January 8, 2007

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

From : Medy Espiritu
Assistant Secretary & SynApps System Administrator

The next meeting of the Faculty of Business Graduate Curriculum and Policy Committee will be held on Wednesday, January 10, 2007 at 1:30 p.m. in DSB-510.

If you are unable to attend this meeting, please notify me at extension 24204 or email espiritum@mcmaster.ca.

AGENDA

I. GRADUATE CURRICULUM RECOMMENDATIONS

Accounting:
a) Proposed Changes to Management Accounting Specialization of MBA Programs

b) Proposed Changes in Prerequisites for Business A700-level Courses
   - Change in prerequisite:
     * A702 – Intermediate Financial Accounting II
     * A730 – Canadian Taxation I
     * A732 – Financial Planning: the Tax Perspective

Finance:
New Courses:
* FC1 – Financial Economics I
* FC2 – Financial Economics II
* FC3 – Empirical Finance
* FC4 – Seminar in Finance

Human Resources and Management:
New course: B783 – Selected Topics in Human Resources
Management Science & Information Systems:
New courses:
*MS1 – Research Issues in Management Science I
*MS2 – Research Issues in Management Science II
Change in course number: *K734 – Supply Chain Management
Change in course description: *Q773 – Optimization I

Marketing:
MC1 – Marketing Foundations
MC2 – Marketing Models and Modeling
MC3 – Inter-Organizational Research in Marketing
MC4 – Special Topics in Marketing Strategy

Changes to the requirements for the Health Services Management Stream

Proposal to cancel the Minor in Entrepreneurship
- Course cancellations: P740 – Corporate Entrepreneurship; P742 – The Family Enterprise

II. MBA LEARNING GOALS (as per AACSB) – for discussion
- provide any feedback/comments

III. OTHER BUSINESS
To: Naresh Agarwal, Chair  
Graduate Curriculum and Policy Committee

From: Lilian Chan

RE: Proposed Changes to Management Accounting Specialization of MBA Programs

At present, the Management Accounting Specialization of the MBA program is a two-year full-time program in which students are required to complete 22 courses. The additional two courses, Business A741: Strategic Management Accounting Issues in Start-Up and Growing Companies and Business A742: Strategic Management Accounting Issues in Matured and Declining Companies, cover materials of the Strategic Leadership Program of the Society of Management Accountants of Ontario (the Society), a requirement in the certification process. These two courses allow students to complete the Strategic Leadership Program in the MBA program.

Per discussion with representatives from the Society, the Accounting and Financial Management Services Area would like to propose the following changes to the structure of the Management Accounting Specialization.

Motion 1:

The Management Accounting Specialization of the MBA programs will be offered to the three regular MBA programs, namely the full-time, co-op, and part-time options of the MBA programs.

Rationale:

In the development of the original proposal, the Society was concerned about the logistics in the delivery of the two extra courses to MBA students in the full-time and co-op options. MBA students in the co-op option will take Business A742 in their Term 1, Year 2 while MBA students in the full-time option will take Business A742 in their Term 2, Year 2. This makes it difficult for co-op and full-time students to form study groups and work on the Board Report, a requirement of the Strategic Leadership Program, after they take Business A742 in the winter study term. Accordingly, the original proposal of the Management Accounting Specialization is only offered to students in the full-time option of the MBA programs. However, by offering both courses, Business A741 and Business A742 in the winter term only, the logistics of delivery can be resolved. The proposed schedule is feasible and it should not have any adverse effect on the students’ learning. Furthermore, the offering of the Management Accounting Specialization to students in the full-time, co-op, and part-time options of the MBA program is consistent with other specializations in the MBA programs, except for the Health Services Management Specialization.
Motion 2:

The Management Accounting Specialization will be offered to students in the full-time and part-time options of the Accelerated MBA program in which students are required to complete twelve 700-level courses with the following admission standards:

1. They must compete for admission using the same criteria that are applied for normal entry to the first year of the MBA program (a minimum verbal GMAT score of 28, a minimum quantitative GMAT score of 37 with a recommended total GMAT score of 620 and a minimum B average in each of the most recent two years of university studies), have an average of at least B in their undergraduate commerce and economics courses, as well as at least a B in each of the undergraduate commerce and economics courses that are the core courses of Year 1 of the MBA program.

2. They must have obtained their bachelor’s degree no more than five years ago. Those who have obtained bachelor's degrees more than five years before the expected date of admission must have at least one year of significant managerial experience.

Rationale:

DeGroote now offers an Accelerated MBA program to graduates of Commerce, Honours Commerce and McMaster University Engineering and Management programs. Graduates from these programs are eligible to receive advanced standing in the MBA program. They can be admitted to the second year of the full-time and part-time options of the MBA programs. They will be given full credit for the first year of the program as they meet the conditions of admission into the Accelerated MBA program.

Since graduates of Commerce and Honours Commerce programs have the general management education in their undergraduate programs of study, they should be considered for admission to the Management Accounting Specialization in the full-time and part-time options of the Accelerated MBA program.

DeGroote’s regular MBA program (20-course) have been Accredited by the Society and our graduates have been given exemption on Part I of the CMA Entrance Examination and will be given exemption on the Multiple Choice Exam, effective July 1, 2007. For students in the Management Accounting specialization of the Accelerated MBA program (12-course), the Society will evaluate each candidate’s undergraduate program of study to determine if they will be given exemption on the multiple choice exam, effective July 1, 2007.

Special Note: The accredited status which the Society provides to students in McMaster University’s MBA programs with a waiver of the Multiple Choice Exam would not be extended to students in the Management Accounting Specialization of the Accelerated MBA program. Students would also be required to demonstrate complete coverage of the syllabus for the CMA Multiple Choice Exam with respect to the required courses of Year 1 of the MBA program through their undergraduate studies to challenge the Multiple Choice Exam. Accordingly, students in the Management Accounting Specialization of the Accelerated MBA program may have to complete some required courses of Year 1 of the MBA programs.
Motion 3:
That the list of elective courses for the Management Accounting Specialization be expanded to include:
Business B712: Managerial Negotiations
Business B730: Strategic Management of Technology
Business K734: Supply Chain Management

Course Description:
Business B712: Managerial Negotiations
The purpose of this course is to help you understand the theory and process of effective negotiations. The course will complement the technical and diagnostic skills learned in other courses in the MBA program. While a manager needs strong analytical skills to develop optimal solutions to problems, good negotiation skills are needed in order for these solutions to be accepted and implemented. Great analysis is of little value if you are unable to win support for the actions it recommends. To provide you with the opportunity to develop both analytical frameworks and practical skills in negotiation, the course will rely primarily on hands-on learning.

Business B730: Strategic Management of Technology
In today’s competitive environment technology has become a central component of the strategic process of many innovative organizations. This course surveys the issues involved in the new role for technology including competitive advantage, analytical tools, technology-based strategies, partnerships and alliances, and the process for managing technology so that it is closely integrated with the activities of the firm.

Business K734: Supply Chain Management
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 system will be demonstrated in class. This course can be used towards SAP Certification in Business Integration.

Rationale:
The expanded list of elective courses provide students an opportunity to gain an in-depth knowledge in specific topic areas that are relevant to their professional career as CMAs.
Figure 1  
Proposed Structure for Students Admitted in September Year 1  
Management Accounting Specialization, MBA Programs

<table>
<thead>
<tr>
<th>Full-time Option</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year 2</strong></td>
</tr>
<tr>
<td>Term 1, Fall</td>
</tr>
<tr>
<td>Sept. – Dec.</td>
</tr>
<tr>
<td>A702</td>
</tr>
<tr>
<td>A723</td>
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<tr>
<td>A732</td>
</tr>
<tr>
<td>P722</td>
</tr>
<tr>
<td>P700</td>
</tr>
<tr>
<td>elective</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Co-op Option</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year 2</strong></td>
</tr>
<tr>
<td>Fall</td>
</tr>
<tr>
<td>Work</td>
</tr>
<tr>
<td>Term</td>
</tr>
<tr>
<td></td>
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<td></td>
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<tr>
<td></td>
</tr>
</tbody>
</table>

It is recommended that students in the co-op option take Business A741 and Business A742 in the winter term, which will be offered in the evening or Saturdays to accommodate the students’ work commitment. Alternatively, they may elect to take A741 and A742 in Year 2, Term 1 and then an elective in Year 3, Term 2.

<table>
<thead>
<tr>
<th>Part-time Option</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students in the part-time option must take Business A741 and Business A742 in the Winter term, the last study term of their MBA programs.</td>
</tr>
</tbody>
</table>
Date: January 8, 2007
To: N. Agarwal, Chair
Graduate Curriculum and Policy Committee
From: M. Shehata, Acting Chair
Accounting and Financial Management Services Area
RE: Proposed Changes in Prerequisites for Business A700-level Courses

The Accounting and Financial Management Services Area proposes the following changes to the prerequisites for Business A701, Business A702, Business A730, and Business A732:


**Motion 2:** That the prerequisite for Business A730: Canadian Taxation I and Business A732: Financial Planning: the Tax Perspective be changed from Business A610 to Business A600.

**Rationale:** Since Business A730: Canadian Taxation I focuses on the principle of Canadian federal income taxation with detailed application to individual and businesses while Business A732: Financial Planning: the Tax Perspective emphasizes the tax planning perspective for individuals and businesses, Business A610: Managerial Accounting is of little relevance to the topics covered in Business A730 and Business A732. However, basic knowledge in financial accounting and reporting is necessary for understanding the difference between accounting income and taxable income. Thus, Business A600: Financial Accounting and Reporting should be stated as a prerequisite for Business A730 and Business A732.
**SCHOOL OF GRADUATE STUDIES**

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

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

**DEPARTMENT/PROGRAM**
Accounting and Financial Management Services Area, DeGroote School of Business/MBA

**COURSE TITLE**
Intermediate Financial Accounting I

<table>
<thead>
<tr>
<th>COURSE NUMBER</th>
<th>COURSE CREDIT</th>
<th>INSTRUCTOR(S)</th>
<th>PREREQUISITE(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A701</td>
<td>FULL COURSE</td>
<td>H.T. Hao/E. Mohammad</td>
<td>Business A610: Managerial Accounting</td>
</tr>
</tbody>
</table>

**NEW COURSE**

**DATE TO BE OFFERED:**

**WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL?**
If Yes, provide the date:

**WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?**
If Yes, attach to this form any relevant correspondence with the other department(s). Note: Cross-listing of courses requires approval from each department and faculty concerned.

**CHANGE IN COURSE TITLE**
Provide the current course title:

**CHANGE IN COURSE DESCRIPTION**
600-LEVEL COURSE (Undergraduate course for graduate credit)
Please see #4 on page 2 of this form

**CHANGE TO FULL COURSE**

**CHANGE TO HALF COURSE**

**CHANGE TO QUARTER COURSE**

**COURSE CANCELLATION**
Provide the reason for course cancellation:

**OTHER**
X Explain:
Change in prerequisite from Business A610: Managerial Accounting to Business A600: Financial Accounting and Reporting.

**BRIEF DESCRIPTION FOR CALENDAR**
- Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.
  Prerequisite: Business A600

**CONTENT/RATIONALE**
- Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.
1. **STATEMENT OF PURPOSE** (How does the course fit into the department’s program?)
   
   N/a

2. **EXPECTED ENROLMENT:**
   
   n/a

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

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

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: M. Shehata  
Email: shehata@mcmaster.ca  
Extension: 23974

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

SGS/December 2006
**SCHOOL OF GRADUATE STUDIES**

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

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**PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:**

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**DEPARTMENT/PROGRAM**
Accounting and Financial Management Services Area, DeGroote School of Business/MBA

**COURSE TITLE**
Intermediate Financial Accounting II

**COURSE NUMBER**
A702

**COURSE CREDIT**

<table>
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<tr>
<th>FULL COURSE</th>
<th>HALF COURSE</th>
<th>QUARTER (MODULE)</th>
</tr>
</thead>
</table>

**INSTRUCTOR(S)**
H.T. Hao/E. Mohammad

**PREREQUISITE(S)**
Business A610: Managerial Accounting

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

**NEW COURSE**

<table>
<thead>
<tr>
<th>Date to Be Offered:</th>
<th>Was the Proposed Course Offered on Dean’s Approval?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>If Yes, Provide the Date:</td>
</tr>
</tbody>
</table>

**Will the Course Be Cross-listed with Another Department?**

If Yes, Attach to this Form Any Relevant Correspondence with the Other Department(s). Note: Cross-listing of courses requires approval from each department and faculty concerned.

---

**CHANGE IN COURSE TITLE**

Provide the Current Course Title:

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**CHANGE IN COURSE DESCRIPTION**

600-LEVEL COURSE (Undergraduate course for graduate credit)

Please see #4 on page 2 of this form

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**CHANGE TO FULL COURSE**

<table>
<thead>
<tr>
<th>Change to Half Course</th>
<th>Change to Quarter Course</th>
</tr>
</thead>
</table>

---

**COURSE CANCELLATION**

Provide the Reason for Course Cancellation:

---

**OTHER**

X Explain:
Change in Prerequisite from Business A610: Managerial Accounting to Business A600: Financial Accounting and Reporting.

---

**BRIEF DESCRIPTION FOR CALENDAR**

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

Prerequisite: Business A600

---

**CONTENT/RATIONALE**

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

1. **STATEMENT OF PURPOSE** (How does the course fit into the department’s program?)
   
   N/a

2. **EXPECTED ENROLMENT:**
   
   n/a

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

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

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: M. Shehata  
Email: shehata@mcmaster.ca  
Extension: 23974

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

SGS/December 2006
# Recommendation for Change in Graduate Curriculum - For Change(s) Involving Courses

**PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:**

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

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<tr>
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<th>Accounting and Financial Management Services Area, DeGroote School of Business/MBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Canadian Taxation I</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>A730</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE ( )</td>
</tr>
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<td></td>
<td>HALF COURSE ( )</td>
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<tr>
<td></td>
<td>QUARTER (MODULE) ( )</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>E. Bentzen-Bilkvist/N. Mastroluisi</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Business A610: Managerial Accounting</td>
</tr>
</tbody>
</table>

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

- [ ] NEW COURSE
- [ ] DATE TO BE OFFERED: [ ]
- [ ] WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL? If Yes, Provide the Date:

**WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?**

- [ ] If Yes, Attach to this Form Any Relevant Correspondence with the Other Department(s). **Note:** Cross-listing of courses requires approval from each department and faculty concerned.

**CHANGE IN COURSE TITLE**

- [ ] PROVIDE THE CURRENT COURSE TITLE:

**CHANGE IN COURSE DESCRIPTION**

- [ ] 600-LEVEL COURSE (Undergraduate course for graduate credit)
  
  *Please see #4 on page 2 of this form*

**CHANGE TO FULL COURSE**

- [ ] CHANGE TO HALF COURSE
- [ ] CHANGE TO QUARTER COURSE

**COURSE CANCELLATION**

- [ ] PROVIDE THE REASON FOR COURSE CANCELLATION:

- [ ] OTHER: [ ]

  **EXPLAIN:**

  Change in Prerequisite from Business A610: Managerial Accounting to Business A600: Financial Accounting and Reporting.

**BRIEF DESCRIPTION FOR CALENDAR**

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

  Prerequisite: Business A600

**CONTENT/RATIONALE**

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

  Rationale for Change in Prerequisite: Since Business A730: Canadian Taxation I focuses on the principle of Canadian federal income taxation with detailed application to individual and businesses, Business A610: Managerial Accounting is of little relevance to the topics covered in Business A730. However, basic knowledge in financial accounting and reporting is necessary for understanding the difference between accounting income and taxable income. Thus, Business A600: Financial Accounting and Reporting should be stated as a prerequisite for Business A730.
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1. <strong>STATEMENT OF PURPOSE</strong> (How does the course fit into the department’s program?)</td>
<td>N/a</td>
</tr>
<tr>
<td>2. <strong>EXPECTED ENROLMENT:</strong></td>
<td>n/a</td>
</tr>
<tr>
<td>3. <strong>DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL</strong> (i.e., lectures, seminars):</td>
<td>n/a</td>
</tr>
<tr>
<td>4. <strong>DESCRIBE IN DETAIL THE METHOD OF EVALUATION:</strong> (For 600-level course, indicate the <strong>Extra Work</strong> to be required of graduate students, i.e., exams, essays, etc.)</td>
<td>n/a</td>
</tr>
<tr>
<td>5. <strong>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).</strong></td>
<td>n/a</td>
</tr>
<tr>
<td>6. <strong>IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</strong></td>
<td>n/a</td>
</tr>
</tbody>
</table>

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

Name: M. Shehata Email: shehata@mcmaster.ca Extension: 23974

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

SGS/December 2006
PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

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<table>
<thead>
<tr>
<th>DEPARTMENT/PROGRAM</th>
<th>Accounting and Financial Management Services Area, DeGroote School of Business/MBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Financial Planning: the Tax Perspective</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>A732</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE ( )  HALF COURSE ( X )  QUARTER (MODULE) ( )</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>E. Bentzen-Bilkvist/N. Mastroluisi</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Business A610: Managerial Accounting</td>
</tr>
</tbody>
</table>

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

- **NEW COURSE**
  - **DATE TO BE OFFERED:**
  - **WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL?**
    - IF YES, PROVIDE THE DATE:

- **WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?**
  - If Yes, Attach to this form any relevant correspondence with the other department(s). Note: Cross-listing of courses requires approval from each department and faculty concerned.

---

**CHANGE IN COURSE TITLE**

- PROVIDE THE CURRENT COURSE TITLE:

**CHANGE IN COURSE DESCRIPTION**

- **600-LEVEL COURSE (Undergraduate course for graduate credit)**
  - Please see #4 on page 2 of this form

**CHANGE TO FULL COURSE**

- **CHANGE TO HALF COURSE**
  - **CHANGE TO QUARTER COURSE**

---

**COURSE CANCELLATION**

- PROVIDE THE REASON FOR COURSE CANCELLATION:

**OTHER**

- **EXPLAIN:**
  - Change in Prerequisite from Business A610: Managerial Accounting to Business A600: Financial Accounting and Reporting.

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

- Prerequisite: Business A600

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

Rationale for Change in Prerequisite: Since Business A732: Financial Planning - the Tax Perspective focuses on the application of Canadian federal income taxation in tax planning for individuals and businesses, Business A610: Managerial Accounting is of little relevance to the topics covered in Business A730. However, basic knowledge in financial accounting and reporting is necessary for understanding the difference between accounting income and taxable income. Thus, Business A600: Financial Accounting and Reporting should be stated as a prerequisite for Business A732.
1. STATEMENT OF PURPOSE  (How does the course fit into the department’s program?)  
N/a

2. EXPECTED ENROLMENT:  
N/a

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

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

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: M. Shehata   Email: shehata@mcmaster.ca   Extension: 23974

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

SGS/December 2006
## RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

**PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:**

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

### DEPARTMENT/PROGRAM
Finance and Business Economics Area, DeGroote School of Business

### COURSE TITLE
Financial Economics I

### COURSE NUMBER
FC1

### INSTRUCTOR(S)
T.B.A.

### PREREQUISITE(S)
Admission into a Ph.D. Program at McMaster University

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

<table>
<thead>
<tr>
<th>NEW COURSE</th>
<th>DATE TO BE OFFERED:</th>
<th>WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL?</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td>Fall 2008 (est.)</td>
<td>If Yes, Provide the Date:</td>
<td></td>
</tr>
</tbody>
</table>

**WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?**

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

### CHANGE IN COURSE TITLE
Provide the Current Course Title:

### CHANGE IN COURSE DESCRIPTION
600-LEVEL COURSE (Undergraduate course for graduate credit)

**600-LEVEL COURSE (Undergraduate course for graduate credit)**

Please see #4 on page 2 of this form

### CHANGE TO FULL COURSE

### CHANGE TO HALF COURSE

### CHANGE TO QUARTER COURSE

### COURSE CANCELLATION
Provide the Reason for Course Cancellation:

### OTHER
Explain:

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

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

**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 the first core Finance Ph.D. course. It will familiarize students with the current theory on financial and capital markets. The theoretical models discussed will primarily be discrete-time models. Topics to be covered include expected utility, the state-preference framework, asset-pricing models, portfolio theory and market efficiency. Candidate textbooks include "Introduction to Mathematical Finance: Discrete Time Models" by Stanley Pliska and "Theory of Financial Decision Making" by Jonathan Ingersoll. Relevant academic papers will also be used.
1. STATEMENT OF PURPOSE  (How does the course fit into the department’s program?)

This is a required field-specific course for PhD students in the Finance field. It is designed to provide students with solid knowledge and understanding of the current state of financial literature.

2. EXPECTED ENROLMENT:

Two to four students per year

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

Lectures and class discussions

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

Evaluation will be based on exams, assignments, papers and students' class participation and presentations.

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).

No

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    Extension: 23980

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

SGS/December 2006
SCHOOL OF GRADUATE STUDIES

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

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

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

<table>
<thead>
<tr>
<th>DEPARTMENT/PROGRAM</th>
<th>Finance and Business Economics Area, DeGroote School of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Financial Economics II</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>FC2</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE ( )  HALF COURSE (x)  QUARTER (MODULE) ( )</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>T.B.A.</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Admission into a Ph.D. Program at McMaster University and successful completion of FC1</td>
</tr>
</tbody>
</table>

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

- NEW COURSE
- DATE TO BE OFFERED: Winter 2009 (est.)
- 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 APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.

CHANGE IN COURSE TITLE
- PROVIDE THE CURRENT COURSE TITLE:

CHANGE IN COURSE DESCRIPTION
- 600-LEVEL COURSE (Undergraduate course for graduate credit)
- Please see #4 on page 2 of this form

CHANGE TO FULL COURSE
- CHANGE TO HALF COURSE
- CHANGE TO QUARTER COURSE

COURSE CANCELLATION
- PROVIDE THE REASON FOR COURSE CANCELLATION:

OTHER
- EXPLAIN:

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.
This course extends FC1 to include continuous-time models of security valuation and, especially, option-pricing models. The course will also discuss corporate financial decision making, particularly capital structure and dividend policies.

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 a continuation and extension of the study of financial- and capital-market theory, with an emphasis on continuous-time models of asset valuation. The course will extensively cover option-pricing models. It will also examine the theory of corporate finance, particularly on capital structure and dividend policies. A candidate textbook is “The Concepts and Practice of Mathematical Finance” by Mark Joshi. Relevant academic papers will also be used.
1. **STATEMENT OF PURPOSE** (How does the course fit into the department’s program?)

   This is a required field-specific course for PhD students in the Finance field. It is designed to provide students with solid knowledge and understanding of the current state of financial literature.

2. **EXPECTED ENROLMENT:**

   Two to four students per year

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

   Lectures and class discussions

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

   Evaluation will be based on exams, assignments, papers and students' class participation and presentations.

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).**

   No

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      Extension: 23980

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

SGS/December 2006
SCHOOL OF GRADUATE STUDIES

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

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

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

<table>
<thead>
<tr>
<th>DEPARTMENT/PROGRAM</th>
<th>Finance and Business Economics Area, DeGroote School of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Empirical Finance</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>FC3</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE ( )</td>
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<tr>
<td></td>
<td>HALF COURSE (x)</td>
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<tr>
<td></td>
<td>QUARTER (MODULE) ( )</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>T.B.A.</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Admission into a Ph.D. Program at McMaster Uni. and successful completion of FC1</td>
</tr>
</tbody>
</table>

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE X
DATE TO BE OFFERED: Winter 2009 (est.)
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 APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.

CHANGE IN COURSE TITLE |
PROVIDE THE CURRENT COURSE TITLE:

CHANGE IN COURSE DESCRIPTION 600-LEVEL COURSE (Undergraduate course for graduate credit)
Please see #4 on page 2 of this form

CHANGE TO FULL COURSE  |
CHANGE TO HALF COURSE  |
CHANGE TO QUARTER COURSE |

COURSE CANCELLATION |
PROVIDE THE REASON FOR COURSE CANCELLATION:

OTHER |
EXPLAIN:

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.
This course examines empirical methods employed by researchers to test financial theories. Topics include the testing of asset-pricing models, the event-study methodology and the distribution of security returns.

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 will familiarize students with the current methods and techniques that finance researchers employ to conduct empirical tests of financial theories. Topics include the testing of asset-pricing and option-pricing models, the event-study methodology and the distribution of security returns. Candidate textbooks include "Empirical Techniques in Finance" by Ramaprasad Bhar and Shigeyuki Hamori, and "The Econometrics of Financial Markets" by John Campbell, Andrew Lo and A. Craig MacKinlay. Relevant academic papers will also be used.
1. STATEMENT OF PURPOSE (How does the course fit into the department’s program?)

This is a required field-specific course for PhD students in the Finance field. It is designed to provide students with solid knowledge and understanding of the methods and techniques currently used in performing empirical tests of financial models.

2. EXPECTED ENROLMENT:

Two to four students per year

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

Lectures and class discussions

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

Evaluation will be based on exams, assignments, papers and students’ class participation and presentations.

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).

No

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 Extension: 23980

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

SGS/December 2006
PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

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

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<thead>
<tr>
<th>DEPARTMENT/PROGRAM</th>
<th>Finance and Business Economics Area, DeGroote School of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Seminar in Finance</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>FC4</td>
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<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE ( ) HALF COURSE (x) QUARTER (MODULE) ( )</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>T.B.A.</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Admission into a Ph.D. Program at McMaster Uni.</td>
</tr>
</tbody>
</table>

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

- NEW COURSE X
- DATE TO BE OFFERED: 2008/2009 (est.)
- 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 APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.

**CHANGE IN COURSE TITLE**
- PROVIDE THE CURRENT COURSE TITLE:

**CHANGE IN COURSE DESCRIPTION**
- **600-LEVEL COURSE (Undergraduate course for graduate credit)**
- Please see #4 on page 2 of this form

**CHANGE TO FULL COURSE**
- CHANGE TO HALF COURSE
- CHANGE TO QUARTER COURSE

**COURSE CANCELLATION**
- PROVIDE THE REASON FOR COURSE CANCELLATION:

**OTHER**
- EXPLAIN:

**BRIEF DESCRIPTION FOR CALENDAR** - Provide a brief description (*maximum 6 lines*) to be included in the Graduate Calendar.
This course exposes students to a wide range of finance literature. All finance Ph.D. students are required to attend, but only those in their second year take it for credit. The course allows students to develop ideas for their dissertations. There will be presentations of papers by students and invited outside scholars. Students will provide critical evaluation of the presented papers.

**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 will expose students to various areas of finance literature so that students can identify and develop their own areas of research interest. Topics will vary depending on students’ interests, recent developments in the fields, and research interests and availability of instructors. Accordingly, texts and readings will also vary, depending on the topics selected.
1. **STATEMENT OF PURPOSE** (How does the course fit into the department’s program?)

This is a required field-specific course for PhD students in the Finance field. It is designed to expose students to various areas of financial research in order that students can identify and develop their research interests.

2. **EXPECTED ENROLMENT:**

All Ph.D. students in Finance are required to attend this course, while second-year students will take it for credit. As a result, the official enrolment is expected to be between two to four students per year.

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

Lectures and class discussions

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

Evaluation will be based on assignments, papers and students’ class participation and presentations.

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 Extension: 23980

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

SGS/December 2006
RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM  
(Revised November 2003)

PLEASE NOTE:  
1. All sections of this form must be completed. This form should be signed by the department chair or graduate advisor.  
2. A Recommendation for Change in Graduate Curriculum form must be completed for all course changes.  
3. A departmental representative will be required to attend the Faculty Curriculum & Policy Committee at which this recommendation for change in graduate curriculum is to be discussed.

<table>
<thead>
<tr>
<th>Department</th>
<th>Human Resources &amp; Management Area, DeGroote School of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Title</td>
<td>Selected Topics in Human Resources</td>
</tr>
<tr>
<td>Course Number</td>
<td>Business B783</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COURSE CREDIT</th>
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</thead>
<tbody>
<tr>
<td>Full Course</td>
</tr>
<tr>
<td>Half Course</td>
</tr>
<tr>
<td>Quarter (Module)</td>
</tr>
</tbody>
</table>

| Instructor(s) | T.B.A. |
| Prerequisite(s) | Admission into Ph.D. Program in Business Administration |

<table>
<thead>
<tr>
<th>NATURE OF RECOMMENDATION (please check appropriate box)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Course</td>
</tr>
</tbody>
</table>

Date the new course is to be offered: 2007/2008 (as per demand)

Was the new course offered on Dean’s approval? no  Date: _____________________

| CONTENT/RATIONALE (Give a brief description, i.e. outline the topics or major sub-topics, and indicate the principal texts to be used. In the Faculty of Science, please indicate whether the course is an Inquiry course.) |

The revised Ph.D. Program in Business Administration calls for the availability of a selected topics course in each of the fields. This course will allow Ph.D. students to take a selected topics course in Human Resources. Topics will vary depending on student interest, recent developments in the subject area, and research interests and availability of instructors. Accordingly, texts and readings will also vary, depending on the topics selected.

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

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

<table>
<thead>
<tr>
<th>Change in Course Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change to Full Course</td>
</tr>
<tr>
<td>Change to Half Course</td>
</tr>
</tbody>
</table>

Change to Quarter Course  600-Level Course (Undergraduate course for graduate credit) *see #4 page 2

[ ] Change in Course Title  
Old Course Title: (If the course is being renamed, provide the old title)

[ ] Course Cancellation  
(Provide the reason for course cancellation)

[ X ] Other (explanation)

New Course
1. Statement of Purpose (How does the course fit into the department’s program?):

The revised Ph.D. Program in Business Administration calls for the availability of a selected topics course in each of the fields. This course will allow Ph.D. students to take a selected topics course in Human Resources.

2. Expected Enrolment:
1 to 10 students

3. Method of Presentation of Course Material:

Depending on the number of students, the topic, and the instructor, the course may be offered as a directed readings course, a seminar, or a class with regular meetings for instruction.

4. Method of Evaluation: (Indicate the Extra Work to be required of graduate students in a 600-level course, i.e. exams, essays, etc.)

Depending on the number of students, the topic, and the instructor, evaluation may be by means of a magnum opus paper, essays, assignments, and/or exams.

5. To prevent overlap, is a course in the same or a related area being given in another department? If so, please attach to this form any relevant correspondence with the other department(s).

This course will not be the same as or related to any other course given in another department.

6. If the proposed course is to be cross-listed in another department, please attach to this form relevant correspondence with the department.

N/A

7. If the course is intended primarily for students outside your department, do you have the support of the department/program concerned?

This course is available only for students in the Ph.D. Program in Business Administration.

If the School of Graduate Studies has any questions regarding this change, who should be contacted?

Name: Willi H. Wiesner Email: wiesner@mcmaster.ca Ext. 23985

Department Chair or Graduate Advisor (Signature) Date: January 3, 2007

If you have any questions regarding this form, please contact the Committee and Calendar Coordinator, School of Graduate Studies, extension 24204.

School of Graduate Studies/November 2003
### RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM

(Revised November 2003)

**PLEASE NOTE:**
1. All sections of this form **must** be completed. This form should be **signed** by the department chair or graduate advisor.
2. A Recommendation for Change in Graduate Curriculum form must be completed for **all** course changes.
3. A departmental representative will be required to attend the Faculty Curriculum & Policy Committee at which this recommendation for change in graduate curriculum is to be discussed.

<table>
<thead>
<tr>
<th>Department</th>
<th>Management Science &amp; Information Systems, DeGroote School of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Title</td>
<td>Research Issues in Management Science I</td>
</tr>
<tr>
<td>Course Number</td>
<td>MS1</td>
</tr>
<tr>
<td><strong>COURSE CREDIT</strong></td>
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<td>Full Course</td>
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</tr>
<tr>
<td>Half Course</td>
<td>X</td>
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<tr>
<td>Quarter (Module)</td>
<td></td>
</tr>
<tr>
<td>Instructor(s)</td>
<td>Management Science faculty members</td>
</tr>
<tr>
<td>Prerequisite(s)</td>
<td></td>
</tr>
<tr>
<td><strong>NATURE OF RECOMMENDATION</strong></td>
<td><strong>(please check appropriate box)</strong></td>
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<tr>
<td>New Course</td>
<td></td>
</tr>
<tr>
<td>Date the new course is to be offered:</td>
<td>Fall 2007</td>
</tr>
<tr>
<td>Was the new course offered on Dean’s approval?</td>
<td><em>No</em> Date: ____________________________________________</td>
</tr>
<tr>
<td><strong>CONTENT/RATIONALE</strong></td>
<td><strong>(Give a brief description, i.e. outline the topics or major sub-topics, and indicate the principal texts to be used. In the Faculty of Science, please indicate whether the course is an Inquiry course.)</strong></td>
</tr>
<tr>
<td>This is a new field-specific course that will be offered by the Management Science field in the expanded PhD program in Business Administration. Topics will be selected to coincide with the research interests of the students and they may include game theory, discrete optimization, dynamic programming and optimal control, among others.</td>
<td></td>
</tr>
<tr>
<td><strong>BRIEF DESCRIPTION FOR CALENDAR</strong></td>
<td><strong>(maximum 6 lines)</strong> <strong>(Provide a brief description to be included in the Graduate Calendar)</strong></td>
</tr>
<tr>
<td>This course provides an exposure to the core readings and emerging issues in management science. It is intended to bring Ph.D. students to the frontiers of knowledge in important topics in the management science field. In addition to the core readings, specific technical topics (e.g., discrete optimization, dynamic programming, game theory and scheduling) and new application areas (e.g., supply chain management and revenue management) that coincide with the research interests of the students will be discussed.</td>
<td></td>
</tr>
<tr>
<td>Change in Course Description</td>
<td>Change to Full Course</td>
</tr>
<tr>
<td>Change to Half Course</td>
<td>Change to Quarter Course</td>
</tr>
<tr>
<td>600-Level Course <em>(Undergraduate course for graduate credit)</em></td>
<td>*see #4 page 2</td>
</tr>
<tr>
<td>[ ] Change in Course Title</td>
<td>Old Course Title: <em>(If the course is being renamed, provide the old title)</em></td>
</tr>
<tr>
<td>[ ] Course Cancellation <em>(Provide the reason for course cancellation)</em></td>
<td></td>
</tr>
<tr>
<td>[ ] Other</td>
<td></td>
</tr>
</tbody>
</table>
1. **Statement of Purpose (How does the course fit into the department’s program?):**

   This is a required field-specific course for PhD students in the Management Science field.

2. **Expected Enrolment:**
   Three to six per year.

3. **Method of Presentation of Course Material:**
   Discussion of core research papers and specific topics and application areas in Management Science.

4. **Method of Evaluation:** *(Indicate the Extra Work to be required of graduate students in a 600-level course, i.e. exams, essays, etc.)*
   Evaluation will be based on students' class participation, presentations and reports.

5. **To prevent overlap, is a course in the same or a related area being given in another department? If so, please attach to this form any relevant correspondence with the other department(s).**
   No.

6. **If the proposed course is to be cross-listed in another department, please attach to this form relevant correspondence with the department.**
   N/A

7. **If the course is intended primarily for students outside your department, do you have the support of the department/program concerned?**
   N/A

---

If the School of Graduate Studies has any questions regarding this change, who should be contacted?

Name: __Mahmut Parlar________________________ Email: ___parlar@mcmaster.ca___ Ext. __22858__

---

Department Chair or Graduate Advisor (Signature) | Mahmut Parlar | Date: 1 December 2006

---

If you have any questions regarding this form, please contact the Committee and Calendar Coordinator, School of Graduate Studies, extension 24204.

School of Graduate Studies/November 2003
**RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM**
(Revised November 2003)

**PLEASE NOTE:**
1. All sections of this form must be completed. This form should be signed by the department chair or graduate advisor.
2. A Recommendation for Change in Graduate Curriculum form must be completed for all course changes.
3. A departmental representative will be required to attend the Faculty Curriculum & Policy Committee at which this recommendation for change in graduate curriculum is to be discussed.

<table>
<thead>
<tr>
<th>Department</th>
<th>Management Science &amp; Information Systems, DeGroote School of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Title</td>
<td>Research Issues in Management Science II</td>
</tr>
<tr>
<td>Course Number</td>
<td>MS2</td>
</tr>
<tr>
<td>Instructor(s)</td>
<td>Management Science faculty members</td>
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<tr>
<td>Prerequisite(s)</td>
<td>MS1</td>
</tr>
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**COURSE CREDIT**

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<tr>
<th>Course Credit</th>
<th>Full Course</th>
<th>Half Course</th>
<th>Quarter (Module)</th>
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<tbody>
<tr>
<td></td>
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<td></td>
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**NATURE OF RECOMMENDATION**

(please check appropriate box)

<table>
<thead>
<tr>
<th>New Course</th>
<th>Date the new course is to be offered: Winter 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Was the new course offered on Dean’s approval? No</td>
</tr>
<tr>
<td></td>
<td>Date: ___________________</td>
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</table>

**CONTENT/RATIONALE**

(Give a brief description, i.e. outline the topics or major sub-topics, and indicate the principal texts to be used. In the Faculty of Science, please indicate whether the course is an Inquiry course.)

This is a new field-specific course that will be offered by the Management Science field in the expanded PhD program in Business Administration. It will build on the material covered in MS1, but the emphasis will be on helping PhD students identify research topics that will eventually lead to a PhD proposal and a thesis work.

**BRIEF DESCRIPTION FOR CALENDAR**

(maximum 6 lines) (Provide a brief description to be included in the Graduate Calendar)

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

**Change in Course Description**

<table>
<thead>
<tr>
<th>Change in Course Description</th>
<th>Change to Full Course</th>
<th>Change to Half Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change to Quarter Course</td>
<td>600-Level Course <em>(Undergraduate course for graduate credit)</em> *see #4 page 2</td>
<td></td>
</tr>
</tbody>
</table>

[ ] Change in Course Title

Old Course Title: *(If the course is being renamed, provide the old title)*

[ ] Course Cancellation

*(Provide the reason for course cancellation)*

[ ] Other
1. Statement of Purpose (How does the course fit into the department’s program?):

This is a required field-specific course for PhD students in the Management Science field.

2. Expected Enrolment:
   Three to six per year.

3. Method of Presentation of Course Material:

   Discussion of specific management science techniques and recent applications of these techniques in areas that are of interest to the students.

4. Method of Evaluation: *(Indicate the Extra Work to be required of graduate students in a 600-level course, i.e. exams, essays, etc.)*

   Evaluation will be based on students’ class participation, presentations and reports.

5. To prevent overlap, is a course in the same or a related area being given in another department? If so, please attach to this form any relevant correspondence with the other department(s).

   No.

6. If the proposed course is to be cross-listed in another department, please attach to this form relevant correspondence with the department.

   N/A

7. If the course is intended primarily for students outside your department, do you have the support of the department/program concerned?

   N/A

If the School of Graduate Studies has any questions regarding this change, who should be contacted?

Name: __Mahmut Parlar____________ Email: ___parlar@mcmaster.ca____ Ext. _22858_

Department Chair or Graduate Advisor (Signature)    Mahmut Parlar    Date: 1 December 2006

If you have any questions regarding this form, please contact the Committee and Calendar Coordinator, School of Graduate Studies, extension 24204.

School of Graduate Studies/November 2003
# Recommendation for Change in Graduate Curriculum - For Change(s) Involving Courses

**PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:**

1. This form must be completed for **ALL** course changes. All sections of this form **must** be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A hard copy of this form **must be signed** by the department chair or graduate advisor and sent to the Assistant Secretary and SynApps System Administrator, School of Graduate Studies, GH-212.
4. 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.

<table>
<thead>
<tr>
<th>DEPARTMENT/PROGRAM</th>
<th>Management Science &amp; Information Systems, DeGroote School of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Supply Chain Management</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>K734</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE ( )</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>Elkafi Hassini</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>O600 and K603</td>
</tr>
</tbody>
</table>

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

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

**CHANGE IN COURSE TITLE**

- PROVIDE THE CURRENT COURSE TITLE:

**CHANGE IN COURSE DESCRIPTION**

- 600-LEVEL COURSE (Undergraduate course for graduate credit)
- Please see #4 on page 2 of this form

**CHANGE TO FULL COURSE**

- CHANGE TO HALF COURSE | x |
- CHANGE TO QUARTER COURSE |

**COURSE CANCELLATION**

- PROVIDE THE REASON FOR COURSE CANCELLATION:
- OTHER | x |
- EXPLAIN: Change of course code from K734 to O734

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

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

- With the change in the name of the MBA Operations Management Stream to Supply Chain Management the supply chain management course has been flagged as one of five core courses of that stream. It is then fitting that this core course has the same code as the other stream core courses.

- From a pedagogical point of view, the emphasis on e-business in the supply chain management field has been fading recently, especially from the operations perspective. As an example, the third edition (2007) of Chopra and Meindl’s text (one of the most common textbooks in the field) now includes only one chapter on information technology (Chapter 16, 15 pages). The second edition (2004) had two chapters totaling 48 pages; one on “information technology and the supply chain” (Chapter 17, 17 pages) and the other on “E-Business and the supply chain” (Chapter 18, 31 pages).

- During this course offering since 2004 (4 times) a small number of E-Business majoring students have taken this course (typically one or two). The majority of students come from the Supply Chain Management (Operations Management up to 2005), General and MINT streams. None of IS PhD students have taken this course while six MS PhD students have taken it during that period.
<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>1. STATEMENT OF PURPOSE</strong> (How does the course fit into the department’s program?)</td>
<td></td>
</tr>
<tr>
<td><strong>2. EXPECTED ENROLMENT:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL</strong> (i.e., lectures, seminars):</td>
<td></td>
</tr>
<tr>
<td><strong>4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION:</strong> (For 600-level course, indicate the Extra Work to be required of graduate students, i.e., exams, essays, etc.)</td>
<td></td>
</tr>
<tr>
<td><strong>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).</strong></td>
<td></td>
</tr>
<tr>
<td><strong>6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</strong></td>
<td></td>
</tr>
<tr>
<td>Name: Elkafi Hassini</td>
<td>Email: <a href="mailto:hassini@mcmaster.ca">hassini@mcmaster.ca</a></td>
</tr>
</tbody>
</table>

Department Chair or Graduate Advisor: ________________________________ Date: ____________________

(Signature)

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

SGS/November 2005
PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

1. This form must be completed for ALL course changes. All sections of this form must be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
3. A hard copy of this form must be signed by the department chair or graduate advisor and sent to the Assistant Secretary and SynApps System Administrator, School of Graduate Studies, GH-212.
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<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Optimization I</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>Q773</td>
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<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE ( ) HALF COURSE (x) QUARTER (MODULE) ( )</td>
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<tr>
<td>INSTRUCTOR(S)</td>
<td>Elkafi Hassini</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>O701 or permission of the instructor</td>
</tr>
</tbody>
</table>

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE

DATE TO BE OFFERED: WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL?

IF YES, PROVIDE THE DATE:

WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?

IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.

CHANGE IN COURSE TITLE

PROVIDE THE CURRENT COURSE TITLE:

CHANGE IN COURSE DESCRIPTION

600-LEVEL COURSE (Undergraduate course for graduate credit)

Please see #4 on page 2 of this form

CHANGE TO FULL COURSE

CHANGE TO HALF COURSE (x)

CHANGE TO QUARTER COURSE

COURSE CANCELLATION

PROVIDE THE REASON FOR COURSE CANCELLATION:

OTHER

EXPLAIN:

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

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

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.
1. **STATEMENT OF PURPOSE** (How does the course fit into the department’s program?)

2. **EXPECTED ENROLMENT:**

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

4. **DESCRIBE IN DETAIL THE METHOD OF EVALUATION:** (For 600-level course, indicate the *Extra Work* 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 Hassini | Email: hassini@mcmaster.ca | Extension: 27467 |

Department Chair or Graduate Advisor: ________________________________ Date: ______________________

(Signature)

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

SGS/November 2005
RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM
(Revised November 2003)

PLEASE NOTE:
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<tr>
<th>Department</th>
<th>School of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Title</td>
<td>MARKETING FOUNDATIONS</td>
</tr>
<tr>
<td>Course Number</td>
<td>MC1</td>
</tr>
<tr>
<td>Instructor(s)</td>
<td>To be announced</td>
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<tr>
<td>Prerequisite(s)</td>
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**COURSE CREDIT**

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<th>Full Course</th>
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<th>Quarter (Module)</th>
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</tr>
<tr>
<td>Prerequisite(s)</td>
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**NATURE OF RECOMMENDATION (please check appropriate box)**

<table>
<thead>
<tr>
<th>New Course</th>
<th>Date the new course is to be offered:</th>
<th></th>
<th>Was the new course offered on Dean’s approval?</th>
<th>Date:</th>
</tr>
</thead>
</table>

**CONTENT/RATIONALE** (Give a brief description, i.e. outline the topics or major sub-topics, and indicate the principal texts to be used. In the Faculty of Science, please indicate whether the course is an Inquiry course.)

This seminar will introduce the extant research in marketing through a consideration of the marketing institution – the players, rules and objectives. It will cover key marketing concepts drawing from several paradigmatic perspectives: Economics, Sociology, Psychology and Institutional theories. For example, this will cover seminal research in marketing as it applies to competitive strategy, contracts, market orientation, attitudinal theories, marketing communication, firm performance and innovation etc. Each week will have assigned readings on a particular perspective and a research paper will be required at the end of the semester.

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

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

<table>
<thead>
<tr>
<th>Change in Course Description</th>
<th>Change to Full Course</th>
<th>X</th>
<th>Change to Half Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change to Quarter Course</td>
<td>600-Level Course (Undergraduate course for graduate credit) *see #4 page 2</td>
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</tbody>
</table>

[ ] Change in Course Title

Old Course Title: (If the course is being renamed, provide the old title)

[ ] Course Cancellation (Provide the reason for course cancellation)

[ ] Other (explanation)
1. Statement of Purpose (How does the course fit into the department’s program?):

The purpose of this seminar is to provide students with solid and rigorous foundation in understanding the major contributions of extant research in the area of marketing management and marketing decisions.

2. Expected Enrolment: 12

3. Method of Presentation of Course Material:

This seminar will have assigned readings each week which will be discussed in the form student critique and class discussion.

4. Method of Evaluation: *(Indicate the Extra Work to be required of graduate students in a 600-level course, i.e. exams, essays, etc.)*

A research paper will be required at the end of the semester.

5. To prevent overlap, is a course in the same or a related area being given in another department? If so, please attach to this form any relevant correspondence with the other department(s).

No overlap is anticipated.

6. If the proposed course is to be cross-listed in another department, please attach to this form relevant correspondence with the department.

No cross listing is anticipated.

7. If the course is intended primarily for students outside your department, do you have the support of the department/program concerned?

NA

If the School of Graduate Studies has any questions regarding this change, who should be contacted?

| Name: ______________________________ | Email: ________________ | Ext. _______ |

Department Chair or Graduate Advisor (Signature)  

Date: ________

If you have any questions regarding this form, please contact the Committee and Calendar Coordinator, School of Graduate Studies, extension 24204.

School of Graduate Studies/November 2003
Please Note:
1. All sections of this form must be completed. This form should be signed by the department chair or graduate advisor.
2. A Recommendation for Change in Graduate Curriculum form must be completed for all course changes.
3. A departmental representative will be required to attend the Faculty Curriculum & Policy Committee at which this recommendation for change in graduate curriculum is to be discussed.

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<tr>
<th>Department</th>
<th>School of Business</th>
</tr>
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<tbody>
<tr>
<td>Course Title</td>
<td>MARKETING MODELS AND MODELING</td>
</tr>
<tr>
<td>Course Number</td>
<td>MC2</td>
</tr>
<tr>
<td>Instructor(s)</td>
<td>To be announced</td>
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<tr>
<td>Prerequisite(s)</td>
<td>MARKETING FOUNDATIONS / PERMISSION OF THE INSTRUCTOR</td>
</tr>
</tbody>
</table>

**Nature of Recommendation (please check appropriate box)**

| New Course | Date the new course is to be offered: ____________________________ |
|            | Was the new course offered on Dean’s approval? ______ Date: ____________________________ |

**Content/Rationale** (Give a brief description, i.e. outline the topics or major sub-topics, and indicate the principal texts to be used. In the Faculty of Science, please indicate whether the course is an inquiry course.)

This seminar closely examines key research papers that focus on theoretical models and associated modeling techniques across both analytical and empirical domains. The units of analyses will include consumers, groups and firms. Examples of analytical models to be covered are: Bass model, marketing channels, strategy and performance, innovation and new products etc. Examples of empirical models to be covered are, SEM, Conjoint, Panel Data, diffusion etc. A research paper will be required at the end of the semester.

**Brief Description for Calendar (maximum 6 lines)** (Provide a brief description to be included in the Graduate Calendar)

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

<table>
<thead>
<tr>
<th>Change in Course Description</th>
<th>Change to Full Course</th>
<th>X</th>
<th>Change to Half Course</th>
</tr>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

[ ] Change in Course Title Old Course Title: (If the course is being renamed, provide the old title)

[ ] Course Cancellation (Provide the reason for course cancellation)

[ ] Other (explanation)
1. Statement of Purpose (How does the course fit into the department’s program?):

The purpose of this seminar is to acquaint the students with theoretical models in the area of marketing decisions as well as research techniques that help develop analytical and empirical models. This seminar fits well into the department’s PhD program in Marketing as it will help the students acquire the quantitative skills needed to explore the research questions in a most rigorous fashion.

2. Expected Enrolment: 12

3. Method of Presentation of Course Material:

This seminar will have assigned readings each week which will be discussed in the form of student critique and class discussion.

4. Method of Evaluation: (Indicate the Extra Work to be required of graduate students in a 600-level course, i.e. exams, essays, etc.)

A research paper will be required at the end of the semester.

5. To prevent overlap, is a course in the same or a related area being given in another department? If so, please attach to this form any relevant correspondence with the other department(s).

No overlap is anticipated.

6. If the proposed course is to be cross-listed in another department, please attach to this form relevant correspondence with the department.

No cross listing is anticipated.

7. If the course is intended primarily for students outside your department, do you have the support of the department/program concerned?

NA

If the School of Graduate Studies has any questions regarding this change, who should be contacted?

Name: ___________________________  Email: ___________________________  Ext. ________

Department Chair or Graduate Advisor (Signature)  Date:

If you have any questions regarding this form, please contact the Committee and Calendar Coordinator, School of Graduate Studies, extension 24204.

School of Graduate Studies/November 2003
**RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM**  
(Revised November 2003)

**PLEASE NOTE:**
1. All sections of this form **must** be completed. This form should be **signed** by the department chair or graduate advisor.
2. A **Recommendation for Change in Graduate Curriculum** form must be completed for all course changes.
3. A departmental representative will be required to attend the Faculty Curriculum & Policy Committee at which this recommendation for change in graduate curriculum is to be discussed.

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<th>Department</th>
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</thead>
<tbody>
<tr>
<td>Course Title</td>
<td>INTER-ORGANIZATIONAL RESEARCH IN MARKETING</td>
</tr>
<tr>
<td>Course Number</td>
<td>MC3</td>
</tr>
<tr>
<td>Instructor(s)</td>
<td>To be announced</td>
</tr>
<tr>
<td>Prerequisite(s)</td>
<td>MARKETING FOUNDATIONS; APPLIED MULTIVARIATE STATISTICS OR EQUIVALENT STATS/ ECONOMETRICS COURSE / PERMISSION OF THE INSTRUCTOR</td>
</tr>
</tbody>
</table>

**NATURE OF RECOMMENDATION (please check appropriate box)**

- [ ] New Course
- [ ] Date the new course is to be offered: __________________________
- [ ] Was the new course offered on Dean’s approval? _____ Date: ______________________

**CONTENT/RATIONALE** (Give a brief description, i.e. outline the topics or major sub-topics, and indicate the principal texts to be used. In the Faculty of Science, please indicate whether the course is an Inquiry course.)

This seminar will focus on inter-organizational networks, relations and strategy. It will study these from an efficiency perspective with special attention to the behavioural, transaction cost and relational contracting schools of thought. The topics covered will incorporate the spectrum of institutional, analytical and methodological traditions in the area. As such, there will be equal emphasis on both theory and empirical applications. Each week will have assigned readings on a particular perspective and a research paper will be required at the end of the semester.

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

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

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[ ] Change in Course Title

Old Course Title: *(If the course is being renamed, provide the old title)*

[ ] Course Cancellation *(Provide the reason for course cancellation)*

[ ] Other *(explanation)*
1. **Statement of Purpose (How does the course fit into the department’s program?):**

The purpose of this seminar is to develop the students’ abilities to conduct rigorous research in the area of inter-organizational relations in marketing in both theoretical and theory-driven empirical domains. Inter-organizational research requires specific knowledge and skills in theory development, measurement and empirical analyses – which cannot adequately be achieved without a specialized seminar. This seminar fits well into the department’s PhD program in Marketing by complementing the existing slew of theoretical, modeling and methodology courses as well as by leveraging key research expertise in the area.

2. **Expected Enrolment:** 12

3. **Method of Presentation of Course Material:**

This seminar will have assigned readings each week which will be discussed in the form of student critique and class discussion.

4. **Method of Evaluation:** *(Indicate the Extra Work to be required of graduate students in a 600-level course, i.e. exams, essays, etc.)*

A research paper will be required at the end of the semester.

5. **To prevent overlap, is a course in the same or a related area being given in another department? If so, please attach to this form any relevant correspondence with the other department(s).**

No overlap is anticipated.

6. **If the proposed course is to be cross-listed in another department, please attach to this form relevant correspondence with the department.**

No cross listing is anticipated.

7. **If the course is intended primarily for students outside your department, do you have the support of the department/program concerned?**

NA

If the School of Graduate Studies has any questions regarding this change, who should be contacted?

| Name: ________________________ | Email: ______________________ | Ext. ________ |

Department Chair or
Graduate Advisor (Signature)

Date: __________

If you have any questions regarding this form, please contact the Committee and Calendar Coordinator, School of Graduate Studies, extension 24204.

School of Graduate Studies/November 2003
RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM
(Revised November 2003)

PLEASE NOTE:
1. All sections of this form must be completed. This form should be signed by the department chair or graduate advisor.
2. A Recommendation for Change in Graduate Curriculum form must be completed for all course changes.
3. A departmental representative will be required to attend the Faculty Curriculum & Policy Committee at which this recommendation for change in graduate curriculum is to be discussed.

<table>
<thead>
<tr>
<th>Department</th>
<th>School of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Title</td>
<td>SPECIAL TOPICS IN MARKETING STRATEGY</td>
</tr>
<tr>
<td>Course Number</td>
<td>MC4</td>
</tr>
<tr>
<td><strong>COURSE CREDIT</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Instructor(s)</td>
<td>To be announced</td>
</tr>
<tr>
<td>Prerequisite(s)</td>
<td>MARKETING FOUNDATIONS; APPLIED MULTIVARIATE STATISTICS OR EQUIVALENT STATS/ECONOMETRICS COURSE / PERMISSION OF THE INSTRUCTOR</td>
</tr>
</tbody>
</table>

**NATURE OF RECOMMENDATION (please check appropriate box)**

- [ ] New Course
- [ ] Date the new course is to be offered: ________________
- [ ] Was the new course offered on Dean’s approval? _____ Date: ________________

**CONTENT/RATIONALE** (Give a brief description, i.e. outline the topics or major sub-topics, and indicate the principal texts to be used. In the Faculty of Science, please indicate whether the course is an inquiry course.)

This seminar will build on the theoretical and empirical skills developed in the first year by engaging in an in-depth consideration of specific research areas in Marketing Strategy. The focus will mostly be on a firm-level analysis. The topics covered in this seminar will vary and will include a subset of the topics covered in the first year Marketing Foundations seminar. Examples of special topics include: Industrial marketing, Marketing strategy and performance, Marketing channels, Management of new products etc. Students will be expected to focus on a specific research topic and engage in theory building and designing an empirical study to test the theory. A research paper will be required at the end of the semester.

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

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

<table>
<thead>
<tr>
<th>Change in Course Description</th>
<th>Change to Full Course</th>
<th>X</th>
<th>Change to Half Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change to Quarter Course</td>
<td>600-Level Course (Undergraduate course for graduate credit) *see #4 page 2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

[ ] Change in Course Title

Old Course Title: (If the course is being renamed, provide the old title)

[ ] Course Cancellation (Provide the reason for course cancellation)

[ ] Other (explanation)
1. Statement of Purpose (How does the course fit into the department’s program?):

The purpose of this seminar is to develop the students’ abilities to conduct rigorous theoretical and theory-driven empirical research in a specific area of marketing strategy. Research questions in the area of marketing strategy are often addressed by different methodological approaches and theoretical approach – thus requiring very specific skills and knowledge. The topics covered will seek to leverage the department faculty’s expertise in various areas of marketing strategy and therefore vary. The in-depth study of specific topical areas in marketing strategy, will complement the existing slew of theoretical, modeling and methodology courses.

2. Expected Enrolment: 12

3. Method of Presentation of Course Material:

This seminar will have assigned readings each week which will be discussed in the form of student critique and class discussion.

4. Method of Evaluation: *(Indicate the Extra Work to be required of graduate students in a 600-level course, i.e. exams, essays, etc.)*

A research paper will be required at the end of the semester.

5. To prevent overlap, is a course in the same or a related area being given in another department? If so, please attach to this form any relevant correspondence with the other department(s).

No overlap is anticipated.

6. If the proposed course is to be cross-listed in another department, please attach to this form relevant correspondence with the department.

No cross listing is anticipated.

7. If the course is intended primarily for students outside your department, do you have the support of the department/program concerned?

NA

If the School of Graduate Studies has any questions regarding this change, who should be contacted?

| Name: ________________________ | Email: ________________ | Ext. ________ |

Department Chair or Graduate Advisor (Signature)  

Date:  

If you have any questions regarding this form, please contact the Committee and Calendar Coordinator, School of Graduate Studies, extension 24204.

School of Graduate Studies/November 2003
To: Dr. Naresh Agarwal, Acting Associate Dean

From: Ken Deal, chairman of Strategic Market Leadership and Health Services Management

Date: 08Jan07

Re: A change to the requirements for the Health Services Management Stream in the MBA Program

The Strategic Market Leadership & Health Services Management Area is proposing the following change to the requirements for the HSM stream:

Required:
C711
C721
C726

Plus 2 from the following:
C722
C736
C741
C751

And 3 electives.

Reason for Change: The director of the HSM stream and other professors of HSM have received student input requesting greater flexibility in the requirements for the stream. While the basic requirements are the same, the above proposal provides the range of choice that will help students better plan their curriculum and obtain education in health services management that will better enhance with their career plans.

Cheers,

Ken Deal
chairman
SCHOOL OF GRADUATE STUDIES

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

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

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAME OF PROGRAM</td>
<td>Minor in Entrepreneurship</td>
</tr>
<tr>
<td>PROGRAM DEGREE</td>
<td>Ph.D. ( )</td>
</tr>
</tbody>
</table>

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

<table>
<thead>
<tr>
<th>CHANGE IN ADMISSION REQUIREMENTS</th>
<th>CHANGE IN COMPREHENSIVE EXAMINATION PROCEDURE</th>
<th>CHANGE IN COURSE REQUIREMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHANGE IN THE DESCRIPTION OF A SECTION IN THE GRADUATE CALENDAR</td>
<td>EXPLAIN:</td>
<td></td>
</tr>
</tbody>
</table>

OTHER X EXPLAIN: Removal of Minor in Entrepreneurship

DESCRIBE THE EXISTING REQUIREMENT/PROCEDURE:

The Minor in Entrepreneurship requires completion of three of the following courses:

P715 - Entrepreneurship
P724 - Innovation
P740 - Corporate Entrepreneurship
P741 - New Venture Creation

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

The minor would be deleted.
<table>
<thead>
<tr>
<th><strong>RATIONALE FOR THE RECOMMENDED CHANGE:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>With the deletion of P740 - Corporate Entrepreneurship and P742 - The Family Enterprise, the minor is still possible. It would require completion of all three of the remaining courses. However, since it was introduced eight years ago, only two students have taken the opportunity of this minor. Given the lack of demand and the deletion of the courses, this would be an opportune time to also delete the minor.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>PROVIDE IMPLEMENTATION DATE:</strong> <em>(Implementation date should be at the beginning of the academic year)</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Since the minor was &quot;promoted&quot; to students who entered the MBA program in the fall of 2006, the minor should be deleted starting in the fall of 2008. Appropriate notation would be needed to the MBA calendar for the fall of 2007.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>ARE THERE ANY OTHER DETAILS OF THE RECOMMENDED CHANGE THAT THE CURRICULUM AND POLICY COMMITTEE SHOULD BE AWARE OF? IF YES, EXPLAIN.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>PROVIDE A DESCRIPTION OF THE RECOMMENDED CHANGE TO BE INCLUDED IN THE CALENDAR:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</strong></td>
</tr>
<tr>
<td>Name: Marvin Ryder Email: <a href="mailto:ryderm@mcmaster.ca">ryderm@mcmaster.ca</a> Extension: 23997</td>
</tr>
</tbody>
</table>

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

SGS/December 2006
SCHOOL OF GRADUATE STUDIES

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

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

<table>
<thead>
<tr>
<th>DEPARTMENT/PROGRAM</th>
<th>Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Corporate Entrepreneurship</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>P740</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE (X)</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>None</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>F600 and M600</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>NEW COURSE</th>
<th>DATE TO BE OFFERED:</th>
<th>WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>IF YES, PROVIDE THE DATE:</td>
</tr>
<tr>
<td>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?</td>
<td>IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). <strong>NOTE:</strong> CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHANGE IN COURSE TITLE</th>
<th>PROVIDE THE CURRENT COURSE TITLE:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| CHANGE IN COURSE DESCRIPTION | 600-LEVEL COURSE (Undergraduate course for graduate credit) |
|                              | Please see #4 on page 2 of this form |

<table>
<thead>
<tr>
<th>CHANGE TO FULL COURSE</th>
<th>CHANGE TO HALF COURSE</th>
<th>CHANGE TO QUARTER COURSE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COURSE CANCELLATION</th>
<th>PROVIDE THE REASON FOR COURSE CANCELLATION:</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td>Course has only been offered once in last eight years with no plans to offer in the future.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OTHER</th>
<th>EXPLAIN:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>BRIEF DESCRIPTION FOR CALENDAR</th>
<th>Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</th>
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<table>
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<tr>
<th>CONTENT/RATIONALE</th>
<th>Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</th>
</tr>
</thead>
</table>
1. **STATEMENT OF PURPOSE** (How does the course fit into the department’s program?)

2. **EXPECTED ENROLMENT:**

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

4. **DESCRIBE IN DETAIL THE METHOD OF EVALUATION:** (For 600-level course, indicate the *Extra Work* 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: Marvin Ryder  
Email: ryderm@mcmaster.ca  
Extension: 23997

---

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

SGS/December 2006
SCHOOL OF GRADUATE STUDIES
RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:
1. This form must be completed for ALL course changes. All sections of this form must be completed.
2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca).
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<th>DEPARTMENT/PROGRAM</th>
<th>Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>The Family Enterprise</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>P742</td>
</tr>
<tr>
<td>FULL COURSE (X)</td>
<td>HALF COURSE ( )</td>
</tr>
<tr>
<td>QUARTER (MODULE) ( )</td>
<td></td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>None</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>A600, B600 and M600</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</th>
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<tr>
<td>DATE TO BE OFFERED:</td>
</tr>
<tr>
<td>WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL?</td>
</tr>
<tr>
<td>IF YES, PROVIDE THE DATE:</td>
</tr>
<tr>
<td>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?</td>
</tr>
<tr>
<td>IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE</td>
</tr>
<tr>
<td>WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF</td>
</tr>
<tr>
<td>COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND</td>
</tr>
<tr>
<td>FACULTY CONCERNED.</td>
</tr>
<tr>
<td>CHANGE IN COURSE TITLE</td>
</tr>
<tr>
<td>PROVIDE THE CURRENT COURSE TITLE:</td>
</tr>
<tr>
<td>CHANGE IN COURSE DESCRIPTION</td>
</tr>
<tr>
<td>600-LEVEL COURSE (Undergraduate course for graduate credit)</td>
</tr>
<tr>
<td>Please see #4 on page 2 of this form</td>
</tr>
<tr>
<td>CHANGE TO FULL COURSE</td>
</tr>
<tr>
<td>CHANGE TO HALF COURSE</td>
</tr>
<tr>
<td>CHANGE TO QUARTER COURSE</td>
</tr>
<tr>
<td>COURSE CANCELLATION X</td>
</tr>
<tr>
<td>PROVIDE THE REASON FOR COURSE CANCELLATION:</td>
</tr>
<tr>
<td>Course has never been offered in last eight years with no plans to offer in the future.</td>
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<tr>
<td>OTHER</td>
</tr>
<tr>
<td>EXPLAIN:</td>
</tr>
<tr>
<td>BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.</td>
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<tr>
<td>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</td>
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1. **STATEMENT OF PURPOSE** (How does the course fit into the department’s program?)

2. **EXPECTED ENROLMENT:**

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

4. **DESCRIBE IN DETAIL THE METHOD OF EVALUATION:** (For 600-level course, indicate the **Extra Work** 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: Marvin Ryder | Email: ryderm@mcmaster.ca | Extension: 23997 |

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

SGS/December 2006
Master’s Level General Management Program (MBA) Learning Goals

There should be three broad types of indicators that regularly monitor the achievement of our stated learning goals. The core content measure is the Major Field Assessment Test that we now apply regularly in the capstone policy course. Other academic goals will be assessed by periodically examining specific course elements. A key principle is that these indicator elements should be limited to one per core course – so that no single course is saddled with all evaluation activities. The third type of assessment of applied achievement will be conducted using work-related reports, for CoOp and part time students.

Learning Goal:

Each student will demonstrate competence in the various business disciplines.

Demonstration of Achievement:

Input indicators

The required courses in the MBA program emphasize the learning of business fundamentals in Accounting, Finance, Marketing, Organizational Behaviour, Human Resource Management, Economics, Operations Management, Information Systems Management, and Strategic Management. These fundamental skills are developed through the program.

Achievement indicators:

There are two main measurements. First, students must pass all of these courses in order to be awarded an MBA. Second, all students write a Major Field Assessment Test (MFAT) in business during the capstone Strategic Management course.

Learning Goal:

Each student will be equipped to detect and analyze ethical problems, and choose and defend a best course of action.

Demonstration of Achievement:

Input indicators:

An ethics workshop is required by all MBA students during their first year orientation.

The DeGroote School of Business employs a syllabus template in all its MBA courses, where instructors must indicate the degree of ethics inclusion within the course. Ethics is course-embedded in all the business disciplines (Marketing; Accounting; Finance;
Human Resources; Management Science and Information Systems) through theory, cases, discussions and exercises.

A code of conduct will be signed by MBA students entering the program (starting Fall 2005). This code stresses the importance of upholding ethical behaviour inside and outside the classroom.

Achievement indicators:

An individual case analysis will be developed for use during the orientation ethics workshop. The grade on this element will be converted to a pass-fail grade. These grades will be submitted to the MBA Director. An ethics-based assignment will be incorporated in at least two core courses – most likely Accounting or Marketing. Individual student performance on this element of the course will be reported as a pass-fail grade.

Learning Goal:

Each student will have a sensitivity to and understanding of multicultural and diversity issues.

Demonstration of Achievement:

Input Indicators:

One multicultural and diversity issue assignment will be incorporated in Human Resource Management. Cultural comparisons will be taught in the course Business, Government and the Global Environment. These are both required courses.

Both student and faculty bodies at the DeGroote School of Business are diverse and multicultural. Group work is heavily emphasized in the program, where some instructors pre-assign members to diverse teams according to academic strengths and cultural backgrounds.

The international exchange program provides second year DeGroote MBA students with the opportunity to study abroad and brings international students to the DeGroote classroom.

Output Indicators:

Individual pass-fail performance on a multicultural and diversity issue assignment (Human Resources) and exam element (Business, Government and the Global Environment) will be reported separately for each student.

Learning Goal:
Each student will understand how business theories are applied in business contexts. 
(Note: Remove if MGD does not discontinue admitting full time students)

**Demonstration of Achievement:**

**Selection:**

The School recruitment criteria favour students who have work experience.

**Input indicators:**

MBA students are primarily either in the CoOp MBA program, which alternates study (4) and work (3) terms or Part Time programs. Engagement in the working world fosters both reflective practice and reflective learning.

MBA courses place heavy emphasis on case discussions and projects, many which involve business or public sector partners.

The Gould Trading Floor provides students with opportunities to directly apply learning from accounting and finance courses in a real-time, live-feed trading floor environment.

The MBA consultancy program gives students the opportunity to engage in consulting activities during their MBA studies.

**Output indicator:**

Co-Op students prepare a work report. Part time students also should prepare an analogous report. These will be assessed as pass-fail following each work term (or three times for part time students).

**Learning Goal:**

Each student will build networks to enhance their learning and professional opportunities

**Demonstration of Achievement:**

**Input indicators**

Students have multiple opportunities to participate in various DeGroote student clubs/associations, such as the MBA Association and various discipline-based clubs.

The McMaster World Congress is an international conference that brings academic and industry leaders together to discuss latest issues and trends along specified themes. This is a student run conference that provides great networking opportunities.

Students have opportunities to participate in various industry-oriented case competitions.
An executive-in-residence and entrepreneur-in-residence provides further networking opportunities for all DeGroote students.

Students have multiple opportunities to network with industry leaders through special seminars, guest lectures and courses taught by industry professors.

The MBA Director will encourage each MBA stream to offer a required final term “Professional Issues” course that comprises at least six guest speakers from the respective field. (Health Services Management has such a course now.)

A rejuvenated mentorship program (starting Fall 2005) matches MBA students with business leaders to build enduring relationships for guidance and networking.

**Output Indicators**

Professional networks are instrumental. Therefore the most appropriate measure will be the graduate employment and salary statistics that are collected by the Centre for Business Career Development.

---

**OTHER GOALS FORM AN EARLIER DRAFT:**

**Learning Goal:**
Each student will have an integrated view of business management

**Demonstration of Achievement:**
A capstone course is required for all MBA students in the second year of the program. This course requires students to analyze business cases and make decisions that consider the interplay of, and effects on all functional areas (Marketing, Accounting, Finance, Human Resource, Management Science and Information Systems).

Case-based teaching is used throughout the MBA program. Proper analysis of cases requires students to consider various functional areas when synthesizing their strategies and action plans.

The DeGroote School of Business offers its MBA students the opportunity to pursue SAP Certification in Business Intelligence. SAP is the leading Enterprise Resource Planning (ERP) application that is built upon the integrated view of business management.

Beyond the integration of business functional areas, students are exposed to a multidisciplinary approach through existing and new partnerships with McMaster’s Faculties of Health Sciences and Engineering. The Health Services Management specialization has been in place for over 20 years and a suite of Health Management offerings is being developed in cooperation with the Faculty of Health Sciences.
Similarly, program partnerships are being expanded with the Faculty of Engineering (such as the Masters in Engineering Entrepreneurship and Innovation).

**Learning Goal:**
Each student must understand and be able to use team building and leadership skills in their academic and professional pursuits.

**Demonstration of Achievement:**
Team building and communication skills workshops are required for all MBA students during their first year orientation.

Group work is heavily emphasized in the MBA program. Instructors and mentors provide coaching for effective team building. Students have multiple opportunities to practice and perfect these skills through the group projects they engage in across various first year and second year courses.

The DeGroote School of Business employs a syllabus template in all its MBA courses, where instructors must indicate the degree of leadership inclusion within the course. Leadership may be course embedded through direct means (theory and cases) or indirect means (leadership in discussion session and group work).