March 2, 2011

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, March 9, 2011 at 9:00 a.m. in MUSC-230**.

Listed below are the agenda items for discussion.

If you are unable to attend this meeting, please call extension 24204 or email espirit@mcmaster.ca.

**A G E N D A**

I. Minutes of the meeting of December 9, 2010

II. Business arising
   - Cross-listing of Business courses with Global Health Program

III. Graduate curriculum recommendations

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

   **e-Health**
   - *701 – Research and Evaluation Methods in eHealth – new course (Note: Offered in January 2010 on Dean’s approval.)

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

Human Resources and Management - M.B.A.
- *B717 – Management Development – new course (Note: This course was previously offered as *B738 – Selected Topics in Organizational Behaviour.)
- Proposed changes to the name and course selection for the Minor proposed by the Human Resources & Management Area

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

Information Systems – Ph.D.
- *K603 – Information Systems in Business – change in course title
- *K718/728/738 – Selected Topics in Management Information Systems – change in course title
- *K723 – Data Mining and Business Intelligence – change in course description
- *K725 – Business Process Management – change in course title
- *K778 – Selected Topics in Information Systems I – change in course title
- *K779 – Selected Topics in Information Systems II – change in course title
- *K793 – Mobile Commerce: Technology, Theory, and Applications (Note: This course was previously offered as *K778 – Selected Topics in Information Systems I.)
- *K794 – Advances in Information Systems Research (Note: This course was previously offered as *K778 – Selected Topics in Information Systems I.)
- Changes to the calendar description of the MBA eBusiness Minor
- Changes to the calendar description of the MBA eBusiness Specialization
- Changes to the calendar description of the list of Ph.D. courses in the IS field to reflect the new course numbers
For information
- *B718 – Special Topics in Organizational Behaviour : Management Consulting
  Instructor: Nicholas Lal

IV. Other business
Minutes

On a motion by Dr. McCracken, seconded by Dr. Detlor, the Faculty of Business Graduate Curriculum and Policy Committee approved the minutes of the meeting of April 26, 2010.

In consultation with the committee members, Dr. Medcof changed the order of the agenda items.

Cross-listing of Business Courses with Global Health Program

Dr. Harnish reviewed the recommendation from the Global Health program to cross-list the following Business courses:

*C721 – Health Policy Analysis
*C711 – Health Economics and Evaluation
*I731 – International Business
*C741 – Health Care Marketing
*C722 – Management of Population Health

Dr. Hatton moved, and Dr. Hassanein seconded,

“that the Faculty of Business Graduate Curriculum and Policy Committee approve the proposed cross-listing of *C721, *C711, *I731, *C741, and *C722 with the Global Health program, as described in the documents.”

The motion was carried.

Ph.D. Accounting Field – Program of Study

Dr. Medcof explained that the Ontario Council on Graduate Studies (OCGS) has already approved the Ph.D. Accounting field. The document presented to the committee for approval
outlines the program of study for the field, the three new courses, and the calendar copy. Dr. Lillian Chan from the Accounting and Financial Management Services was invited to the meeting to respond to questions from the committee.

The Accounting and Financial Management Services Area proposed the following new courses for the Accounting field:

*A771 – Seminar in Research Methods and Design in Accounting Research: The course addresses issues and techniques of various research methods and designs in the context of accounting research.

Dr. Hatton moved, and Dr. McCracken seconded,

“that the Faculty of Business Graduate Curriculum and Policy Committee approve the new course, *A771 – Seminar in Research Methods and Design in Accounting Research.”

The motion was carried.

*A772 – Seminar in Financial Accounting Research: The course provides a broad overview of contemporary empirical research in financial accounting. A member suggested removing the grading scheme described in the course outline, as it pertains to the undergraduate studies.

Dr. Hatton moved, and Dr. McCracken seconded,

“that the Faculty of Business Graduate Curriculum and Policy Committee approve the new course, *A772 – Seminar in Financial Accounting Research.”

The motion was carried, subject to removal of the grading scheme from the course outline.

*A773 – Seminar in Managerial Accounting Research: The course provides a broad overview of contemporary analytical research in accounting.

Dr. McCracken moved, and Dr. Hatton seconded,

“that the Faculty of Business Graduate Curriculum and Policy Committee approve the new course, *A773 – Seminar in Managerial Accounting Research.”

The motion was carried.

Dr. Detlor presented the calendar copy for the Ph.D. Accounting field. He briefly discussed the qualification and program requirements. After the discussion, a member noted that the Department of Economics course, *765, is inadvertently listed as a non-credit course. In response to a question, Dr. Medcof stated that the Ph.D. program would likely start in
September 2012. He explained that a September 2011 start is not possible because of some administrative and academic issues that need to be resolved.

Dr. Kanagaretnam moved, and Dr. Flynn seconded,

“that the Faculty of Business Graduate Curriculum and Policy Committee approve the calendar copy for the Ph.D. Accounting field.”

The motion was carried, subject to the revision concerning the Economics course, *765, as mentioned above.

**Change in scholarship descriptions**

Dr. Detlor briefly discussed the proposed minor changes to the following scholarships:

**The Norm Archer Endowed Prize**
- line 1, “Faculty of Business” was replaced with “DeGroote School of Business”
- line 4, “Michael G. DeGroote School of Business” was replaced with “DeGroote School of Business Ph.D. Operating Committee”

**Robert Joyner Doctoral Student Publication Prize**
- line 1, “Dean of the Faculty of Business” was replaced with “Dean of the DeGroote School of Business”
- line 4, “Faculty of Business Graduate Awards Committee” was replaced with “DeGroote School of Business Ph.D. Operating Committee”

Dr. Detlor moved, and Dr. Flynn seconded,

“that the Faculty of Business Graduate Curriculum and Policy Committee approve the proposed changes to the descriptions for the Norm Archer Endowed Prize and the Robert Joyner Doctoral Student Publication Prize, as outlined above.”

The motion was carried.

**Change in prerequisites for *A703 and *A733 and cross-listing/addition of *A722**

Dr. Chan briefly discussed the proposed change in prerequisites for *A703 – Advanced Financial Accounting, and *A733 – Canadian Taxation II. Dr. Chan explained that the change in prerequisite for *A703 will provide students more background and preparation in financial accounting that is essential to the study of advanced financial accounting topics. The change for *A733 will ensure students are better prepared for learning Canadian taxation for corporations.

Dr. Hassanein moved, and Dr. Hatton seconded,
“that the Faculty of Business Graduate Curriculum and Policy Committee approve the change in prerequisites for *A703 and *A733, as described in the documents.”

The motion was carried.

There was also a proposal to cross-list *A722 with *F722 and add *A722 as an elective course for the Minor in Accounting and Financial Management Services.

Dr. Hatton moved, and Dr. McCracken seconded,

“that the Faculty of Business Graduate Curriculum and Policy Committee approve the cross-listing of *A722 with *F722, and addition of *A722 as an elective course for the Minor in Accounting and Financial Management Services, as described in the document.”

The motion was carried.

Change in admission policy for the MBA accelerated program

Dr. Medcof explained that the change in admission policy involves removing the mandatory B average in undergraduate required commerce/business and economics courses for students applying to the MBA accelerated program. Dr. Medcof said the School of Business felt the requirement is no longer necessary since the program has existed for five years now, and that students are successfully performing at the level of a DeGroote MBA program. The recommendation would not only increase the number of students applying to the program but also allow it to be competitive with similar programs in other universities. In response to a question, Dr. Medcof said the accelerated program is currently not accepting international students. However, should there be interests from students in the full-time MBA program; their applications will be assessed to determine eligibility.

Dr. McCracken moved, and Dr. Hassanein seconded,

“that the Faculty of Business Graduate Curriculum and Policy Committee approve the proposal to remove the mandatory B average in undergraduate required commerce/business and economics courses for students applying to the MBA accelerated program.”

The motion was carried.

Specialized Full-time MBA Program for High-Scoring GMAT Applicants

Dr. Medcof reviewed the proposal to create a specialized full-time MBA program that will admit applicants with high GMAT scores of 670+ and a GPA of 9.0 (B+), but with no relevant work experience. Ms. Piatek explained that each year the MBA program declines approximately 8-12 highly qualified students because they fail the Co-op MBA Admissions interview due to lack of
work experience. Ms. Piatek further said that these students are unprepared to respond to questions about leadership, and behavioural/business skills. Dr. Medcof explained that one of the requirements of the proposed program is attendance at the mandatory career coaching sessions designed to assist students in finding employment. The Centre for Business Career Development will offer the sessions. If a student fails the coaching sessions, he/she will be transferred to part-time status.

Dr. Medcof discussed the admission requirements:

- 9.0 (B+) GPA in the final 2 years of study
- 670+ GMAT (minimum 28 on the Verbal and 37 on the Quantitative)
- applicants must be Canadian residents for the first two years of the program

If the proposal is approved, the School of Business expects admission numbers to be up by 10-15 full-time students per year.

A member commented that accepting students with no work experience affects the program’s reputation, as these students will end up acquiring low-entry jobs. There was a suggestion to clarify the purpose of the interview, skills assessment, scoring criteria, etc. Another member commented that it may be problematic for the program to accept international students with high GMAT scores but inadequate English language skills. A member suggested that perhaps it would be best to admit these students to a full-time program for a year, and then transfer them to the co-op program later.

Dr. Medcof thanked the members for their comments. There was no other business and the meeting adjourned at 11:10 a.m.
designed to prepare highly motivated and capable individuals for making significant advances in management science knowledge. It is intended for students with Master's degrees in Business Administration or in disciplines such as Mathematics, Engineering, Science, and Computer Science.

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

Application

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

Qualification Requirements

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

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

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

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

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

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

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

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

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

Program Requirements

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

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

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

For the Finance field, the four finance Ph.D. courses (F771, F772, F773 and F774) and F710 must be taken. In addition the following courses from the Department of Economics must be taken: 721, 722, 723, 761 and 762. Students are also required to take one additional 700-level course in Business, Economics or Mathematics, to be determined in consultation with their supervisor.

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

For the IS field, the two Ph.D. seminar courses (B780, B782), two IS Ph.D. courses (chosen from K778, K779, K791 and K792), and three MBA information systems courses (chosen from K723, K724, K725, K731, K735, K736, K737 and Q734,) must be taken.

For the MS field, the five MS Ph.D. courses (Q771, Q773, Q780, Q781 and Q790), two MBA courses (Q701, Q711), and your choice of two MBA or Ph.D. courses (chosen from Q715, Q721, Q722, Q725, Q772, Q774, Q778, Q791, Q792, Q793, Q794 and Q734) must be taken.

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

In order to remain in the program, students must maintain a grade point average of at least B+ in their course work with no more than one failing grade (below B-) in a prescribed course. The student will be required to withdraw from the program if he/she receives a second failing grade.
**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>EHealth Program (Faculties of Health Sciences, Engineering and Business) and CE&amp;B</th>
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<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Research and Evaluation Methods in eHealth</td>
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<tr>
<td>COURSE NUMBER</td>
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<td>COURSE CREDIT</td>
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<td>QUARTER (MODULE) ( )</td>
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<tr>
<td>INSTRUCTOR(S)</td>
<td>Dr. Ann McKibbon and occasional guest speaker</td>
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<tr>
<td>PREREQUISITE(S)</td>
<td>enrolment in eHealth Program or permission of the instructor</td>
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**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

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<tr>
<td>WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL?</td>
<td>YES</td>
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<tr>
<td>IF YES, PROVIDE THE DATE:</td>
<td></td>
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</table>

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

**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.

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<th>CHANGE IN COURSE TITLE</th>
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<tr>
<td>CHANGE IN COURSE DESCRIPTION</td>
<td>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</td>
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**COURSE CANCELLATION**

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<tr>
<th>PROVIDE THE REASON FOR COURSE CANCELLATION:</th>
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**OTHER**

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<tr>
<th>EXPLAIN:</th>
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**BRIEF DESCRIPTION FOR CALENDAR** - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

This course will provide background and basic principles of research and evaluation methods for eHealth students. The course will study research/evaluation methods eHealth applications as well as research/evaluation using eHealth applications. The course is given in seminar (small group) format. Evaluation is based on participation, 2 written assignments, a final paper in the form of a research proposal or contract proposal to address a Request for Proposal from industry. Students will also review a project proposal done by another student.

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

1. Understand the basic tenets of science, research, and evaluation, how they differ and are the same, and how they are important to the practice of eHealth.
2. Understand the importance of asking good questions and choosing who to study (sampling issues)
3. Know the perspectives and tools of research and evaluation in relation to controlled/experimental trials, observational studies (case-control, cohort, and qualitative methods), and synthesis methods (systematic reviews and meta-analyses, health technology assessments, clinical practice guidelines, and economics studies).
4. Be able to write a successful research grant application (research project) and consultant proposal to address an industry or foundation based request for proposals (evaluation project).

Textbook: Friedman CP, Wyatt JC. Evaluation Methods in Biomedical Informatics. 2nd edition. Springer, Berlin. 2006 plus weekly readings from current and historical articles in the research and technical literature. This textbook is available online through the McMaster University Health Sciences Library.
1. STATEMENT OF PURPOSE (How does the course fit into the department’s program?)

The purpose of this course is to introduce eHealth students to research and evaluation methods. With this introduction they can appreciate the methods and possibilities of designing and carrying out projects in their internships and later careers. Because of timing of the students' internships they are not able to take HRM 721 which covers similar but not identical content.

2. EXPECTED ENROLMENT:

5-12 students per year, almost all of whom will be in the eHealth program.

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

The course will follow standard tutorial methods in 12, 3-hour sessions. Students will be expected to study and understand material before class and come to class prepared to discuss their readings and weekly tasks. Each student will act as a student facilitator for at least 1 session to improve their presentation and teaching skills. We also may have 2-3 speakers, experts in their field, present their expertise on important aspects of that week's topic. These presentations will normally take 1 hour of the 3 hour class time.

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.)

We will use standard methods of evaluation that are used in other research methods courses: participation, 2 marked hand in assignments, formal evaluation of another student’s final paper, and a final report in both written and oral formats.

- 15% for weekly participation
- 10% student facilitating (leading the class)
- 20% (2 hand in documents worth 10% each)
- 10% first draft of final report
- 25% final paper in print format
- 15% presentation of final paper
- 5% for evaluation of a paper from another classmate (skill development in critiquing)

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

This course has content similar to HRM 721. eHealth 701 and HRM 721 are considered to be anti-requisites.

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

not applicable

PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:

Name: Ann McKibbon  Email: mckib@mcmaster.ca  Extension: 22803  Date: Feb 22, 2011

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

SGS/medy
SCHOOL OF GRADUATE STUDIES

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

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

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<th>Finance and Business Economics</th>
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<tr>
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<td>INSTRUCTOR(S)</td>
<td>Dr. A. Danielova</td>
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<td>PREREQUISITE(S)</td>
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NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

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

CHANGE IN COURSE TITLE

CHANGE IN COURSE DESCRIPTION

CHANGE TO FULL COURSE

CHANGE TO HALF COURSE

CHANGE TO QUARTER COURSE

COURSE CANCELLATION

PROVIDE THE REASON FOR COURSE CANCELLATION:

OTHER

EXPLAIN:

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

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

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

The course is structured around the three themes that comprise corporate finance: investment policy, financing policy, and dividend policy. In addition, students will explore the strategic assumptions, theoretical underpinnings, and appropriate use of valuation techniques and principles.

Required Texts:


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

The course provides students with a thorough exploration of the issues involved in corporate decision making and, in particular, on their effect on corporate value. This is an elective course in corporate finance.

2. **EXPECTED ENROLMENT:**

25

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

This course is taught primarily through lectures and case studies.

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.)

All work will be evaluated on an individual basis except where group work is expected. In this case group members will share the same grade adjusted by peer evaluation if necessary. The final grade will be calculated as follows:

<table>
<thead>
<tr>
<th>Grade Components and Weights</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Project (group)</td>
<td>30%</td>
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<td>Midterm 1 (individual)</td>
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<td>Midterm 2 (individual; cumulative)</td>
<td>35%</td>
</tr>
<tr>
<td>Participation (individual)</td>
<td>10%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

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: Dr. A. Danielova  Email: adaniel@mcmaster.ca  Extension: 26193  Date: January 26, 2011

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

SGS/medy
**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: espiritumcmaster.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

**COURSE TITLE**
Venture Capital and Private Equity

**COURSE NUMBER**
F724

**INSTRUCTOR(S)**
Adeel Mahmood

**PREREQUISITE(S)**
F600

**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>IF YES, PROVIDE THE DATE:</th>
</tr>
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<thead>
<tr>
<th>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?</th>
<th>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.</th>
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**CHANGE IN COURSE TITLE**

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**PROVIDE THE CURRENT COURSE TITLE:**
Venture Capital

**CHANGE IN COURSE DESCRIPTION**

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

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

**COURSE CANCELLATION**

<p>| |</p>
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**PROVIDE THE REASON FOR COURSE CANCELLATION:**

<p>| |</p>
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**OTHER**

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**EXPLAIN:**

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</table>

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

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

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**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 taught primarily through the case method but will also include lectures and discussions. It may also be supplemented by the participation in class of guest speakers. No textbook is used; course is taught through case studies and lecture notes.

The course focuses on early-stage, growing, and private companies and will be of interest to those considering careers in finance or as entrepreneurs. The course will follow the arc of the private investment process: due diligence; valuation; negotiation of deal terms; working with the investee company; and exiting the investment.

<p>| |</p>
<table>
<thead>
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</thead>
</table>
1. **STATEMENT OF PURPOSE** (How does the course fit into the department’s program?)

   The course allows finance, accounting, and general management students to extend their knowledge of investments, finance, and entrepreneurship into the early-stage, private, and growth-equity world. The Area currently has a range of courses that cover investment and finance in mature and publicly traded companies, so this course will continue to fulfil the needs of students to learn about earlier-stage and private investing and entrepreneurship.

2. **EXPECTED ENROLMENT:**

   30

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

   This course is taught primarily through the case method but will also include lectures and discussions. It may also be supplemented by the participation in class of guest speakers.

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.)

   Class participation - 25%; midterm test on private valuation topics - 25%; two group assignments covering venture and private equity situations - 50%

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?**

   Not applicable

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

Name: Trevor Chamberlain  
Email: chambert@mcmaster.ca  
Extension: 23980  
Date: January 26, 2011

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

SGS/medy
**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

**COURSE TITLE**  Personal Financial Management

<table>
<thead>
<tr>
<th>COURSE NUMBER</th>
<th>F725</th>
<th>COURSE CREDIT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>FULL COURSE ( )</td>
</tr>
</tbody>
</table>

**INSTRUCTOR(S)**  Keith MacInnes and Trevor Chamberlain

**PREREQUISITE(S)**  Enrollment in MBA program

**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**

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

**CHANGE TO FULL COURSE**

**CHANGE TO HALF COURSE**

**CHANGE TO QUARTER COURSE**

**COURSE CANCELLATION**

**Provide the Reason for Course Cancellation:**

**OTHER**

**EXPLAIN:**

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

The objective of the course is to provide students with the tools and skills needed to make sound financial decisions throughout their lives. Personal financial planning is the process of managing one’s money to achieve personal economic satisfaction. This process involves setting realistic goals and organizing financial activities toward the achievement of the goals. It also depends on the increased control of financial affairs by avoiding excessive debt, building up wealth, and managing financial risk.

**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 teaches personal financial planning to students so that they are better able to plan and manage their own finances as well as provide informed advice to middle and lower income clients. Topics include: steps in the financial planning process, budgeting, formulating financial goals, using tax rules to advantage, debt and credit management, home-buying, insurance, investing fundamentals, planning for retirement, and basic issues in estate planning.

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

   To provide a course that will be of value to all students.

2. **EXPECTED ENROLMENT:**

   40

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

   A combination of lectures, discussion, and case analysis

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.)

   Class participation, group projects, and exams

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 | Date: January 26, 2011 |

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

SGS/medy
### 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: espirtu@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</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Ethics and Professional Practice in Finance</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>F736</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE (x)</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>Keith MacInnes and Trevor Chamberlain</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>F600</td>
</tr>
</tbody>
</table>

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

- [x] NEW COURSE
- Date to be Offered: 2011
- Was the proposed course offered on Dean’s approval?

**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**

- [x] Explain: This course was previously offered as *F748 - Selected Topics in Finance*

**BRIEF DESCRIPTION FOR CALENDAR**

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

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

**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 introduces students to the conflicts of interest faced by finance professionals. In addition, students are introduced to the codes of conduct, rules, regulations, and practices required of finance professionals by the CFA Institute. In particular, we look at the rationales for these rules. We also look at the role of ethics in personal financial planning.
<table>
<thead>
<tr>
<th>1. <strong>STATEMENT OF PURPOSE</strong> (How does the course fit into the department’s program?)</th>
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<tbody>
<tr>
<td>This course is valuable for anyone who plans to manage their own finances, as well as any student who intends to pursue a career as a finance professional. Potential careers that are specifically related to this course include: compliance officer, financial advisor, corporate financial manager, director or other officer, money or investment manager, banking or investment banking professional, lawyer with fiduciary duties, and public sector financial manager, to name a few.</td>
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<tr>
<th>2. <strong>EXPECTED ENROLMENT:</strong></th>
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<table>
<thead>
<tr>
<th>3. <strong>DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL</strong> (i.e., lectures, seminars):</th>
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<tbody>
<tr>
<td>A combination of lectures, discussion, and case analysis</td>
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<tr>
<th>4. <strong>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.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class participation, group projects, and exams</td>
</tr>
</tbody>
</table>

| 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).** |
<table>
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<tbody>
<tr>
<td>No</td>
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<thead>
<tr>
<th>6. <strong>IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
</tr>
</tbody>
</table>

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

| Name: Trevor Chamberlain   | Email: chambert@mcmaster.ca   | Extension: 23980   | Date: January 26, 2011 |

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

SGS/medy
# Recommendation for Change in Graduate Curriculum - For Changes Involving Courses

**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 / MBA program</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Financial Fraud and Market Surveillance</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>F737</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE ( )  HALF COURSE (x)  QUARTER (MODULE) ( )</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>S.M. Khalid Nainar</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>F600</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>
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<tbody>
<tr>
<td></td>
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<td>If Yes, Provide the Date:</td>
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</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:

**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**: This course was offered previously as *F728 - Selected Topics in Finance and is now being proposed as a regular course. This course will be cross-listed with *A727.

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

The course will cover fraud schemes involving revenue recognition, overstatement of assets and understatement of liabilities, concealment through off-balance sheet transactions and entities, internal and external misappropriation of assets, misconduct by senior management, as well as fraud unrelated to financial statements (e.g. corruption).

**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 well publicized financial fraud debacles involving Enron, Parmalat, Satyam, Société Générale and Madoff recently, questions, such as, "Where is the money?" are on newscreens worldwide. Consequently, there is an increasing demand for financial and business professionals skilled in investigating fraud to be aware of these issues as they comply with the regulatory requirements of the Sarbanes-Oxley Act (SOX) and the related Canadian requirements for CEO/CFO certification.
1. STATEMENT OF PURPOSE (How does the course fit into the department’s program?)  
The course deals with the antecedents and identification of fraud, a significant problem in the contemporary business landscape, and introduces students to real-time market surveillance, thereby preparing them for productive careers in finance.

2. EXPECTED ENROLMENT:  
25

3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):  
Lectures, guest lectures, and in-class student presentations

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.)  
Midterm Quiz, In-class student presentations, Take home assignment, Case reports and Class participation.

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).  
To be cross-listed with *A727

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: S.M. Khalid Nainar Email: nainar@mcmaster.ca Extension: 23990 Date: Jan. 26, 2011

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

SGS/medy
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 / MBA program

COURSE TITLE: Islamic Finance

COURSE NUMBER: F740

INSTRUCTOR(S): S. M. Khalid Nainar

PREREQUISITE(S): F600

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE X

DATE TO BE OFFERED: Winter 2012

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: This course was offered previously as *F728 - Selected Topics in Finance.

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

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

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

With rapid globalization, the world economy is increasingly integrated across countries and societies with divergent economic mores and practices. The consequence of this economic development has been the increasing use of financial principles consistent with Islamic practice in the mainstream global economy (e.g. the sale of Aston Martin by Ford to Kuwaiti principals according to Islamic terms).

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

   This course introduces students to the nascent field of Islamic finance and hence prepares students for careers in the global economy.

2. **EXPECTED ENROLMENT:**

   15

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

   Lectures, Guest lectures, In-class student presentations

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.)

   Midterm exam, Final exam, Assignments, Project report, Class participation

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: S. M. Khalid Nainar | Email: nainar@mcmaster.ca | Extension: 23990 | Date: January 26, 2011 |

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

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

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

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<thead>
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<th>DEPARTMENT/PROGRAM</th>
<th>Finance &amp; Business Economics</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Financial Economics and Quantitative Methods</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>F770</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>Half Course (x)</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>D. Mountain</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td></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?**
- **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.

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

<table>
<thead>
<tr>
<th>CHANGE IN COURSE DESCRIPTION</th>
<th>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</th>
</tr>
</thead>
</table>

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

**COURSE CANCELLATION**

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

- **OTHER**
- **EXPLAIN:** Change in course number from *F710 to *F770. This course will be offered as a Ph.D. course

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

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

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

The topics include consumption and investment decisions under certainty, utility theory under uncertainty, stochastic dominance, state preference theory, mean-variance portfolio theory, the capital asset pricing model, the arbitrage pricing model, capital budgeting under uncertainty, the value of information and moral hazards, the principal-agent problem and incentive contracting, and theories of capital structure.

The course also provides an introduction to regression based quantitative methods for testing some basic propositions in finance, such as the capital asset pricing model and the arbitrage pricing theory.
1. **STATEMENT OF PURPOSE** (How does the course fit into the department’s program?)

   First-year course of Ph.D. program

2. **EXPECTED ENROLMENT:**

   10

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

   lectures

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.)

   exams and empirical assignment

5. **TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT?**

   No

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:**

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
<th>Extension</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean Mountain</td>
<td><a href="mailto:mountain@mcmaster.ca">mountain@mcmaster.ca</a></td>
<td>23988</td>
<td>01/21/2011</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/medy
### Recommendation for Change in Graduate Curriculum - For Change(s) Involving Courses

**Please read the following notes before completing this form:**

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

<table>
<thead>
<tr>
<th>DEPARTMENT/PROGRAM</th>
<th>Human Resources &amp; Management Area (MBA Program)</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Management Development (Proposed title)</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>B717</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td><strong>FULL COURSE</strong> ( ) <strong>HALF COURSE</strong> ( X ) <strong>QUARTER (MODULE)</strong> ( )</td>
</tr>
</tbody>
</table>

**Instructor(s):**

**Prerequisite(s):** B600

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

**NEW COURSE**

**Date to be Offered:** September 2011

**Was the proposed course offered on Dean’s approval?**

**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:**

This course was previously offered as "B738 - Selected Topics in Organizational Behaviour"

### Brief Description for Calendar

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

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

### Content/Rationale

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

The early part of the course will focus on defining Management Skills and clarifying their importance in the workplace. Early work will address: 1. self-awareness and self-assessment  2. personal stress and time management  3. problem-solving  4. communication and providing effective performance feedback  5. motivating self and others

As the course progresses, students will explore more advanced Management Skills such as:

- empowerment
- conflict resolution
- working with teams and diversity management
- creating a positive environment for change

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

The purpose of this course is to move students beyond the theories of contemporary management principles to the practice of management skills in a highly participatory classroom environment. The course will follow a five-step learning model to help participants acquire practical management skills that are of immediate use in management or leadership positions.

2. **EXPECTED ENROLMENT:**

25 students per course offering

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

Readings, lectures, in-class experiential exercises, self-assessments (diagnostics), skills assessment project (SAP) with individual and group work components, team charters, case studies.

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.)

**INDIVIDUAL WORK (Total 60%)**
- In-class Exercises and Participation 20%
  - Attendance 10%
  - Effectiveness 10%
- In-class Case Study (Mid-term) 20%
- In-class Case Study (Final) 20%

**TEAM WORK (Total 40%)**
- Team Charter Assignments #1 & #2 10%
- Skills Acquisition Projects #1 & #2 30%

5. **TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT?**

If yes, please attach to this form any relevant correspondence with the other department(s).

No

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

Please provide the contact information for the recommended change:

| Name: Dr. Teal McAteer | Email: mcateer@mcmaster.ca | Extension: 23999 | Date: January 2011 |

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

SGS/medy
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>Human Resources &amp; Management Area, DeGroote School of Business</th>
</tr>
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<tbody>
<tr>
<td>NAME OF PROGRAM</td>
<td>Master of Business Administration</td>
</tr>
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<table>
<thead>
<tr>
<th>PROGRAM DEGREE</th>
<th>Ph.D. ( )</th>
<th>M.A. ( )</th>
<th>M.A.Sc. ( )</th>
<th>M.B.A. (X)</th>
<th>M. Eng. ( )</th>
<th>M.Sc. ( )</th>
<th>Diploma Program ( )</th>
<th>Other (Specify)</th>
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**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>
<th>EXPLAIN:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>OTHER</th>
<th>EXPLAIN: Changes to the name and course selections are proposed for the Minor offered by the Area in the MBA program.</th>
</tr>
</thead>
</table>

**DESCRIBE THE EXISTING REQUIREMENT/PROCEDURE:**

The current name of the Minor is: Human Resources and Management

Students must select three of the following courses:
- B712 Managerial Negotiations
- B715 Leadership
- B716 Strategic Organizational Change
- B718/28/38/48 Selected Topics in Organizational Behaviour
- B730 Strategic Management of Technology
- H718/28/38/48 Selected Topics in Human Resources
- H721 Recruitment and Selection
- H723 Compensation/Reward Systems
- H738 Selected Topics in Labour Relations

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

The Area recommends that the name of its Minor in MBA program be changed from “Human Resources and Management” to “Management.”

The area also recommends that the course selections for its Minor be expanded to include *B717 Management Development.*
**RATIONALE FOR THE RECOMMENDED CHANGE:**

The proposed name change of the Minor to “Management” reflects more accurately the content of the subject matter covered.

The expansion of the course selections for the Minor provides better opportunity to students to focus more specifically on management themes of their interest.

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

September 2011

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

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

In the section describing all the Minors available in the MBA program, the Minor offered by the Human Resources and Management Area should be shown as follows:

**Management**

Three of the following:

*B712 Managerial Negotiations*  
*B715 Leadership*  
*B716 Strategic Organizational Change*  
*B717 Management Development*  
*B730 Strategic Management of Technology*  
*B718/728 Selected Topics in Organizational Behaviour*  
*B758 Organization Theory and Design*  
*H718/28/38/48 Selected Topics in Human Resources*  
*H721 Recruitment and Selection*  
*H723 Compensation /Reward Systems*  
*H758 Selected Topics in Labour Relations*

**CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:**

Name: Naresh C. Agarwal  
Email: agarwal@mcmaster.ca  
Extension: 23953  
Date: January 28, 2011

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

SGS/medy
Here are the changes for the SMLHSM Area with the documentation they have provided.

1. **P700**: change in prerequisites. **Recommendation**: A change of prerequisite from eight 600 level courses to five 600 level courses.

**Rationale**: Change in prerequisites will allow students with waivers to take P700 in the first year of the MBA program.

2. HSM Specialization Courses. Change in pre-requisites. Proposals for change as submitted by Glen Randall (HSM specialization acting director):

**Recommendation**: For **C721** (Health Policy Analysis), **C722** (Management of Population Health), **C741** (Health Care Marketing), **C727** (Pharma/Biotech Business Issues), **C736** (Quality Management in Health Services)

Prerequisite be changed to: Registration in the HSM specialization; or permission of the instructor

**Current Prerequisite**: No prerequisite.

**Rationale**: The prerequisites ensure that students registered in the HSM specialization to get access to the courses (as demand has grown).

**Recommendation**: For **C711** (Health Economics and Evaluation), **C726** (Critical Issues in HSM)

Prerequisite be changed to: C721 and registration in the HSM specialization; or permission of the instructor

**Current Prerequisite**: No prerequisite for C711. Registration in the HSM specialization for C726

**Rationale**: The C721 prerequisite allows the C711 and C726 courses to go into greater depth sooner (i.e. less overlap as they do not need to repeat introduction material).

3. **V701** (Financial Statement Analysis):

**Recommendation**: To be cross-listed with Business F717/A750. Consent was received from Finance & Business Economics and Accounting and & Financial Services Areas.

**Rationale**: This course is presently offered as BusA750/F717 & V701. The goal is to consolidate the offerings to avoid duplication & conserve resources. The course will be cross-listed as Bus A750, Bus F717, BusV701.
### 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.

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</tr>
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<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Business, Government and the Global Environment</td>
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<tr>
<td>COURSE NUMBER</td>
<td>P700</td>
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<tr>
<td>COURSE CREDIT</td>
<td>Half Course (X)</td>
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<tr>
<td>INSTRUCTOR(S)</td>
<td>Glenn Randall, Dave Barrows</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Eight 600-level courses</td>
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**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

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<tr>
<th>NEW COURSE</th>
<th>DATE TO BE OFFERED</th>
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<tr>
<td></td>
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<td>If Yes, Provide the Date:</td>
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<tr>
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**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: change to Five 600-level courses to allow students with waivers to take P700 in the first year of the MBA program.

**BRIEF DESCRIPTION FOR CALENDAR**

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

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

**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: Glenn Randall    Email: randalg@mcmaster.ca    Extension: 26191    Date: January 27, 2011

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

SGS/medy
**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: espirito@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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<th>MBA</th>
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<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Health Economics and Evaluation</td>
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<table>
<thead>
<tr>
<th>COURSE NUMBER</th>
<th>C711</th>
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<tbody>
<tr>
<td>INSTRUCTOR(S)</td>
<td>Chris Longo</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Prerequisite: C721 and registration in the HSM specialization or permission of the instructor.</td>
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**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

<table>
<thead>
<tr>
<th>NEW COURSE</th>
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<th>WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL?</th>
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<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). NOTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.</td>
<td></td>
</tr>
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</table>

**CHANGE IN 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**

**OTHER**

- Change in prerequisites to ensure that students in the HSM specialization have first access to the "C" courses.

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

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

2. **EXPECTED ENROLMENT:**

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

4. **DESCRIBE IN DETAIL THE METHOD OF EVALUATION:** (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?**

N/A

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

Name: Glen Randell  
Email: randalg@mcmaster.ca  
Extension: 26191  
Date: January 19, 2011

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

SGSmedy
**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: aspinlu@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>MBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Critical Issues in Health Services Management</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>C726</td>
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<tr>
<td>INSTRUCTOR(S)</td>
<td>Wayne Taylor</td>
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<tr>
<td>PREREQUISITE(S)</td>
<td>Prerequisite: C721 and registration in the HSM specialization or permission of the instructor.</td>
</tr>
</tbody>
</table>

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

- 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.
- New course
- Date to be offered
- Was the proposed course offered on Dean's approval? (If yes, provide the date):

**CHANGE IN COURSE TITLE**

Provide the current course title:

**CHANGE IN COURSE DESCRIPTION**

- 500-level course: Undergraduate course for graduate credit. Please see #4 on page 2 of this form.

**CHANGE TO FULL COURSE**

- Change to full course

**CHANGE TO QUARTER COURSE**

**COURSE CANCELLATION**

Provide the reason for course cancellation:

**OTHER**

X

Explain: Change in prerequisites to ensure that students in the HSM specialization have first access to the "C" courses.

**BRIEF DESCRIPTION FOR CALENDAR**

Provide a brief description (maximum 5 lines) to be included in the Graduate Calendar.

**CONTENT/RATIONALE**

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

2. **EXPECTED ENROLMENT:**

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

4. **DESCRIBE IN DETAIL THE METHOD OF EVALUATION:** (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?**  
   N/A

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

Name: Glen Randall  
Email: randalp@mcmaster.ca  
Extension: 26191  
Date: January 19, 2011

---

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

SGS/medy
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: aspirit@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>MBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Health Policy Analysis</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>C721</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE ( )</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>Glen Randall</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Prerequisite: registration in the HSM specialization or permission of the instructor.</td>
</tr>
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**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

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<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>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? (IF YES, ATTACH 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>
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</table>

**CHANGE IN 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**

**EXPLAIN:**

Change in prerequisites to ensure that students in the HSM specialization have first access to the "C" courses.

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

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

2. **EXPECTED ENROLMENT:**

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

4. **DESCRIBE IN DETAIL THE METHOD OF EVALUATION:** (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?**

   N/A

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

Name: Glen Randall    Email: randalg@mcmaster.ca    Extension: 26191    Date: January 19, 2011

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

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

**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: espiritum@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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<th>DEPARTMENT/PROGRAM</th>
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</tr>
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<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Management of Population Health</td>
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<td>COURSE NUMBER</td>
<td>C722</td>
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<tr>
<td>INSTRUCTOR(S)</td>
<td>Chris Longo</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Prerequisite: registration in the HSM specialization or permission of the instructor.</td>
</tr>
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</table>

| COURSE CREDIT       | FULL COURSE ( ) | HALF COURSE (X) | QUARTER (MODULE) ( ) |

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

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<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>
</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:**

**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 prerequisites to ensure that students in the HSM specialization have first access to the "C" courses.

**BRIEF DESCRIPTION FOR CALENDAR**

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

**CONTENT/RATIONALE**

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

2. **EXPECTED ENROLMENT:**

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

4. **DESCRIBE IN DETAIL THE METHOD OF EVALUATION:**  (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?**

   **N/A**

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

| Name: Glen Randall | Email: randalg@mcmaster.ca | Extension: 26191 | Date: January 19, 2011 |

---

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

SGS/medy
**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: espirit@mcmaster.ca).
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<tr>
<td>COURSE TITLE</td>
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<tr>
<td>COURSE NUMBER</td>
<td>C727</td>
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<td>COURSE CREDIT</td>
<td>FULL COURSE ( )  HALF COURSE (X)  QUARTER (MODULE) ( )</td>
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<tr>
<td>INSTRUCTOR(S)</td>
<td>Wayne Taylor</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Prerequisite: registration in the HSM specialization or permission of the instructor.</td>
</tr>
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**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.

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<td>800-LEVEL COURSE (Undergraduate course for graduate credit). Please see #4 on page 2 of this form.</td>
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<tr>
<th>CHANGE TO FULL COURSE</th>
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<td>CHANGE TO HALF COURSE</td>
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<td>CHANGE TO QUARTER COURSE</td>
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<tr>
<th>COURSE CANCELLATION</th>
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<tbody>
<tr>
<td>PROVIDE THE REASON FOR COURSE CANCELLATION:</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>OTHER</th>
</tr>
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<tbody>
<tr>
<td>X</td>
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EXPLAIN:

Change in prerequisites to ensure that students in the HSM specialization have first access to the "C" courses.

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

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

2. **EXPECTED ENROLMENT:**

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

4. **DESCRIBE IN DETAIL THE METHOD OF EVALUATION:** (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?**

   N/A

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

Name: Glen Randall  
Email: randlg@mcmaster.ca  
Extension: 26191  
Date: January 19, 2011

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

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

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<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Quality Management in Health Services</td>
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<tr>
<td>COURSE NUMBER</td>
<td>C736</td>
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<td>COURSE CREDIT</td>
<td>FULL COURSE ( )</td>
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<td>INSTRUCTOR(S)</td>
<td>Mike Heenan</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Prerequisite: registration in the HSM specialization or permission of the instructor.</td>
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**NATURE OF RECOMMENDATION** (PLEASE CHECK APPROPRIATE BOX)

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<tr>
<th>NEW COURSE</th>
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<th>IF YES, PROVIDE THE DATE:</th>
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<tbody>
<tr>
<td>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?</td>
<td>If Yes, Attach this Form Any Relevant Correspondence With the Other Department(s). Note: Cross-listing of courses requires approval from EACH DEPARTMENT AND FACULTY CONCERNED.</td>
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<td></td>
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**CHANGE IN COURSE TITLE**

**CHANGE IN COURSE DESCRIPTION** 500-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**

**EXPLAIN:** Change in prerequisites to ensure that students in the HSM specialization have first access to the "C" courses.

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

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

2. **EXPECTED ENROLMENT:**

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

4. **DESCRIBE IN DETAIL THE METHOD OF EVALUATION:** (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?**
   
   N/A

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

Name: Glen Randall  Email: randalg@mcmaster.ca  Extension: 26191  Date: January 19, 2011

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

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

PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:

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<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Health Care Marketing</td>
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<tr>
<td>COURSE NUMBER</td>
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<td>INSTRUCTOR(S)</td>
<td>Pat Wakefield</td>
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<td>PREREQUISITE(S)</td>
<td>Prerequisite: registration in the HSM specialization or permission of the instructor.</td>
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<tbody>
<tr>
<td>CHANGE IN COURSE DESCRIPTION</td>
<td>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</td>
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<tr>
<td>CHANGE TO FULL COURSE</td>
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COURSE CANCELLATION

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<tr>
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<td>EXPLAIN:</td>
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<tr>
<td>Change in prerequisites to ensure that students in the HSM specialization have first access to the &quot;C&quot; courses.</td>
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BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

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

2. EXPECTED ENROLMENT:

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

4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (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?

   N/A

PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:

Name: Glen Randall       Email: randalg@mcmaster.ca       Extension: 26191       Date: January 19, 2011

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

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

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<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Financial Statement Analysis</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>V701</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE ( ) HALF COURSE (x) QUARTER (MODULE) ( )</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>Mr. Eric Bentzen-Bilkvist</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>F600</td>
</tr>
</tbody>
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**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: X PROVIDE THE CURRENT COURSE TITLE: Financial Reporting and Disclosure Analysis
- 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:
The course will be cross-listed as *A750 and *F717. The goal is to consolidate the offerings to avoid duplication and conserve resources.

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

See *A750/*F717 in the MBA Academic Calendar (section attached)

**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.)

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

| Name: Glenn Randall | Email: randalg@mcmaster.ca | Extension: 26191 | Date: January 27, 2011 |

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

SGS/medy
MBA Course Descriptions

**BUSINESS A750/F717**
**FINANCIAL STATEMENT ANALYSIS**
Prerequisite: F600
This course provides a comprehensive and up-to-date treatment of the analysis of financial statements as an aid to decision making. Topics covered include: financial ratio analysis, the effect of various accounting alternatives on financial ratios, forecasting accounting and financial numbers, bond rating and financial statement information, financial distress prediction, and corporate restructuring. The relationship between financial markets and financial statements is studied using computerized data sets.

**BUSINESS B600**
**ORGANIZATIONAL BEHAVIOUR**
The objective of this course is to introduce the study of human behaviour in organizations, considering both the individual and contextual determinants of that behaviour. Topics include, but are not limited to, motivation, cognition, individual differences, leadership and teams, organizational structure, technology, and environment.

**BUSINESS B712**
**MANAGERIAL NEGOTIATIONS**
Prerequisite: H600
The purpose of this course is to help you understand the theory and process of effective negotiations. The course will complement the technical and diagnostic skills learned in other courses in the MBA program. While a manager needs strong analytical skills to develop optimal solutions to problems, good negotiation skills are needed in order for these solutions to be accepted and implemented. Great analysis is of little value if you are unable to win support for the actions it recommends. To provide you with the opportunity to develop both analytical frameworks and practical skills in negotiation, the course will rely primarily on hands-on learning.

**BUSINESS B715**
**LEADERSHIP**
Prerequisite: H600
This course provides a critical review of key concepts, models, theories, and practitioner approaches relating to leadership in organizations. The implications of this literature for the practice of leadership will also be thoroughly considered. Illustrations and application of leadership principles will be demonstrated through experiential exercises, skill development exercises, and a six-week transformative learning piece embedded within the body of the course. Personal and professional development will form a common theme throughout this course. A more fitting label for this course would be “Inspiring Individual Leadership”.

**BUSINESS B716**
**STRATEGIC ORGANIZATIONAL CHANGE**
Prerequisite: H600
This course will enable students to cultivate the multiple capabilities required for ongoing, long-run strategic change. Leading change perspectives will be integrated and extended by utilizing a strategic organizational change framework. This systematic and multidimensional approach will provide students with a roadmap for developing change capabilities in themselves, as well as their current and future organizations. Illustrations and applications of organizational change principles will be demonstrated through a transformative learning experience, skill development exercises, experiential exercises, cases analyses, and an actual strategic organizational change project, all embedded within the body of the course. Weekly speakers from the community will be incorporated to provide actual practitioner change examples.

**BUSINESS B730**
**STRATEGIC MANAGEMENT OF TECHNOLOGY**
Prerequisite: H600
In today's competitive environment technology has become a central component of the strategic process of many innovative organizations. This course surveys the issues involved in this new role for technology including competitive advantage, analytical tools, technology-based strategies, partnerships and alliances, and the process for managing technology so that it is closely integrated with the activities of the firm.

**BUSINESS C711**
**HEALTH ECONOMICS AND EVALUATION**
This course will examine the application of economic principles to policy-relevant questions in the area of health and healthcare. Topics will include applied health economics, economic correlates to health, demand and supply of healthcare and insurance, healthcare system financing, alternative payment schemes, economic regulation of the pharmaceutical industry, cost-effectiveness and cost-benefit analyses, QALY’s, and means by which to improve value-for-money in the health sector.

**BUSINESS C721**
**HEALTH POLICY ANALYSIS**
This course will examine the field of health policy analysis with particular emphasis on clinical, administrative and government policy. After establishing a framework by which to analyze policy – which will include consideration of stakeholders, pressure groups, values, institutions, and the media – various tools will be studied as means of formulating and evaluating policy. Techniques from business, political science, economics, sociology, epidemiology, and history will be used. Specific policy topics will be presented as illustrations of this management art.
**DEPARTMENT/PROGRAM**
DeGroote School of BUSINESS/ Information Systems Area

**COURSE TITLE**
Information Systems in Business

**COURSE NUMBER**
K603

**COURSE CREDIT**
FULL COURSE ( )  HALF COURSE (X)  QUARTER (MODULE) ( )

**INSTRUCTOR(S)**
Khaled Hassanein/Milena Head

**PREREQUISITE(S)**

---

**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>
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</thead>
<tbody>
<tr>
<td></td>
<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**
X

Provide the current Course Title:
Information Systems Management

**CHANGE IN COURSE DESCRIPTION**

<table>
<thead>
<tr>
<th>CHANGE TO FULL COURSE</th>
<th>CHANGE TO HALF COURSE</th>
<th>CHANGE TO QUARTER COURSE</th>
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</thead>
<tbody>
<tr>
<td>600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**CHANGE IN 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.

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

The new title better reflects the contents of the course and is in alignment with the required undergraduate course in the IS Area.
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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<tbody>
<tr>
<td>1.</td>
<td><strong>STATEMENT OF PURPOSE</strong>  (How does the course fit into the department’s program?)</td>
</tr>
<tr>
<td>2.</td>
<td><strong>EXPECTED ENROLMENT:</strong></td>
</tr>
<tr>
<td>3.</td>
<td><strong>DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL</strong>  (i.e., lectures, seminars):</td>
</tr>
<tr>
<td>4.</td>
<td><strong>DESCRIBE IN DETAIL THE METHOD OF EVALUATION:</strong>  (For 600-level course, indicate the <em>Extra Work</em> to be required of graduate students, i.e., exams, essays, etc.)</td>
</tr>
<tr>
<td>5.</td>
<td><strong>TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT?</strong>  IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).</td>
</tr>
<tr>
<td>6.</td>
<td><strong>IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</strong></td>
</tr>
</tbody>
</table>

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

Name: Khaled Hassanein  Email: hassank  Extension: 23956  Date: Jan. 24, 2011

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

SGS/medy
### 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: spiritu@mcmaster.ca).
3. A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

#### Department/Program
DeGroote School of BUSINESS/ Information Systems Area

#### Course Title
Selected Topics in Management Information Systems

#### Course Number
K718/28/38

#### Course Credit

<table>
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<tr>
<th>Credit Type</th>
<th>Full Course</th>
<th>Half Course</th>
<th>Quarter Module</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>( )</td>
<td>( X )</td>
<td>( )</td>
</tr>
</tbody>
</table>

#### Instructor(s)
TBD

#### Prerequisite(s)

#### Nature of Recommendation (Please Check Appropriate Box)

- **NEW COURSE**
  - **DATE TO BE OFFERED:**
  - **Was the Proposed Course Offered on Dean’s Approval?**
  - **If Yes, Provide the Date:**

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

- **Change in Course Title**
  - **Provide the Current Course Title:**
    - Selected Topics in eBusiness

- **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.

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

The new title for these courses is in alignment with the name of the Area and the new name proposed for the MBA specialization *(i.e. Management Information Systems)*
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: Khaled Hassanein | Email: hassank   | Extension: 23956 | Date: Jan. 24, 2011 |

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

SGS/medy
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>DeGroote School of BUSINESS/ Information Systems Area</th>
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</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Data Mining and Business Intelligence</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>K723</td>
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<tr>
<td>COURSE CREDIT</td>
<td>HALF COURSE (X)</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>Yufei Yuan</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>K603</td>
</tr>
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</table>

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

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<th>NEW COURSE</th>
<th>DATE TO BE OFFERED:</th>
<th>WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL?</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>If Yes, Provide the Date:</td>
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Will the course be cross-listed with another department? If Yes, attach to this form any relevant correspondence with the other department(s). Note: Cross-listing of courses requires approval from each department and faculty concerned.

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<thead>
<tr>
<th>CHANGE IN COURSE TITLE</th>
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<tr>
<th>CHANGE IN COURSE DESCRIPTION</th>
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<tr>
<th>CHANGE TO FULL COURSE</th>
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<tr>
<th>COURSE CANCELLATION</th>
<th>PROVIDE THE REASON FOR COURSE CANCELLATION:</th>
</tr>
</thead>
</table>

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

BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.
Data mining is the discovery of hidden information from historical data. With data mining, it is possible to better manage product warranties, predict purchases of retail stock, unearth fraud, determine credit risk, and define new products and services. This course introduces basic data mining technologies and their use for business intelligence. Students will learn how to analyze the business needs for knowledge discovery in order to create competitive advantages and to apply data mining technologies appropriately in order to realize their real business value. This course is suitable for MBA students with interests in IS, finance, marketing, operational management, and healthcare management.

CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.
To remove references to SAP in the course description as it is currently not being used in the course.
1. **STATEMENT OF PURPOSE**  (How does the course fit into the department’s program?)

2. **EXPECTED ENROLMENT:**

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

4. **DESCRIBE IN DETAIL THE METHOD OF EVALUATION:** (For 600-level course, indicate the **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: Yufei Yuan      Email: yuanyuf      Extension: 23982      Date: Jan. 24, 2011

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

SGS/medy
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.
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<th>DeGroote School of BUSINESS/ Information Systems Area</th>
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<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Business Process Management</td>
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<tr>
<td>COURSE NUMBER</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>Ali Reza Montazemi</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>K603</td>
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NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

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<th>NEW COURSE</th>
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<td>IF YES, PROVIDE THE DATE:</td>
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Will the course be cross-listed with another department? If yes, attach to this form any relevant correspondence with the other department(s). Note: Cross-listing of courses requires approval from each department and faculty concerned.

<table>
<thead>
<tr>
<th>CHANGE IN COURSE TITLE</th>
<th>PROVIDE THE CURRENT COURSE TITLE: Business Process Reengineering</th>
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<td>CHANGE TO FULL COURSE</td>
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<td>EXPLAIN:</td>
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</table>

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.
Business Process Management is a better reflection of current trends in the field.
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: Ali Reza Montazemi  Email: montazem  Extension: 27434  Date: Jan. 24, 2011

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

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

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<tr>
<td>COURSE TITLE</td>
<td>Selected Topics in Information Systems I</td>
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<td>COURSE NUMBER</td>
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<td>COURSE CREDIT</td>
<td>FULL COURSE ( ) HALF COURSE ( X ) QUARTER (MODULE) ( )</td>
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<td>INSTRUCTOR(S)</td>
<td>TBD</td>
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<td>PREREQUISITE(S)</td>
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<th>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</th>
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<tr>
<td>NEW COURSE DATE TO BE OFFERED: 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 WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.</td>
</tr>
<tr>
<td>CHANGE IN COURSE TITLE</td>
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<tr>
<td>CHANGE IN COURSE DESCRIPTION</td>
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<td>COURSE CANCELLATION</td>
</tr>
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<td>OTHER</td>
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| 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. |
| The new title is in alignment with the name of the Area and the name of our Ph.D. field |

The new title is in alignment with the name of the Area and the name of our Ph.D. field
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: Khaled Hassanein | Email: hassank | Extension: 23956 | Date: Jan. 24, 2011 |

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

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

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

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

#### Department/Program
DeGroote School of BUSINESS/ Information Systems Area

#### Course Title
Selected Topics in Information Systems II

#### Course Number
K779

#### Course Credit
- **Full Course** ( )
- **Half Course** (X)
- **Quarter (Module)** ( )

#### Instructor(s)
TBD

#### Prerequisite(s)

### Nature of Recommendation (Please check appropriate box)

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<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>
</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: Selected Topics in Information Systems/eBusiness II

**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.

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

The new title is in alignment with the name of the Area and the name of our Ph.D. field.
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: | Khaled Hassanein | Email: hassank | Extension: 23956 | Date: Jan. 24, 2011 |

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

SGS/medy
**PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:**

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<th>DEPARTMENT/PROGRAM</th>
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<td>COURSE TITLE</td>
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<td>COURSE CREDIT</td>
<td>FULL COURSE ( )</td>
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<td>INSTRUCTOR(S)</td>
<td>Yufei Yuan</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Enrolment in the Informations Systems Ph.D. field or premission of the instructor</td>
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**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

- **NEW COURSE**
- **DATE TO BE OFFERED:** Fall 2011
- **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:**

- **EXPLAIN:**
  - Previously offered as K778 Selected Topics in Information Systems I

**BRIEF DESCRIPTION FOR CALENDAR**

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

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

**CONTENT/RATIONALE**

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

The rapid growth of mobile communication networks and the wide spread use of mobile devices have provided a great business opportunity for the development of mobile commerce. Today, more than a half of the world’s population are cell phone users, far exceeding the population of computer users with fixed-line Internet connections. Mobile commerce is the use of mobile communication for business services. It allows services to be delivered to people anytime, anywhere based on users’ needs in specific contexts. This course introduces the technologies, the theories, and the applications of mobile commerce, and discusses current research issues. The major topics covered include: Wireless communication infrastructure and mobile devices; Mobile business models and value chain; Context-aware and location-based services; Mobile payment and mobile banking; RFID and mobile supply chain management; Adoption and defusion of mobile services and Security and privacy issues in mobile commerce.
1. **STATEMENT OF PURPOSE** (How does the course fit into the department’s program?)

This course introduces the technologies, the theories, and the applications of mobile commerce, and discusses current research issues. The course can be taken by PhD students or selected second year MBA students. The course is important to Ph.D. students conducting research in mobile business or mobile eHealth.

2. **EXPECTED ENROLMENT:**

3-5 PhD students plus a few MBA students

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

Students will learn the technologies, the theories, and the applications of mobile commerce through paper reading, seminar presentations, and class discussions. Writing a research paper is required for this course as well.

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.)

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class participation</td>
<td>10%</td>
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<tr>
<td>Seminar presentation</td>
<td>30%</td>
</tr>
<tr>
<td>Research paper</td>
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</table>

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: Yufei Yuan  
Email: yuanyuf@mcmaster.ca  
Extension: 23982  
Date: Jan. 24, 2011

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

SGS/medy
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: spiritu@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>Information Systems/Ph.D. in Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Advances in Information Systems Research</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>K794</td>
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<td>COURSE CREDIT</td>
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<td>INSTRUCTOR(S)</td>
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<td>PREREQUISITE(S)</td>
<td>Enrolment in the Information Systems Ph.D. field or Permission of the Instructor</td>
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NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

NEW COURSE X

DATE TO BE OFFERED: Fall 2011

WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL? No

IF YES, PROVIDE THE DATE:

WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? No

IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).

NOTE: CROSS-LISTING OF COURSES REQUIRES 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: The proposed change will assign a permanent course number for this course which has been previously offered as K778 Selected Topics in Information Systems I.

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

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

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

To provide a course for Information Systems Ph.D. students that will present the latest research methodologies and results for their benefit as they enter the research proposal phase of their programs. There will be no text for the course. Readings will be from working papers and refereed papers authored by the presenters and others on the topics being presented. Presentations will include the discussions of the latest research by IS faculty members and by invited speakers, so the topics presented are likely to change each time the course is offered. In addition, students will also present critical analyses of papers selected from the published literature with the guidance of the instructor, or the beginnings of their research proposals.
1. **STATEMENT OF PURPOSE** (How does the course fit into the department’s program?)

The objective of this course is to present and discuss some of the latest advances and issues in information systems research. This will give students an opportunity to consider a number of opportunities for advanced research, and to become familiar with research methodologies used by researchers presenting in the course.

2. **EXPECTED ENROLMENT:**

6

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

The course instructor will present the first two or three lectures in the course, based on recently completed research or the latest topics in the literature, followed by faculty member and invited speaker presentations on their research. Each presentation will provide the topic background, relevant research issues, research model, hypothesis development, data collection instrument development, data collection methodology, data analysis including reliability and validation issues, results analysis, and conclusions. Students may present critical analyses of papers selected from the published literature, or the beginnings of their research proposals.

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.)

Each student will present in class a critical analysis of a published research topic, or a preliminary thesis research proposal. In addition, students will prepare a term paper that details the work they presented in class. Marks are weighted as follows: 40% for class presentation, 50% for term paper, and 10% for class participation.

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 overlap

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

Not applicable

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

Name: Khaled Hassanein Email: hassank@mcmaster.ca Extension: 23956 Date: January 16, 2011

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

SGS/medy
**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: espiritumcmaster.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>DeGroote School of Business</th>
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</thead>
<tbody>
<tr>
<td>NAME OF PROGRAM</td>
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<tr>
<td>CHANGE IN ADMISSION REQUIREMENTS</td>
</tr>
<tr>
<td>CHANGE IN THE DESCRIPTION OF A SECTION IN THE GRADUATE CALENDAR</td>
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</table>

**EXPLAIN:**
Need to modify the description of the MBA eBusiness Minor.

**DESCRIPT THE EXISTING REQUIREMENT/PROCEDURE:**

Minor name: eBusiness

Three of the following:
- A723 Accounting Information Systems
- K718/28/38/48... Selected Topics in eBusiness
- K723 Data Mining and Business Intelligence
- K724 eBusiness Strategies
- K725 Business Process Reengineering
- K731 Project Management
- K735 Managing the Implementation of Enterprise Systems
- K736 Management Issues in eHealth
- K737 Cases in eBusiness, Innovation and Entrepreneurship
- O734 Supply Chain Management

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

Minor name: Management Information Systems

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

The proposed change in the name of the eBusiness specialization and minor is more in line with the Area name and the Ph.D. field name as well. It also reflects recent developments in practice where eBusiness has become an integral part of information systems.

The proposed changes in the title of the courses K718/K728/K738 reflects the proposed changes to those course names (submitted separately).

A723 (Accounting Information Systems) was removed from the list of courses for the Management Information Systems specialization and minor as there are many information systems MBA courses to choose from that would be more relevant to this specialization.

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

Sept 2011

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

No

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

As above.

**CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:**

Name: Khaled Hassanein  Email: hassank@mcmaster.ca  Extension: 23956  Date: Jan 13, 2011

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

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

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<tr>
<td>CHANGE IN THE DESCRIPTION OF A SECTION IN THE GRADUATE CALENDAR</td>
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<td>x</td>
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</table>

EXPLAIN: Need to modify the description of the MBA eBusiness Specialization

OTHER

EXPLAIN:

DESCRIBE THE EXISTING REQUIREMENT/PROCEDURE:

Specialization name: eBusiness

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

and five of the following:
A723 Accounting Information Systems
K718/28/38/48... Selected Topics in eBusiness
K723 Data Mining and Business Intelligence
K724 eBusiness Strategies
K725 Business Process Reengineering
K731 Project Management
K735 Managing the Implementation of Enterprise Systems
K736 Management Issues in eHealth
K737 Cases in eBusiness, Innovation and Entrepreneurship
O734 Supply Chain Management

plus 3 electives
Specialization name: Management Information Systems

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

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

plus 3 electives
**RATIONALE FOR THE RECOMMENDED CHANGE:**

The proposed change in the name of the eBusiness specialization is more in line with the Area name and the Ph.D. field name as well. It also reflects recent developments in practice where eBusiness has become an integral part of information systems.

The proposed changes in the title of the courses K718/K728/K738 reflects the proposed changes to those course names (submitted separately).

A723 (Accounting Information Systems) was removed from the list of courses for the Management Information Systems specialization as there are many information systems MBA courses to choose from that would be more relevant to this specialization.

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

Sept 2011

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

No

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

As above.

**CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:**

Name: Khaled Hassanein Email: hassank@mcmaster.ca Extension: 23956 Date: Jan 13, 2011

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

SGS/medy
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.
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NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

- [ ] CHANGE IN ADMISSION REQUIREMENTS
- [ ] CHANGE IN COMPREHENSIVE EXAMINATION PROCEDURE
- [x] CHANGE IN COURSE REQUIREMENTS

CHANGE IN THE DESCRIPTION OF A SECTION IN THE GRADUATE CALENDAR

EXPLAIN:
Need to modify the description of the list of PhD courses that students in the IS field can take to reflect new course numberings.

OTHER

DESCRIBE THE EXISTING REQUIREMENT/PROCEDURE:

This is the existing wording in the SGS calendar:

"For the IS field, the two Ph.D. seminar courses (B780, B782), two IS Ph.D. courses (chosen from K778, K779, K791 and K792), and three MBA information systems courses (chosen from K723, K724, K725, K731, K735, K736, K737 and O734,) must be taken."

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

This is the recommended change of wording:

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

The two new courses added to the list of PhD courses for IS-field students (K793 and K794) have been offered for some time but used the K778 and K779 course numberings. K778 and K779 are IS PhD course codes intended for one-time special PhD course offerings, independent study courses, and for IS-field PhD students taking MBA level courses with slightly different expectations. Using these numbers for courses that were being offered every year caused confusion from students about having the same course numbers (K778, K779) appear multiple times on their transcripts and from some instructors who thought that the K778 and K779 course codes were unique to their course only.

O734 (Supply Chain Management) was removed from the list of MBA courses that IS Ph.D. students can choose from as there are many information systems MBA courses to choose from that would be more relevant to the IS Ph.D. field.

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

Sept 2011

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

No

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

As above.

CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:

Name: Brian Detlor Email: detlorb@mcmaster.ca Extension: 23494 Date: Jan 13, 2011

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

SGS/medy
Course Outline – Management Consulting B718

Instructor: Nicholas Lal, MBA, CMC

Draft Date: Feb 22 2011

Course Objective: Using a combination of readings, lectures, classroom discussions and exercises, individual assignments, and group projects, the course will provide students the opportunity to acquire consulting competencies as well as a thorough understanding of the concepts, principles, and frameworks involved in the consulting process.

Course Schedule:

<table>
<thead>
<tr>
<th>Lecture Number</th>
<th>Date</th>
<th>Topic Area</th>
<th>Outputs</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Monday, April 25, 2011</td>
<td>Overview of Consulting as an Industry and Career</td>
<td>Distribute Assignment 1</td>
</tr>
<tr>
<td>2</td>
<td>Monday, May 02, 2011</td>
<td>Consulting Process Overview and Presentations for Assignment 1</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Monday, May 16, 2011</td>
<td>Project Management and Project Delivery</td>
<td>Distribute Assignment 3</td>
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<tr>
<td>5</td>
<td>Monday, May 23, 2011</td>
<td>Victoria Day - No Classes</td>
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<tr>
<td>6</td>
<td>Monday, May 30, 2011</td>
<td>Guest Lecture (TBD) and Assignment 2 Due</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Monday, June 06, 2011</td>
<td>Assignment 2 - Presentations</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Monday, June 13, 2011</td>
<td>Diagnosis of the Problem - Tools, Methods and Tips</td>
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<tr>
<td>9</td>
<td>Monday, June 20, 2011</td>
<td>Recommendations - Tools, Methods and Tips</td>
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<tr>
<td>10</td>
<td>Monday, June 27, 2011</td>
<td>Implementation and Change Management - Tools, Methods and Tips</td>
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<td>11</td>
<td>Monday, July 04, 2011</td>
<td>Ethics, Reputation Management, Business Development</td>
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<td>12</td>
<td>Monday, July 11, 2011</td>
<td>Guest Lecture (TBD) and Assignment 3 Due</td>
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<tr>
<td>13</td>
<td>Monday, July 18, 2011</td>
<td>Assignment 3 – Presentations and Course Wrap-up</td>
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Evaluation:

Assignment 1: Sub-component Industry Presentation (Individual or Group based on Enrollment) - 10%

Assignment 2: Written Proposal in response to Request for Proposals (Group) - 20%
Proposal Presentation (Group) – 10%

Assignment 3: Consulting Case Study Report (Group) – 40%
Consulting Case Study Presentation (Group) – 20%

Reading:
1. Management Consulting – An Introduction to the Methodologies Tools and Techniques of the Profession (CMC Canada)
2. Selected articles and additional texts may be suggested based on topic areas
Professional experience: Nicholas is a skilled Advisory Services professional with considerable experience in a number of different industries in both the public and private sectors. Nicholas is currently a Senior Manager in KPMG Canada’s Government and Healthcare practice and has successfully managed over 50 consulting engagements in areas such as business strategy, governance, organizational design, business performance improvement, operational review, business process analysis and re-design, financial analysis and modeling, strategic sourcing, change management and program evaluation etc.

His experience has included work with all levels of government, and in both the Canadian and the British public sector. He has worked with organizations involved in many aspects of the Canadian, UK and American healthcare systems including governments, local health integration networks, hospitals and hospital trusts, telemedicine providers, managed care providers, medical practitioners, insurance organizations, pharmaceutical and medical equipment manufacturers etc. Additionally he has worked in other industries such as power generation and distribution, telecommunications, financial services, automotive, as well as numerous provincial ministries, school boards, municipal governments and other public organizations.

Nicholas is currently KPMG International’s Global Executive Director for the Infrastructure, Government and Healthcare sectors and is a core member of the global team charged with the design and implementation of KPMG’s multi-billion dollar global growth strategy for the public sector. Through this role, he has a strong understanding of many national markets and supports the development of KPMG’s global thought leadership and the growth of KPMG’s public sector practices around the world.

Nicholas has been trained in KPMG’s global methodologies for Business Performance Improvement, Organizational Design, Project Management, Change Management and Business Performance Measurement. He has a Masters of Business Administration degree, as well as an Honours Bachelor of Life Sciences degree from Queen’s University. In addition, he is a Certified Management Consultant (CMC) and a board member of the Toronto Chapter of the Canadian Association of Management Consultants.

Education and Professional Affiliations

- Master of Business Administration, McMaster University
- Bachelor of Sciences (Honours) degree, Life Sciences, Queen’s University
- Board Member, Canadian Association of Management Consultants – Toronto Chapter
- Honour-roll Recipient, Certified Management Consultant Designation
- Member, Canadian Association of Management Consultants

A sample of Nicholas’ relevant project experience

- Nicholas led KPMG’s work with an Ontario Ministry to source approximately $150M in services over a 7-year period. As part of this work, Nicholas completed a detailed assessment of the current state, completed a business case to determine the costs/benefits for the potential scope and worked with
government stakeholders to define the detailed scope, governance structure, pricing approach, performance management model and other operational requirements. Subsequently, he worked with the Ministry to develop a Request for Proposals, detailed evaluation criteria and other supports to the vendor selection process, as well as to re-align any impacted internal business processes.

- At the request of the United Kingdom’s National Health Service, Nicholas led a detailed strategic review of a large London-area acute teaching hospital (approximately 1000 beds and £450 million pounds in revenue). The hospital had recently experienced financial, operational and clinical difficulties and was seeking significant financial support from the NHS and KPMG was engaged to conduct a full-scale review of the organization to determine whether the organization was an appropriate investment opportunity. Nicholas led a team that conducted analyses of forecast and historical financial, operational and clinical performance under a number of scenarios. The project involved detailed financial modeling, clinical activity forecasting, in addition to a heavy focus on the organization’s governance structure and strategy. The project culminated in an assessment of the overall suitability of the investment against specific measurement criteria.

- Worked with a provincial ministry and public foundation to build revenue generation strategies for a large trust totaling more than $1.5 billion. The project involved assessing current state investment strategies and building projections for interest revenues under a number of potential options. The selection of options involved considerable research and analysis into investment strategies, risks and rewards in the context of the public fund’s overall mandates.

- Project Manager on an engagement to assist in the development of a 3-5 year business plan for one of Canada’s largest providers of social services. The focus of the project was to determine how to better align the organization’s strategy and operations with its broad mandate and legislated requirements given its significant resource constraints. This project included an organizational capacity and design analysis and the associated implementation and change management plan required in order to achieve long-term success.

- Part of a dedicated team that assessed the financial processes and commitments of a leading municipally-owned telecommunications company in Ontario being considered for divestiture. The work included an analysis of both supply-side and sales-side processes and detailed numerous process improvements that were designed to increase efficiency, effectiveness and add overall value of the firm. In addition, the project included extensive analysis of both operating and capital budgets to determine if appropriate budgeting methodology was utilized, the reasonableness of assumptions and the viability of the forecast. Nicholas and the team used these results to perform an assessment of key financial and operational risks and commitments that had been made. This analysis was used to improve forecasts and to increase transparency across the organization and to the board of directors.

- Lead a KPMG team in the review of funding to the Public Library sector and to identify opportunities for alternative funding approaches. The review analyzed the range of financial support to public libraries, considered the results of provincial investment and reviewed funding models in several other jurisdictions.

- Conducted an evaluation of social housing programs for a provincial ministry in Canada. The program evaluation was centered on a number of federal housing programs that have since been devolved to the provinces and subsequently to municipalities. The review included numerous stakeholder sessions and data analyses in order to assess the efficiency, effectiveness and sustainability for each of the programs.

- Led fieldwork and played an integral role in a review of three telemedicine networks. The purpose of the review was to examine the governance, administrative structures and processes, to assess the management and use of public funds by these organizations. The three networks were preparing for integration as one, and the Government felt that such a review would provide meaningful insights into
the new organization and examine the historical practices of the networks. Nicholas conducted extensive fieldwork to meet these objectives including a detailed review and analysis of capital and operating spending, financial processes, organizational risks and governance structures.

- Was the project lead in an operational review of a large provincial adjudicative board with an annual budget of approximately $25 million that has just undergone large legislative and operational change. The review focused on the use of resources, processes, governance and systems. Nicholas and the team determined a number of operational improvements and potential opportunities for cost-reduction. The team conducted a detailed analysis of each of the potential opportunities and provided insight as to the impacts from a financial and operational perspective to the Ministry.

- Responsible for managing and conducting much of the fieldwork associated with a project to examine the crucial investment drivers in six key industries. The project involved working with government to isolate industries of interest and subsequently gaining an understanding of the drivers for corporate investment in those sectors to potentially increase Canada’s comparative advantage. This was accomplished through approximately 50 interviews with executive-level individuals in many large multi-national organizations. The results of these interviews were analyzed to provide a clearer picture, by which to shape government initiatives and enhance understanding of the sectors.

- Completed a detailed business case for three regionalized models for the delivery of pharmacy services at a consortium of hospitals in Ontario. The submission was provided to the Ministries of Finance and Health and Long-term Care for funding. The business case included numerous site visits, stakeholder interviews, costing and financial analyses. The business case also had a significant focus on operational impacts, mitigating process risks, improving patient safety, and overcoming logistical and technological barriers to regionalization.

- Part of the core team that conducted a strategic and operational analysis of the Information Technology and Information Services functions at a district school board in Ontario. The project resulted in suggested recommendations to increase service levels, reduce redundancies in job functions and processes, and align the use of technology to the overall strategy of the board.

- On behalf of a provincially funded initiative, Nicholas conducted a strategic sourcing spend analysis of a large commodity for the education sector. The project involved detailed analysis of spend data from a number of institutions and vendors. His role included managing the data collection, analysis and development of a standardized core-list of items and creation of benchmarking data by which to evaluate potential proponents. Nicholas also drafted the commodity-specific components of the Request for Proposals.

- Completed two strategic and operational analyses of human resource and payroll functions and processes for two district school boards in Ontario. This work involved numerous stakeholder interviews, process walk-throughs and the generation and assessment of key options available to the Board to improve efficiency, productivity and employee morale. The analysis and results of each engagement were also designed to enhance the use of information systems and to reduce paper-based processes.

- Part of the core team of professionals that assisted in the building of a business case and funding submission to a provincial government for over $40M in funds to support the building of a common e-procurement platform and strategic sourcing initiative for the education sector. Nicholas’ primary role on the project was to conduct a detailed cost-benefit analysis to analyze hard and soft process and price savings, evaluate implementation costs, as well as determine revenue forecasts etc. This information was consolidated to provide a meaningful case for the implementation of the project.