE NUMBER</b>	Bus Q782	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Dr. Mahmut Parlar		
<b>PREREQUISITE(S)</b>		Enrolment in the PhD Program or the permission of the instructor.		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Fall 2014	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM <u>EACH</u> DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>		PROVIDE THE NEW COURSE TITLE:		
<b>CHANGE IN COURSE DESCRIPTION</b>		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		PROVIDE THE REASON FOR COURSE CANCELLATION:		
<b>OTHER CHANGES</b>		EXPLAIN:		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> Many realistic business problems in operations, finance and marketing and problems in economics involve control of dynamic systems which evolve over time. This course will provide a rigorous foundation for dynamic optimization of such systems by covering dynamic programming and optimal control. The basic discrete-time dynamic programming algorithm will be illustrated with applications in inventory control, dynamic portfolio analysis and linear quadratic systems. Optimal control of continuous-time systems will be covered using maximum principle with applications in operations, finance, marketing and economics.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> The principle text is S. Sethi and G. Thompson, "Optimal control theory," 2nd edition, Kluwer, 2000. Topics covered will include Bellman's principle of optimality and discrete-time dynamic programming, Pontryagin's maximum principle in continuous time and its relationship to dynamic programming, economic interpretations, current value formulations, infinite horizon problems, comparative dynamics, bounded control and state variables, production-inventory systems, cash balance and optimal financing problems, the Nerlove-Arrow and Vidale-Wolfe advertising models, and stochastic optimal control.				

<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>The PhD students in management science need a rigorous introduction to dynamic optimization which will provide them with the necessary background to start original research in these two areas.</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>Five management science PhD students and 2-3 finance and marketing PhD students.</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>The course will be based on lectures and readings of research papers.</p>
<p><b>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.)</b></p> <p>There will be two assignments (30% total), one midterm exam (30%), one project (10%) and the final exam (30%).</p>
<p><b>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).</b></p> <p>This is the only course on campus that will cover dynamic optimization relevant to business students in general, and management science students, in particular.</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>N/A</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>          <p>Name: Dr. Mahmut Parlar Email: parlar@mcmaster.ca Extension: 22858 Date: November 30, 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



**Bus Q782**  
**Dynamic Programming and Optimal Control**  
**Fall 2014 Course Outline**

**Operations Management**  
**DeGroote School of Business**  
**McMaster University**

**COURSE OBJECTIVE**

This course is designed to familiarize business PhD students with the fundamental tools used in dynamic programming and optimal control theory to solve operations management and other business problems.

**INSTRUCTOR AND CONTACT INFORMATION**

**Dr. Mahmut Parlar**  
Title: Professor  
Email: [parlar@mcmaster.ca](mailto:parlar@mcmaster.ca)  
Office: DSB-425  
Office Hours: TBA  
Tel: (905) 525-9140 x22858

**COURSE DESCRIPTION**

Many realistic business problems in operations, finance and marketing and problems in economics involve control of dynamic systems which evolve over time. This course will provide a rigorous foundation for dynamic optimization of such systems by covering dynamic programming and optimal control. The basic discrete-time dynamic programming algorithm will be illustrated with applications in inventory control, dynamic portfolio analysis and linear quadratic systems. Optimal control of continuous-time systems will be covered using maximum principle with applications in operations, finance, marketing and economics.

**LEARNING OUTCOMES**

At the end of the course the students will be able to formulate and solve dynamic optimization problems arising in business decisions using dynamic programming and optimal control theory.

## REQUIRED COURSE MATERIALS AND READINGS

The principle text is S. Sethi and G. Thompson, "Optimal control theory," 2nd edition, Kluwer, 2000.

## EVALUATION

Assignment #1	15%
Assignment #2	15%
Project	10%
Midterm	30%
Final	30%
Total	100%

## 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. (SUGGESTED conversion scheme)

LETTER GRADE	PERCENT
A+	90 - 100
A	85 - 89
A-	80 - 84
B+	75 - 79
B	70 - 74
B-	60 - 69
F	00 - 59

## 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/univsec/policy/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 ACADEMIC WORK**

Late assignments will not be accepted. No extensions are available except under extraordinary circumstances. Please discuss any extenuating situation with your instructor at the earliest possible opportunity.

### **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.

### **COPYRIGHT**

McMaster University has signed a license with the Canadian Copyright Licensing Agency (Access Copyright) which allows professors, students, and staff to make copies allowed under *fair dealing*. Fair dealing with a work does not require the permission of the copyright owner or the payment of royalties as long as the purpose for the material is private study, and that the total amount copied equals **NO MORE THAN 10 percent** of a work or an entire chapter which is less than 20 percent of a work. In other words, it is illegal to: i) copy an entire book, or ii) repeatedly copy smaller sections of a publication that cumulatively cover over 10 percent of the total work's content. Please refer to the following copyright guide for further information:

<http://library.mcmaster.ca/about/copying.pdf>

### **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 course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. 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>

## RESEARCH USING HUMAN SUBJECTS

### **ONLY IF APPLICABLE**

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

<http://www.pre.ethics.gc.ca/eng/policy-politique/tcps-epic/>

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University's research ethics guidelines:

<http://www.mcmaster.ca/ors/ethics>

Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

<b>COURSE SCHEDULE</b>
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<b>READING LIST</b>	
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SESSION AND TOPIC	ARTICLES
Week 1:	Introduction to dynamic optimization
Weeks 2, 3:	Dynamic programming algorithm and applications
Weeks 4, 5:	The maximum principle
Weeks 6, 7:	Optimal control of operations management models
Weeks 8, 9:	Optimal control of finance models
Weeks 10, 11:	Optimal control of marketing and economics models
Weeks 12, 13:	Stochastic control



## 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>	Operations Management Area/PhD in Business Administration		
<b>COURSE TITLE</b>	Game Theory and Decision Analysis		
<b>COURSE NUMBER</b>	Bus Q783	<b>COURSE CREDIT</b>	
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>
		<b>QUARTER (MODULE) ( )</b>	
<b>INSTRUCTOR(S)</b>	Dr. Mahmut Parlar		
<b>PREREQUISITE(S)</b>	Enrolment in the PhD Program or the permission of the instructor.		

**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Fall 2014	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM <u>EACH</u> DEPARTMENT AND FACULTY CONCERNED.			
<b>CHANGE IN COURSE TITLE</b>		<b>PROVIDE THE NEW COURSE TITLE:</b>	
<b>CHANGE IN COURSE DESCRIPTION</b>		<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>	
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>	
<b>OTHER CHANGES</b>		<b>EXPLAIN:</b>	

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

Game theory is concerned with the analysis of situations involving conflict and cooperation. This course will introduce the business students to the important game-theoretic solution concepts which have become indispensable research tools in supply chain and operations management. The course will cover static and dynamic complete information games for which Nash and subgame perfect equilibria are the solution concepts. The static incomplete information games will be analyzed using Bayesian Nash equilibrium. Cooperative games will be examined by using the Shapley value and nucleolus. The course will also cover incentive mechanism design and include a discussion of adverse selection and moral hazard. The final material to be covered is Bayesian decision analysis including, value of information, single- and multi-attribute utility theory and decision trees.

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

Game theory has become an indispensable tool for analyzing competitive and cooperative problems in operations management and other functional areas of business. Even though a large number of recent publications have employed game theoretic tools, we never offered a PhD-level game theory course at DeGroote. By covering complete and incomplete information games, along with some of the important cooperative game theory concepts and incentive mechanism design, we will provide our PhD students with the required background in game theory. About 1/4 of the course will include a rigorous coverage of decision analysis which will complement the game theoretic material. The main texts are H. Peters, "Game Theory," Springer, 2008, and D. Bunn, "Applied Decision Analysis," McGraw-Hill, 1984.

<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>The PhD students in management science (and perhaps in other fields such as marketing, finance and accounting) need a rigorous introduction to game theory and decision analysis which will provide them with the necessary background to start original research in these two areas.</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>Five management science PhD students plus possibly 2-3 PhD students from other fields.</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>The course will be based on lectures and readings of research papers.</p>
<p><b>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.)</b></p> <p>There will be two assignments (30% total), one midterm exam (30%), one project (10%) and the final exam (30%).</p>
<p><b>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).</b></p> <p>This is the only course on campus that will cover game theory and decision analytic tools relevant to business students in general, and management science students, in particular.</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>N/A</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>     <p>Name: Dr. Mahmut Parlar Email: parlar@mcmaster.ca      Extension: 22858      Date: November 30, 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

**Bus Q783**  
**Game Theory and Decision Analysis**  
**Fall 2014 Course Outline**

**Operations Management**  
**DeGroote School of Business**  
**McMaster University**

**COURSE OBJECTIVE**

This course is designed to familiarize business PhD students with the fundamental tools used in game theory to solve operations management and related problems.

**INSTRUCTOR AND CONTACT INFORMATION**

**Dr. Mahmut Parlar**  
Title: Professor  
Email: [parlar@mcmaster.ca](mailto:parlar@mcmaster.ca)  
Office: DSB-425  
Office Hours: TBA  
Tel: (905) 525-9140 x22858

**COURSE DESCRIPTION**

Game theory is concerned with the analysis of situations involving conflict and cooperation. This course will introduce the business students to the important game-theoretic solution concepts which have become indispensable research tools in supply chain and operations management. The course will cover static and dynamic complete information games for which Nash and subgame perfect equilibria are the solution concepts. The static incomplete information games will be analyzed using Bayesian Nash equilibrium. Cooperative games will be examined by using the Shapley value and nucleolus. The course will also cover incentive mechanism design and include a discussion of adverse selection and moral hazard. The final material to be covered is Bayesian decision analysis including, value of information, single- and multi-attribute utility theory and decision trees.

**LEARNING OUTCOMES**

At the end of the course the students will be able to formulate competitive and cooperative operations management and related problems involving multiple decision makers. They will solve these problems using the solution concepts of Nash, subgame perfect, Bayesian Nash equilibria, Shapley value and



nucleolus. They will also learn to formulate and solve incentive design problems and problems involving a single-decision maker using Bayesian decision analysis.

## REQUIRED COURSE MATERIALS AND READINGS

The main texts are H. Peters, "Game Theory," Springer, 2008, and D. Bunn, "Applied Decision Analysis," McGraw-Hill, 1984.

## EVALUATION

Assignment #1	15%
Assignment #2	15%
Project	10%
Midterm	30%
Final	30%
Total	100%

## 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. (SUGGESTED conversion scheme)

LETTER GRADE	PERCENT
A+	90 - 100
A	85 - 89
A-	80 - 84
B+	75 - 79
B	70 - 74
B-	60 - 69
F	00 - 59

## 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/univsec/policy/AcademicIntegrity.pdf>

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### **MISSED ACADEMIC WORK**

Late assignments will not be accepted. No extensions are available except under extraordinary circumstances. Please discuss any extenuating situation with your instructor at the earliest possible opportunity.

### **POTENTIAL MODIFICATIONS TO THE COURSE**

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### **COPYRIGHT**

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## 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 course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. 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>

## RESEARCH USING HUMAN SUBJECTS

### **ONLY IF APPLICABLE**

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

<http://www.pre.ethics.gc.ca/eng/policy-politique/tcps-eptc/>

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University's research ethics guidelines:

<http://www.mcmaster.ca/ors/ethics>

Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

<b>COURSE SCHEDULE</b>
------------------------

<b>READING LIST</b>	
<b>SESSION AND TOPIC</b>	<b>ARTICLES</b>
<b>Week 1:</b>	<b>Introduction to Game Theory</b>
<b>Weeks 2, 3:</b>	<b>Static Games under Complete Information</b>
<b>Weeks 4, 5:</b>	<b>Dynamic Games under Complete Information</b>
<b>Weeks 6, 7:</b>	<b>Static Games under Incomplete Information</b>
<b>Weeks 8, 9:</b>	<b>Cooperative Games</b>
<b>Weeks 10, 11:</b>	<b>Incentive Mechanism Design</b>
<b>Weeks 12, 13:</b>	<b>Bayesian Decision Analysis</b>



## 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		Operations Management Area/PhD in Business Administration		
<b>COURSE TITLE</b>		Supply Chain Design and Coordination		
<b>COURSE NUMBER</b>	Bus Q784	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Dr. Elkafi Hassini		
<b>PREREQUISITE(S)</b>		Enrolment in the PhD Program or the permission of the instructor.		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Winter 2015	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM <u>EACH</u> DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>		PROVIDE THE NEW COURSE TITLE:		
<b>CHANGE IN COURSE DESCRIPTION</b>		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		PROVIDE THE REASON FOR COURSE CANCELLATION:		
<b>OTHER CHANGES</b>		EXPLAIN:		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> Supply chain network design is an important strategic decision; some experts claim that 80% of the supply chain costs are a consequence of the supply chain network design. In addition, to manage a supply chain competitively, managers have to make decisions on resources that are not all under their control and consequently have to strategically design coordination mechanisms to optimize their supply chain operations. To address these issues the course will cover location analysis and coordination mechanisms.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> The course will cover these topics: single and multiple facility location problems, competitive and conditional location problems, joint location and inventory/routing problems, supplier selection and lot sizing, supply disruptions, supplier-buyer interactions, dynamic procurement and multiperiod sourcing, coordination and contracts.				

<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>It is important that our PhD graduate be equipped with tools and techniques for advanced supply chain planning and scheduling. This course would normally build on the tools courses (Q771, Q773, Q782 and Q783), by employing the techniques learned in those courses, and complement the operations management courses (Q790, Q791, Q793 and Q794).</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>Five management science PhD students.</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>The course will be based on lectures and readings of edited book chapters and research papers.</p>
<p><b>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.)</b></p> <p>There will be two assignments (30% total), one term paper (30%), and the final exam (40%).</p>
<p><b>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).</b></p> <p>This is the only course on campus that will cover supply chain design and coordination relevant to management science students.</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>N/A</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>     <p>Name: Dr Elkafi Hassini    Email: hassini@mcmaster.ca    Extension: 27467    Date: December 4, 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

**Bus Q784  
Supply Chain Design and Coordination  
Winter 2015 Course Outline**

**Operations Management  
DeGroote School of Business  
McMaster University**

**COURSE OBJECTIVE**

To familiarize students with major models and analysis tools for supply chain network design and coordination.

**INSTRUCTOR AND CONTACT INFORMATION**

**Dr. Elkafi Hassini**

Title: Associate Professor

Email: [hassini@mcmaster.ca](mailto:hassini@mcmaster.ca)

Office: DSB-414

Office Hours: TBA

Tel: (905) 525-9140 x27467

**COURSE DESCRIPTION**

Supply chain network design is an important strategic decision; some experts claim that 80% of the supply chain costs are a consequence of the supply chain network design. In addition, to manage a supply chain competitively, managers have to make decisions on resources that are not all under their control and consequently have to strategically design coordination mechanisms to optimize their supply chain operations. To address these issues the course will cover location analysis and coordination mechanisms.

**LEARNING OUTCOMES**

Students are expected to learn to

- Model network design problems that involve multiple decision makers and objectives
- Efficiently solve network design optimization problems
- Design and analyse coordination mechanisms for supply chains

## REQUIRED COURSE MATERIALS AND READINGS

Various article and book chapters from the following reading list.

### Articles List:

- A1. Snyder, L. V., Scaparra, M. P., Daskin, M. S., & Church, R. L. (2006). Planning for disruptions in supply chain networks. *Tutorials in operations research*.
- A2. Qi, L., Shen, Z. J. M., & Snyder, L. V. (2010). The effect of supply disruptions on supply chain design decisions. *Transportation Science*, 44(2), 274-289.
- A3. Qi, L., Shen, Z. J. M., & Snyder, L. V. (2009). A Continuous-Review Inventory Model with Disruptions at Both Supplier and Retailer. *Production and Operations Management*, 18(5), 516-532.
- A4. Aissaoui, N., Haouari, M., & Hassini, E. (2007). Supplier selection and order lot sizing modeling: A review. *Computers & Operations Research*, 34(12), 3516-3540.
- A5. Hassini, E. (2008). Order lot sizing with multiple capacitated suppliers offering leadtime-dependent capacity reservation and unit price discounts. *Production Planning & Control*, 19(2), 142-149.
- A6. Basnet, C., & Leung, J. M. (2005). Inventory lot-sizing with supplier selection. *Computers & Operations Research*, 32(1), 1-14.
- A7. Talluri, S. (2002). A buyer–seller game model for selection and negotiation of purchasing bids. *European Journal of Operational Research*, 143(1), 171-180.
- A8. Sawik, T. (2011). Selection of supply portfolio under disruption risks. *Omega*, 39(2), 194-208.

### Books List:

- B1. *Supply Chain Management: Design, Coordination and Operation*, edited by Kok and Graves (2003, Elsevier) [Supply Chain Coordination]
- B2. *Risk Management of Supply and Cash Flows in Supply Chains*, Li, Chen and Wang (2011, Springer) [Supply Management]
- B3. *Supply Chain Disruptions: Theory and Practice of Managing Risk*, edited by Gurnani, Mehrotra and Ray [Supply Disruptions]
- B4. *Foundation of Location Analysis*, edited by Eiselt and Marianov (2011, Springer) [Network Design]
- B5. *Facility Location: Concepts, Models, Algorithms and Case Studies*, edited by Farahani and Hekmatfar (2009, Springer) [Network Design]
- B6. *Supply Chain Coordination under Uncertainty*, edited by Choi and Cheng (2011, Springer) [Supply Chain Coordination]



<b>EVALUATION</b>
-------------------

Two Assignments	30%
Term Paper	30%
Final Exam	40%
Total	100%

**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. (SUGGESTED conversion scheme)

LETTER GRADE	PERCENT
A+	90 - 100
A	85 - 89
A-	80 - 84
B+	75 - 79
B	70 - 74
B-	60 - 69
F	00 - 59

<b>ACADEMIC DISHONESTY</b>
----------------------------

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## **MISSSED ACADEMIC WORK**

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## **POTENTIAL MODIFICATIONS TO THE COURSE**

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<b>COURSE SCHEDULE</b>
------------------------

<b>READING LIST</b>	
<b>SESSION AND TOPIC</b>	<b>ARTICLES</b>
<b>Week 1:</b> Single and Multifacility Location Problems	<b>Chapters: 3-4 and 13 in B5</b>
<b>Week 2:</b> Competitive Location Models	<b>Chapters: 12 in B5 and 8-7 in B4</b>
<b>Week 3:</b> Conditional Location Problems	<b>Chapters: 5 in B5 and 9 in B4</b>
<b>Week 4 and 5:</b> Solution Approaches to Location Problems	<b>Chapters: 13, 17 and 15 in B4</b>
<b>Week 6:</b> Joint Location and Inventory/Routing	<b>Chapters: 17 and 19 in B5</b>
<b>Week 7:</b> Facility Location in a Supply Chain	<b>Chapter: 20 in B5</b> <b>Articles: A1-3</b>
<b>Week 8:</b> Supplier Selection and Lot Sizing	<b>Chapters: 2 in B2</b> <b>Articles: A4-6</b>
<b>Week 9:</b> Supplier-Buyer Interactions	<b>Chapter: 3 in B2</b> <b>Articles: A7</b>
<b>Week 10:</b> Dynamic Procurement and multiperiod sourcing	<b>Chapters: pp. 219-254 in B6</b>
<b>Week 11:</b> Supply Disruption Management	<b>Chapters: 2 and 4-5 in B3</b> <b>Article: A8</b>
<b>Week 12:</b> Supply Chain Coordination	<b>Chapters: pp. 39-82 in B6, 7 in B1</b>
<b>Week 13:</b> Contracts	<b>Chapters: 6 in B1</b>



## SCHOOL OF GRADUATE STUDIES

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

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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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		Operations Management Area/PhD in Business Administration		
<b>COURSE TITLE</b>		Queuing Theory and its Applications		
<b>COURSE NUMBER</b>	Bus Q785	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Dr. Mahmut Parlar		
<b>PREREQUISITE(S)</b>		Enrolment in the PhD Program or the permission of the instructor.		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Fall 2014	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>		PROVIDE THE NEW COURSE TITLE:		
<b>CHANGE IN COURSE DESCRIPTION</b>		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		PROVIDE THE REASON FOR COURSE CANCELLATION:		
<b>OTHER CHANGES</b>		EXPLAIN:		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> Queueing theory is concerned with the analysis and design of waiting lines arising in a wide variety of service, manufacturing, and communications systems. This course will start with a brief review of stochastic processes used in modeling queueing phenomena. This will be followed with a discussion of Markovian queues. The imbedded Markov chain models and the extended Markov models will be covered. The general queue G/G/1 and approximations and the queueing network models will be discussed. Statistical inference for queueing models and an analysis of decision problems in queueing theory will also be included.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> The main text for this course is D. Gross and C. Harris, "Fundamentals of queueing theory," 3 <sup>rd</sup> edition, Wiley, 1998. The main topics include a review of Markov processes, general birth-death queueing model, the M/M/1 queue and its pure Markovian variants, the imbedded Markov chain models for M/G/1 and G/M/1 queues, the extended Markov models with bulk queues and Erlang interarrival and service times, queueing networks with serial queues, open and closed Jackson networks, the G/G/1 queue, estimation and test of hypotheses for statistical inference, and design and control of queues.				

<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>The PhD students in management science need a rigorous introduction to queueing theory which will provide them with the necessary background to start original research in these two areas.</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>Five management science PhD students.</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>The course will be based on lectures and readings of research papers.</p>
<p><b>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.)</b></p> <p>There will be two assignments (30% total), one midterm exam (30%), one project (10%) and the final exam (30%).</p>
<p><b>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).</b></p> <p>This is the only course on campus that will cover queueing theory relevant to business students in general, and management science students, in particular.</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>N/A</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>     <p>Name: Dr. Mahmut Parlar Email: parlar@mcmaster.ca Extension: 22858 Date: November 30, 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

**Bus Q785**  
**Queuing Theory and its Applications**  
**Fall 2014 Course Outline**

**Operations Management**  
**DeGroote School of Business**  
**McMaster University**

**COURSE OBJECTIVE**

This course is designed to familiarize business PhD students with the fundamental tools used in queueing theory to solve operations management and related problems.

**INSTRUCTOR AND CONTACT INFORMATION**

**Dr. Mahmut Parlar**  
Title: Professor  
Email: [parlar@mcmaster.ca](mailto:parlar@mcmaster.ca)  
Office: DSB-425  
Office Hours: TBA  
Tel: (905) 525-9140 x22858

**COURSE DESCRIPTION**

Queueing theory is concerned with the analysis and design of waiting lines arising in a wide variety of service, manufacturing, and communications systems. This course will start with a brief review of stochastic processes used in modeling queueing phenomena. This will be followed with a discussion of Markovian queues. The imbedded Markov chain models and the extended Markov models will be covered. The general queue G/G/1 and approximations and the queueing network models will be discussed. Statistical inference for queueing models and an analysis of decision problems in queueing theory will also be included.

**LEARNING OUTCOMES**

At the end of the course the students will be able to identify, formulate and solve problems involving Markovian and non-Markovian queues and networks of queues arising in service, manufacturing, and communications systems.

**REQUIRED COURSE MATERIALS AND READINGS**

D. Gross and C. Harris, "Fundamentals of queueing theory," 3<sup>rd</sup> edition, Wiley, 1998.

## EVALUATION

Assignment #1	15%
Assignment #2	15%
Project	10%
Midterm	30%
Final	30%
Total	100%

## 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. (SUGGESTED conversion scheme)

LETTER GRADE	PERCENT
A+	90 - 100
A	85 - 89
A-	80 - 84
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B-	60 - 69
F	00 - 59

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## **MISSED ACADEMIC WORK**

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## **POTENTIAL MODIFICATIONS TO THE COURSE**

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<http://library.mcmaster.ca/about/copying.pdf>

## **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 course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. 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>



## RESEARCH USING HUMAN SUBJECTS

### **ONLY IF APPLICABLE**

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

<http://www.pre.ethics.gc.ca/eng/policy-politique/tcps-eptc/>

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University's research ethics guidelines:

<http://www.mcmaster.ca/ors/ethics>

Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

## COURSE SCHEDULE

### READING LIST

SESSION AND TOPIC	ARTICLES
-------------------	----------

<b>Week 1:</b>	<b>Basic concepts in stochastic processes</b>
<b>Weeks 2, 3, 4:</b>	<b>Markovian queues with exponential interarrival and service times</b>
<b>Weeks 5, 6:</b>	<b>Imbedded Markov chain models M/G/1 and G/M/1</b>
<b>Weeks 7, 8:</b>	<b>Extended Markov models of bulk queues and Erlang interarrival and service times</b>
<b>Weeks 9, 10:</b>	<b>Queueing networks</b>
<b>Weeks 11, 12:</b>	<b>General queue G/G/1</b>
<b>Weeks 13:</b>	<b>Statistical inference and decision problems in queueing</b>



## 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.

<b>DEPARTMENT/PROGRAM</b>		Operations Management Area/PhD in Business Administration		
<b>COURSE TITLE</b>		Statistical Methodologies for Quality Control		
<b>COURSE NUMBER</b>	Bus Q792	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>				
<b>PREREQUISITE(S)</b>		Permission of the instructor		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL?</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input checked="" type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b> The course topic is not currently among the research interests of current faculty in the MS field. In case a need for the topic arises in the future it can be offered through the special topics course.		
<b>OTHER CHANGES</b>	<input type="checkbox"/>	<b>EXPLAIN:</b>		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b>				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b>				

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: Elkafi Hssini      Email: hassini@mcmaster.ca      Extension: 27467      Date: December 4, 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

## INDEPENDENT RESEARCH PROJECT COURSES

MBA independent research project courses have been offered for over 20 years. While an approval process for such courses is well established, these courses have not been officially added to the calendar.

- \*A719 - Independent Research Project in Accounting
- \*B719 - Independent Research Project in Organizational Behaviour
- \*C719 - Independent Research Project in Health Services Management
- \*E719 - Independent Research Project in Business Economics
- \*F719 - Independent Research Project in Finance
- \*H719 - Independent Research Project in Human Resources and Management
- \*I719 - Independent Research Project in International Business
- \*K719 – Independent Research Project in Management Information Systems
- \*M719 – Independent Research Project in Marketing
- \*O719 – Independent Research Project in Operations Management
- \*P719 – Independent Research Project in Business Environment and Policy
- \*V719 – Independent Research Project in Strategic Business Valuation



## SCHOOL OF GRADUATE STUDIES

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

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<b>DEPARTMENT/PROGRAM</b>		Business		
<b>COURSE TITLE</b>		Independent Research Project in Accounting		
<b>COURSE NUMBER</b>	A719	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		TBD		
<b>PREREQUISITE(S)</b>		Dependent on the nature of the research project		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? X</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>	<input checked="" type="checkbox"/>	<b>EXPLAIN:</b> MBA independent research project courses have been offered for over 20 years. While an approval process for such courses is well established, these courses have not been officially added to the calendar.		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a finance topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> Topics will vary by student and supervisor interests.				

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

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## 2. EXPECTED ENROLMENT:

1

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

Regular meetings with the faculty supervisor to ensure that the research project stays on track and is of the depth and rigour expected for an MBA course credit.

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.)

Method of evaluation may vary by offering. Typically, the expected outcome is a research report. A presentation of the report may also be expected.

**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      Email: headm@mcmaster.a      Extension: 24435      Date submitted: February 4, 2013

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/2012



## SCHOOL OF GRADUATE STUDIES

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<b>DEPARTMENT/PROGRAM</b>		Business		
<b>COURSE TITLE</b>		Independent Research Project in Organizational Behaviour		
<b>COURSE NUMBER</b>	B719	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		TBD		
<b>PREREQUISITE(S)</b>		Dependent on the nature of the research project		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? X</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
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<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>	<input checked="" type="checkbox"/>	<b>EXPLAIN:</b> MBA independent research project courses have been offered for over 20 years. While an approval process for such courses is well established, these courses have not been officially added to the calendar.		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a finance topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> Topics will vary by student and supervisor interests.				



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

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## 2. EXPECTED ENROLMENT:

1

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

Regular meetings with the faculty supervisor to ensure that the research project stays on track and is of the depth and rigour expected for an MBA course credit.

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.)

Method of evaluation may vary by offering. Typically, the expected outcome is a research report. A presentation of the report may also be expected.

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**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      Email: headm@mcmaster.a      Extension: 24435      Date submitted: February 4, 2013

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SGS/Medy/2012



## SCHOOL OF GRADUATE STUDIES

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<b>DEPARTMENT/PROGRAM</b>		Business		
<b>COURSE TITLE</b>		Independent Research Project in Health Services Management		
<b>COURSE NUMBER</b>	C719	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		TBD		
<b>PREREQUISITE(S)</b>		Dependent on the nature of the research project		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? X</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>	<input checked="" type="checkbox"/>	<b>EXPLAIN:</b> MBA independent research project courses have been offered for over 20 years. While an approval process for such courses is well established, these courses have not been officially added to the calendar.		
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## 2. EXPECTED ENROLMENT:

1

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

Regular meetings with the faculty supervisor to ensure that the research project stays on track and is of the depth and rigour expected for an MBA course credit.

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.)

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**PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:**

Name: Milena Head      Email: headm@mcmaster.a      Extension: 24435      Date submitted: February 4, 2013

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SGS/Medy/2012



## SCHOOL OF GRADUATE STUDIES

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<b>DEPARTMENT/PROGRAM</b>		Business		
<b>COURSE TITLE</b>		Independent Research Project in Business Economics		
<b>COURSE NUMBER</b>	E719	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		TBD		
<b>PREREQUISITE(S)</b>		Dependent on the nature of the research project		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? X</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
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## 2. EXPECTED ENROLMENT:

1

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

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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.)

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**PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:**

Name: Milena Head      Email: headm@mcmaster.a      Extension: 24435      Date submitted: February 4, 2013

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## SCHOOL OF GRADUATE STUDIES

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<b>DEPARTMENT/PROGRAM</b>		Business		
<b>COURSE TITLE</b>		Independent Research Project in Finance		
<b>COURSE NUMBER</b>	F719	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		TBD		
<b>PREREQUISITE(S)</b>		Dependent on the nature of the research project		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? X</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>	<input checked="" type="checkbox"/>	<b>EXPLAIN:</b> MBA independent research project courses have been offered for over 20 years. While an approval process for such courses is well established, these courses have not been officially added to the calendar.		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a finance topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> Topics will vary by student and supervisor interests.				

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

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## 2. EXPECTED ENROLMENT:

1

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

Regular meetings with the faculty supervisor to ensure that the research project stays on track and is of the depth and rigour expected for an MBA course credit.

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.)

Method of evaluation may vary by offering. Typically, the expected outcome is a research report. A presentation of the report may also be expected.

**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      Email: headm@mcmaster.a      Extension: 24435      Date submitted: February 4, 2013

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/2012



## 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.

<b>DEPARTMENT/PROGRAM</b>		Business		
<b>COURSE TITLE</b>		Independent Research Project in Human Resources and Management		
<b>COURSE NUMBER</b>	H719	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		TBD		
<b>PREREQUISITE(S)</b>		Dependent on the nature of the research project		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? X</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>	<input checked="" type="checkbox"/>	<b>EXPLAIN:</b> MBA independent research project courses have been offered for over 20 years. While an approval process for such courses is well established, these courses have not been officially added to the calendar.		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a finance topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> Topics will vary by student and supervisor interests.				



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

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## 2. EXPECTED ENROLMENT:

1

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

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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.)

Method of evaluation may vary by offering. Typically, the expected outcome is a research report. A presentation of the report may also be expected.

**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      Email: headm@mcmaster.a      Extension: 24435      Date submitted: February 4, 2013

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/2012



## SCHOOL OF GRADUATE STUDIES

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

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<b>DEPARTMENT/PROGRAM</b>		Business		
<b>COURSE TITLE</b>		Independent Research Project in International Business		
<b>COURSE NUMBER</b>	1719	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		TBD		
<b>PREREQUISITE(S)</b>		Dependent on the nature of the research project		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? X</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>	<input checked="" type="checkbox"/>	<b>EXPLAIN:</b> MBA independent research project courses have been offered for over 20 years. While an approval process for such courses is well established, these courses have not been officially added to the calendar.		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a finance topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> Topics will vary by student and supervisor interests.				

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

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## 2. EXPECTED ENROLMENT:

1

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

Regular meetings with the faculty supervisor to ensure that the research project stays on track and is of the depth and rigour expected for an MBA course credit.

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.)

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**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      Email: headm@mcmaster.a      Extension: 24435      Date submitted: February 4, 2013

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SGS/Medy/2012



## SCHOOL OF GRADUATE STUDIES

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

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<b>DEPARTMENT/PROGRAM</b>		Business		
<b>COURSE TITLE</b>		Independent Research Project in Management Information Systems		
<b>COURSE NUMBER</b>	K719	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		TBD		
<b>PREREQUISITE(S)</b>		Dependent on the nature of the research project		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? X</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>	<input checked="" type="checkbox"/>	<b>EXPLAIN:</b> MBA independent research project courses have been offered for over 20 years. While an approval process for such courses is well established, these courses have not been officially added to the calendar.		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a finance topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.				
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**1. STATEMENT OF PURPOSE** (How does the course fit into the department's program?)

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## 2. EXPECTED ENROLMENT:

1

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

Regular meetings with the faculty supervisor to ensure that the research project stays on track and is of the depth and rigour expected for an MBA course credit.

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.)

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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).

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**PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:**

Name: Milena Head      Email: headm@mcmaster.a      Extension: 24435      Date submitted: February 4, 2013

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SGS/Medy/2012



## SCHOOL OF GRADUATE STUDIES

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

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<b>DEPARTMENT/PROGRAM</b>		Business		
<b>COURSE TITLE</b>		Independent Research Project in Marketing		
<b>COURSE NUMBER</b>	M719	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		TBD		
<b>PREREQUISITE(S)</b>		Dependent on the nature of the research project		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? X</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>	<input checked="" type="checkbox"/>	<b>EXPLAIN:</b> MBA independent research project courses have been offered for over 20 years. While an approval process for such courses is well established, these courses have not been officially added to the calendar.		
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## 2. EXPECTED ENROLMENT:

1

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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.)

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Name: Milena Head      Email: headm@mcmaster.a      Extension: 24435      Date submitted: February 4, 2013

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## SCHOOL OF GRADUATE STUDIES

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<b>DEPARTMENT/PROGRAM</b>		Business		
<b>COURSE TITLE</b>		Independent Research Project in Operations Management		
<b>COURSE NUMBER</b>	O719	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		TBD		
<b>PREREQUISITE(S)</b>		Dependent on the nature of the research project		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? X</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
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## 2. EXPECTED ENROLMENT:

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Method of evaluation may vary by offering. Typically, the expected outcome is a research report. A presentation of the report may also be expected.

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      Email: headm@mcmaster.a      Extension: 24435      Date submitted: February 4, 2013

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/2012



## 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		Business		
<b>COURSE TITLE</b>		Independent Research Project in Business Environment and Policy		
<b>COURSE NUMBER</b>	P719	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		TBD		
<b>PREREQUISITE(S)</b>		Dependent on the nature of the research project		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? X</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>	<input checked="" type="checkbox"/>	<b>EXPLAIN:</b> MBA independent research project courses have been offered for over 20 years. While an approval process for such courses is well established, these courses have not been officially added to the calendar.		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a finance topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> Topics will vary by student and supervisor interests.				

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

There are times when the DeGroote MBA curriculum does not align fully with a student's academic, professional, and personal development goals. The independent research project course allows students to pursue independent work for academic credit under the guidance of a full-time faculty member. This has been a successful model in the DeGroote MBA program for over 20 years.

## 2. EXPECTED ENROLMENT:

1

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

Regular meetings with the faculty supervisor to ensure that the research project stays on track and is of the depth and rigour expected for an MBA course credit.

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.)

Method of evaluation may vary by offering. Typically, the expected outcome is a research report. A presentation of the report may also be expected.

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      Email: headm@mcmaster.a      Extension: 24435      Date submitted: February 4, 2013

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/2012



## 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		Business		
<b>COURSE TITLE</b>		Independent Research Project in Strategic Business Valuation		
<b>COURSE NUMBER</b>	V719	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		TBD		
<b>PREREQUISITE(S)</b>		Dependent on the nature of the research project		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? X</b> If YES, PROVIDE THE DATE:	
<b>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.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>	<input checked="" type="checkbox"/>	<b>EXPLAIN:</b> MBA independent research project courses have been offered for over 20 years. While an approval process for such courses is well established, these courses have not been officially added to the calendar.		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> The independent research project course provides an opportunity for students to carry out an in-depth specialized study of a finance topic of personal and/or professional interest. This course is conducted under the close supervision of a full-time faculty member.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> Topics will vary by student and supervisor interests.				

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

There are times when the DeGroote MBA curriculum does not align fully with a student's academic, professional, and personal development goals. The independent research project course allows students to pursue independent work for academic credit under the guidance of a full-time faculty member. This has been a successful model in the DeGroote MBA program for over 20 years.

## 2. EXPECTED ENROLMENT:

1

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

Regular meetings with the faculty supervisor to ensure that the research project stays on track and is of the depth and rigour expected for an MBA course credit.

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.)

Method of evaluation may vary by offering. Typically, the expected outcome is a research report. A presentation of the report may also be expected.

**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      Email: headm@mcmaster.a      Extension: 24435      Date submitted: February 4, 2013

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/2012

**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](mailto: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.

<b>DEPARTMENT</b>	Faculties of Health Sciences, Engineering, and Business							
<b>NAME OF PROGRAM</b>	MSc eHealth							
<b>PROGRAM DEGREE</b>	Ph.D. ( )	M.A. ( )	M.A.Sc. ( )	M.B.A. ( )	M. Eng. ( )	M.Sc. (X)	Diploma Program ( )	Other (Specify)

**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

<b>CHANGE IN ADMISSION REQUIREMENTS</b>	<input type="checkbox"/>	<b>CHANGE IN COMPREHENSIVE EXAMINATION PROCEDURE</b>	<input type="checkbox"/>	<b>CHANGE IN COURSE REQUIREMENTS</b>	<input checked="" type="checkbox"/>
<b>CHANGE IN THE DESCRIPTION OF A SECTION IN THE GRADUATE CALENDAR</b>	<input checked="" type="checkbox"/>	<b>EXPLAIN:</b> EHealth 705 / Statistics for eHealth / is to be introduced as a new required course for all students in the program.			
<b>OTHER CHANGES</b>	<input type="checkbox"/>	<b>EXPLAIN:</b>			

**DESCRIBE THE EXISTING REQUIREMENT/PROCEDURE:**

Currently, there is no required statistics course in the program..

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

The recommended change will affect the following section in the calendar for the MSc eHealth program:

**Degree Options and Internship**

A candidate for the M.Sc. eHealth degree may choose to take the program either full-time or part-time. The full-time program has two options: thesis or course-project. In the thesis option, students must complete the required courses plus one elective course from the field of specialization (a total of five courses). In addition, students must complete and defend a Master's thesis successfully. The thesis option is not open to part-time students. Completion of the M.Sc. thesis option is the preferred route to a Ph.D. program in a similar field (e.g., Health Research Methodology, Computer Science, or Business). In the course-project option (which may be taken full or part-time), students take the required courses, two electives from the field of specialization, and two other electives selected from one or both of the other two fields (for a total of eight courses). All courses must be completed with at least a B- standing.

In line 4, "four" has been replaced with "five". In the last line, "seven" has been replaced with "eight".

Additionally, a description of the new required course eHealth 705 will be included in the program's calendar copy as follows:

\*705 / Statistics for eHealth / Staff

This course covers basic statistical concepts and techniques as they apply to the analysis and presentation of data in eHealth practice. The statistical software package SPSS will be used extensively. The course includes graphical presentation of data, elementary probability, descriptive statistics, and probability distributions. Statistical inferencing techniques, including statistical decision theory, confidence intervals, hypothesis tests (z-tests, t-tests, and non-parametric methods), ANOVA, contingency tables, ch-square tests, correlation, and simple and multiple regression. Students will analyze data gathered from eHealth studies and will review examples drawn from published eHealth research.

Prerequisite: Enrolment in the MSc eHealth program or permission of the instructor.

**RATIONALE FOR THE RECOMMENDED CHANGE:**

Students in the eHealth program (particularly thesis students) are often required to analyze statistical data. Although students admitted to the program may claim they have taken a university-level statistics course, they are often incapable of performing statistical analysis beyond very basic functions. The purpose of the new required course is to ensure that all our students are capable of gathering and analyzing statistical data satisfactorily, both while in the program and in their careers in the eHealth field.

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

September 2013

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

This recommendation is accompanied by a proposed change involving the introduction of the new course eHealth 705

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

Degree Options and Internship

A candidate for the M.Sc. eHealth degree may choose to take the program either full-time or part-time. The full-time program has two options: thesis or course-project. In the thesis option, students must complete the required courses plus one elective course from the field of specialization (a total of five courses). In addition, students must complete and defend a Master's thesis successfully. The thesis option is not open to part-time students. Completion of the M.Sc. thesis option is the preferred route to a Ph.D. program in a similar field (e.g., Health Research Methodology, Computer Science, or Business). In the course-project option (which may be taken full or part-time), students take the required courses, two electives from the field of specialization, and two other electives selected from one or both of the other two fields (for a total of eight courses). All courses must be completed with at least a B- standing.

The course description will also be included, as follows:

\*705 / Statistics for eHealth / Staff

This course covers basic statistical concepts and techniques as they apply to the analysis and presentation of data in eHealth practice. The statistical software package SPSS will be used extensively. The course includes graphical presentation of data, elementary probability, descriptive statistics, and probability distributions. Statistical inferencing techniques, including statistical decision theory, confidence intervals, hypothesis tests (z-tests, t-tests, and non-parametric methods), ANOVA, contingency tables, ch-square tests, correlation, and simple and multiple regression. Students will analyze data gathered from eHealth studies and will review examples drawn from published eHealth research.

Prerequisite: Enrolment in the MSc eHealth program or permission of the instructor.

**CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:**

Name: Norm Archer      Email: archer@mcmaster.ca      Extension: 23944      Date: January 9, 2013

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 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		MSc eHealth		
<b>COURSE TITLE</b>		Statistics for eHealth		
<b>COURSE NUMBER</b>	705	<b>COURSE CREDIT</b> <b>FULL COURSE ( )</b> <b>HALF COURSE (X)</b> <b>QUARTER (MODULE) ( )</b>		
<b>INSTRUCTOR(S)</b>		Norm Archer, Ann McKibbon		
<b>PREREQUISITE(S)</b>		Enrolment in MSc eHealth program, or permission of instructor		

### NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

<b>NEW COURSE</b>	<input checked="" type="checkbox"/>	<b>DATE TO BE OFFERED:</b> Winter 2014	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> 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.

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

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

This course covers basic statistical concepts and techniques as they apply to the analysis and presentation of data in eHealth practice. The statistical software package SPSS will be used extensively. The course includes graphical presentation of data, elementary probability, descriptive statistics, and probability distributions; statistical inferencing techniques, including statistical decision theory, confidence intervals, hypothesis tests (z-tests, t-tests, and non-parametric methods), ANOVA, contingency tables, ch-square tests, correlation, and simple and multiple regression. Students will analyze data gathered from eHealth studies and will review examples drawn from published eHealth research. Prerequisite: Enrolment in the MSc eHealth program or permission of the instructor.

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

We expect to use the text "Statistics for the Health Sciences", by Christine Dancey, John Reidy, and Richard Rowe (Sage, 2012). The course will include the following topics, interspersed by readings from the published literature on statistical studies in eHealth: Overview of the research process; descriptive statistics; graphical displays; introduction to SPSS. Statistical tests; sampling; probability distributions; statistical significance; confidence intervals. Hypothesis tests; t test; non-parametric tests (Kolmogorov-Smirnov one sample test). Two-sample tests (t tests, Mann-Whitney). Data screening and cleaning. One way analysis of variance. Categorical variables; Chi-square test; contingency measures; Correlation (Pearson's r and Spearman's rho). Linear regression; outliers. Multiple regression; dummy variables.



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

This is a new required course to prepare MSc eHealth students for analyzing and understanding the variety of data they must deal with in the eHealth environment

## 2. EXPECTED ENROLMENT:

25-30. Our current annual student intake is in this range, and all our full-time students will take this required course in their first year of their programs, and the part-time students will take it early in their programs.

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

Students will prepare for each lecture by reading assigned material, reviewing required readings, and doing assigned statistical analysis. Classes will normally include two hours of tutorial, where students will work individually or as teams to address applications that demonstrate the material presented the previous week. This will be followed by an hour of lecture or guest presentation on the topic for the following week. The instructor and tutorial assistants will work with students as needed during the tutorials.

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.)

Students will be graded on the following basis: 1) Individual performance observed in tutorials and class (10%); 2) Two hand-in assignments, each worth 10% (Total 20%); 3) Multiple choice and short answer mid-term (30%); 4) Teams of no more than 4 students will choose topics from a list and give presentations (20%) and submit written reports (20%) near the end of term. These topics will involve a critical review, explanation, and analysis of one or more published papers about some aspect of eHealth involving statistics.

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).

HRM 702, NUR 709, and BUS Q600 have some overlap with the proposed course, but none are oriented towards eHealth applications. Also, the first two are not offered in the Winter term, which is where the course is needed for the eHealth program.

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

This course is intended only for students in the MSc eHealth program.

**PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:**

Name: N. Archer Email: archer@mcmaster.ca

Extension: 23944

Date submitted: December 06, 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/2012



## 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](mailto: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.

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

**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<input type="text"/>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b>	<input type="checkbox"/>
				<b>IF YES, PROVIDE THE DATE:</b>	<input type="text"/>
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> <input type="checkbox"/> <b>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.</b>					
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>			
<b>CHANGE IN COURSE DESCRIPTION</b>	<input checked="" type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>			
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>	<input type="checkbox"/>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>			
<b>OTHER CHANGES</b>	<input type="checkbox"/>	<b>EXPLAIN:</b>			

**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><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></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 at McMaster University.</p>
<p><b>2. EXPECTED ENROLMENT:</b></p> <p>45</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>This course is offered through a combination of online and on-site delivery. Three sessions are covered during the first on-site residency. Sessions conducted on-site include a period of orientation, lectures, discussions and presentations. Sessions conducted online include objectives, readings, assigned discussion questions and other learning activities. Topics can be explored through a review of documents, video, slides, course assignments, cases and online discussions.</p>
<p><b>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.)</b></p> <p>Students will be evaluated as follows:</p> <p>Participation (for both on-site and online course components) - estimate 30%</p> <p>Policy issue presentation and facilitation of discussion during on-site residency - estimate 30%</p> <p>Major policy analysis assignment - estimate 40%</p>
<p><b>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).</b></p> <p>N/A</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>N/A</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>          <p>Name: Glen Randall      Email: randalg@mcmaster.ca      Extension: 26191      Date: November 27, 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		SRS and DSB / Master of Health Management		
<b>COURSE TITLE</b>		Evaluating Sources of Evidence for Management and Evaluation		
<b>COURSE NUMBER</b>	HM705	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Brenda Lammi and Mary Law		
<b>PREREQUISITE(S)</b>		Admission to the Master of Health Management Program Prereq: HM 700 ANTIREQUISITE-RS 705		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input checked="" type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>	<input type="checkbox"/>	<b>EXPLAIN:</b>		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> 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 healthcare 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.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> The course will include 4 thematic modules: <ul style="list-style-type: none"><li>• Module 1: Introduction to Evidence-Based Practice [Week 1]</li><li>• Module 2: Characteristics and Processes for Evidence-Based Health Management [Weeks 2-4]</li><li>• Module 3: Evaluating the Evidence [Weeks 5-10]</li><li>• Module 4: Building, Using, Communicating and Transferring Evidence [Weeks 11-13]</li></ul> Upon completion of this course students will be able to: <ul style="list-style-type: none"><li>• define evidence-based practice and its role in health management</li><li>• critically read, evaluate and synthesize evidence to support decision-making that lead to best practice in health care</li><li>• develop strategies for disseminating and using evidence in health management practice</li></ul> Course materials will consist of one text (Evidence-based Rehabilitation, Law and MacDermid, 2008, 2 <sup>nd</sup> ed.) (or similar), journal articles and internet resources.				

<p><b>1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)</b></p> <p>This course is one of the core courses in the Master of 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><b>2. EXPECTED ENROLMENT:</b></p> <p>45</p>
<p><b>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):</b></p> <p>This course is delivered in an online format. Topics can be explored through a review of documents, video, slides, course assignments, cases and online discussions. Sessions include objectives, readings, assigned discussion questions and other learning activities. Students are required to complete assignments, and respond to posted discussion questions.</p>
<p><b>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.)</b></p> <p>Evaluation will be based on:</p> <p>Participation in weekly sessions - estimate 15%</p> <p>Assignment 1 - Systematic Review Topic - estimate 20%</p> <p>Assignment 2 - Paper – Obtain and Review Data - estimate 40%</p> <p>Assignment 3 - Implementing Evidence into Management Presentation - estimate 25%</p>
<p><b>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).</b></p> <p>A similar course is offered in the RS program. The two courses are taken by students in different programs. This course focuses directly on use of evidence in health management.</p>
<p><b>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</b></p> <p>N/A</p>
<p><b>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</b></p>          <p>Name: Mary Law Email: lawm@mcmaster.ca      Extension: 27837      Date: November 27, 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		SRS and DSB / Master of Health Management		
<b>COURSE TITLE</b>		Health Management Foundations I		
<b>COURSE NUMBER</b>	HM706	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Patricia Wakefield		
<b>PREREQUISITE(S)</b>		Admission to the Master of Health Management Program. Prereq: HM 700, HM 705		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>		<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b>	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>		<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	X	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>		<b>CHANGE TO HALF COURSE</b>		<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>		<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>		<b>EXPLAIN:</b>		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> 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.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> 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.				

**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.

## 2. EXPECTED ENROLMENT:

45.

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

This course is delivered in an online format. Topics can be explored through a review of documents, video, slides, course assignments, cases and online discussions. Sessions include objectives, readings, assigned discussion questions and other learning activities. Students are required to complete assignments, and respond online to posted discussion questions.

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 methods include:

1. Participation in online discussions for Modules - estimate 20%
2. Completion of course assignments for Modules - estimate 40%
3. Completion of a health management project/paper - estimate 40%.

**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).**

N/A

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: Patricia Wakefield Email: wakefie@mcmaster.ca Extension: 27447 Date: November 27, 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>	SRS and DSB / Master of Health Management		
<b>COURSE TITLE</b>	Health Management Foundations II		
<b>COURSE NUMBER</b>	HM707	<b>COURSE CREDIT</b>	
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>
		<b>QUARTER (MODULE) ( )</b>	
<b>INSTRUCTOR(S)</b>	Trevor Chamberlain		
<b>PREREQUISITE(S)</b>	Admission to the Master of Health Management Program Prereq: HM 700, HM 705, HM 706		

**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

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

**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 C., Healthcare Finance, Fifth Edition, Chicago, IL: Health Administration Press, 2012; and the following casebook: Gapenski, Louis, C., Cases in Healthcare Finance, Fourth Edition, Chicago: Health Administration Press, 2010 (or similar).



**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 of 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.

## 2. EXPECTED ENROLMENT:

45

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

This course is delivered in an online format. Topics can be explored through a review of documents, video, slides, course assignments, cases and online discussions. Sessions include objectives, readings, assigned discussion questions and other learning activities. Students are required to complete assignments, and respond to posted discussion questions.

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 methods will include:

1. participation in online discussions - estimate 20%;
2. completion of short cases and problem sets - estimate 40%; and
3. completion of a project situated in a health management setting - estimate 40%.

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).

N/A

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: Trevor Chamberlain

Email: [chambert@mcmaster.ca](mailto:chambert@mcmaster.ca)

Extension: 23980

Date: November 27, 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/Medv/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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		SRS and DSB / Master of Health Management		
<b>COURSE TITLE</b>		Leadership in Health Organizations		
<b>COURSE NUMBER</b>	HM708	<b>COURSE CREDIT</b>		
		<b>FULL COURSE ( )</b>	<b>HALF COURSE (X)</b>	<b>QUARTER (MODULE) ( )</b>
<b>INSTRUCTOR(S)</b>		Mary Law and Kathryn Wise		
<b>PREREQUISITE(S)</b>		Admission to the MHM Program Prereq: HM 700, HM 705, HM 706, HM 707 Antireq: RS 770		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.</b>				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	<b>PROVIDE THE NEW COURSE TITLE:</b>		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input checked="" type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	<b>PROVIDE THE REASON FOR COURSE CANCELLATION:</b>		
<b>OTHER CHANGES</b>	<input type="checkbox"/>	<b>EXPLAIN:</b>		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> 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.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> 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 (or similar).				

**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 of 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.

## 2. EXPECTED ENROLMENT:

45

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

This course is offered through a combination of online and on-site delivery. One session is covered during the final on-site residency. Sessions conducted on-site include a period of orientation, lectures, discussions and presentations. Sessions conducted online include objectives, readings, assigned discussion questions and other learning activities. Topics can be explored through a review of documents, video, slides, course assignments, cases and online discussions.

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 - estimate 20%

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

Assignment 2 - [Other] Interview a leader in the field of health management. Analyse the interview using a theoretical approach. -  
estiamte 40%

Assignment 3 - [Organization] Develop a detailed, theoretically based leadership plan/approach to a current situation in an organization, profession, or health care. - estimate 30%

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 27, 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](mailto: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.

<b>DEPARTMENT/PROGRAM</b>		SRS and DSB / Master of Health Management		
<b>COURSE TITLE</b>		Scholarly Paper		
<b>COURSE NUMBER</b>	HM730	<b>COURSE CREDIT</b> <b>FULL COURSE ( X )</b> <b>HALF COURSE ( )</b> <b>QUARTER (MODULE) ( )</b>		
<b>INSTRUCTOR(S)</b>		Lynne Geddes with Master of Health Management Faculty Members as Faculty Advisors		
<b>PREREQUISITE(S)</b>		Admission to the Master of Health Management Program Prereq: HM 700, HM 705, HM 706, HM 707, HM 708 and 1 other elective		
<b>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</b>				
<b>NEW COURSE</b>	<input type="checkbox"/>	<b>DATE TO BE OFFERED:</b>	<b>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL? NO</b> If YES, PROVIDE THE DATE:	
<b>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO</b> If YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <b>NOTE:</b> CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM <u>EACH</u> DEPARTMENT AND FACULTY CONCERNED.				
<b>CHANGE IN COURSE TITLE</b>	<input type="checkbox"/>	PROVIDE THE NEW COURSE TITLE:		
<b>CHANGE IN COURSE DESCRIPTION</b>	<input checked="" type="checkbox"/>	<b>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</b>		
<b>CHANGE TO FULL COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO HALF COURSE</b>	<input type="checkbox"/>	<b>CHANGE TO QUARTER COURSE</b>
<b>COURSE CANCELLATION</b>	<input type="checkbox"/>	PROVIDE THE REASON FOR COURSE CANCELLATION:		
<b>OTHER CHANGES</b>	<input type="checkbox"/>	EXPLAIN:		
<b>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</b> 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, in consultation with a faculty advisor with expertise in the area, and 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.				
<b>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</b> Normally after the 5 required and 1 elective courses 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 in health management practice, education, research and/or policy. The scholarly paper is to demonstrate integrative thinking at a general and abstract level. 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, and bibliography, prior to completing the paper.				

**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.

## 2. EXPECTED ENROLMENT:

45

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

The course is an independent self-directed in-depth exploration of a topic chosen by the student and approved by his/her faculty advisor and the course instructor in consultation with the MHM curriculum committee. The student will be working under the supervision of a faculty member of the Master of Health Management program whose research, clinical, or teaching interests match the student's learning needs and who is willing to work with the student. The student will submit a proposal for the scholarly paper and, after its' approval, complete and submit the scholarly paper.

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.)

Final paper – estimate 100%

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).

N/A

**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: Lynne Geddes      Email: geddesl@mcmaster.ca      Extension: 27818      Date: November 27, 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