

School of Graduate Studies

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March 2, 2011

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

Espite

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 *espiritu@mcmaster.ca*.

AGENDA

- 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

<u>e-Health</u>

- *701 – Research and Evaluation Methods in eHealth – new course (<u>Note</u>: *Offered in January 2010 on Dean's approval.*)

<u>Finance Area</u>

- *F712 Applied Corporate Finance change in course description
- *F724 Venture Capital and Private Equity change in course title and description (<u>Note</u>: *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 (<u>Note</u>: *This course* was previously offered as *F748 – Selected Topics in Finance.)
- *F737 Financial Fraud and Market Surveillance new course, and cross-listed as A727 (<u>Note</u>: *This course was previously offered as *F728 – Selected Topics in Finance*.)
- *F740 Islamic Finance new course (<u>Note</u>: *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 (<u>Note:</u> *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

- *P700 Business, Government and the Global Environment change in prerequisite
- *C711 Health Economics and Evaluation change in prerequisite
- *C726 Critical Issues in Health Services Management change in prerequisite
- *C721 Health Policy Analysis change in prerequisite
- *C722 Management of Population Health change in prerequisite
- *C727 Pharma/Biotech Business Issues change in prerequisite
- *C736 Quality Management in Health Services change in prerequisite
- *C741 Health Care Marketing change in prerequisite (<u>Note</u>: *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 (<u>Note</u>: *This course* was previously offered as *K778 – Selected Topics in Information Systems I.)
- *K794 Advances in Information Systems Research (<u>Note</u>: *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

FACULTY OF BUSINESS GRADUATE CURRICULUM AND POLICY COMMITTEE DECEMBER 9, 2010, 10:00 AM DSB-510

PRESENT: Dr. J. Medcof (Chair), Ms. S. Baschiera (Secretary), Ms. T. Ahmed, Dr. B. Detlor, Dr. T. Flynn, Dr. M. Hatton, Dr. K. Hassanein, Dr. K. Kanagaretnam, Ms. J. Laugesen, Ms. J. McCleary, Dr. S. McCracken, Ms. I. Piatek, Mrs. M. Espiritu (Assistant Secretary)

BY INVITATION: Dr. L. Chan, Dr. S. Denburg, Dr. D. Harnish, Ms. L. Kennedy

REGRETS: Dr. M. Parlar, Dr. Qiu, Ms. S. Chattergoon

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 **<u>carried</u>**, 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 <u>carried</u>, 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 crosslisting 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 **<u>carried</u>**.

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.

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 O734,) must be taken.

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

For the **Marketing** field, the two Ph.D. seminar courses (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.



 PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espiritu@mcmaster.ca</i>). 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/PROG	RAM EH	Health Program (Faculties c	f Health Sciences,	Enginee	ring and Business) and CE&B	
COURSE TITLE	Re	esearch and Evaluation Met	hods in eHealth			
COURSE NUMBER	701	FULL COURSE ()	CO HALF COU	URSE C JRSE	REDIT (x) QUARTER (MODULE) ()	
INSTRUCTOR(S)	Dr. Ann Mcl	Kibbon and occasional gue	st speaker			
PREREQUISITE(S)	enrolment in	eHealth Program or permission	on of the instructor			
	NATURI	E OF RECOMMENDATI	ON (PLEASE CH	IECK AP	PPROPRIATE BOX)	
	TO BE OFFERE		PROPOSED COURS	e Offere	ED ON DEAN'S APPROVAL?	
					IS FORM ANY RELEVANT CORRESPONDENCE WITH <u>ACH</u> DEPARTMENT AND FACULTY CONCERNED.	
CHANGE IN COURSE TITLE	PF	ROVIDE THE CURRENT COURS				
CHANGE IN COURSE DESCRIPTION			URSE (Undergrac e 2 of this form	duate co	urse for graduate credit) Please	
CHANGE TO FULL C	OURSE	CHANGE TO H	ALF COURSE		CHANGE TO QUARTER COURSE	
COURSE CANCELLATION	P ROVIDE T	THE REASON FOR COURSE CA	NCELLATION:			
OTHER	EXPLAIN:					
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.						
texts to be used. 1. Understand the basis the practice of eHealth 2. Understand the imp 3. Know the perspective control, cohort, and que assessments, clinical p 4. Be able to write a sufficient of the foundation based requestion Textbook: Friedman C	ic tenets of so bortance of as yes and tools alitative meth practice guide uccessful rese est for propos P, Wyatt JC. and historical	cience, research, and evalu- sking good questions and c of research and evaluation nods), and synthesis metho elines, and economics studi earch grant application (res sals (evaluation project). Evaluation Methods in Bior I articles in the research and	hation, how they diff hoosing who to stu in relation to contr ds (systematic revi es). earch project) and nedical Informatics	fer and a ldy (samp olled/exp ews and consultat	sub-topics, and indicate the principal are the same, and how they are important to oling issues) perimental trials, observational studies (case- meta-analyses, health technology int proposal to address an industry or ition. Springer, Berlin. 2006 plus weekly extbook is available online through the	

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' intenships 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 <u>Extra Work</u> 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.



 An electronic ver (Email: <i>espiritu</i>) A representative 	e completed sion of this fo <i>mcmaster.c</i> from the dep	for <u>ALL</u> cou orm must be ca). partment is re	HE FOLLOWING NOTES BEFORE C burse changes. All sections of this for e emailed to the Assistant Secretary required to attend the Faculty Curricul curriculum will be discussed.	m <u>must</u> be cor and SynApps \$	npleted. System Administrator	ich this		
DEPARTMENT/PRO	GRAM F	-inance and	d Business Economics					
COURSE TITLE	A	Applied Corp	porate Finance					
COURSE NUMBER	F712	FULL	COURSE () HALF COU	JRSE CREDIT RSE (x)	QUARTER (MODULE)	()		
INSTRUCTOR(S)	Dr. A. Dar	nielova						
PREREQUISITE(S)	F600							
	NATUR	RE OF RE	COMMENDATION (PLEASE CHI	ECK APPROP	RIATE BOX)			
NEW DAT COURSE	E TO BE OFFE	RED:	Was THE PROPOSED COURSE IF YES, PROVIDE THE DATE:	OFFERED ON D	EAN'S APPROVAL?			
WILL THE COURSE BE WITH THE OTHER DEPA CONCERNED.					MANY RELEVANT CORRESPONDE H DEPARTMENT AND FACULTY	NCE		
CHANGE IN COURSE TITLE	6	Provide the	E CURRENT COURSE TITLE:					
CHANGE IN COURS	E	x 600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form						
CHANGE TO FULL	COURSE							
COURSE CANCELLATION	Provide	E THE REASO	ON 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:								
Damodaran, Aswath,	Corporate Fi	inance: The	eory and Practice, 2001, Wiley, 2nd e	dition.				
Foerster, Dunbar, Ha	tch, Shaw, &	Wynant, Ca	cases in Financial Management, Four	h Edition; Johr	n Prentice Hall, 2003 (FDHSW)).		

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 <u>Extra Work</u> 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:
GRADE COMPONENTS AND WEIGHTS Project (group) 30% Midterm 1 (individual) 25% Midterm 2 (individual; cumulative) 35%
Participation (individual) 10% Total 100%
5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).
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.



 PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espiritu@mcmaster.ca</i>). 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/PROGR		inance and Busine					
COURSE TITLE	Ve	enture Capital and	d Private Equity				
COURSE NUMBER F	724	FULL COUR	SE ()	COUR: HALF COURS	SE CRE		E) ()
INSTRUCTOR(S)	Adeel Mahr	•	()				
PREREQUISITE(S) F	600						
	NATUR		IENDATION (PLEASE CHEC	K APPI	ROPRIATE BOX)	
NEW DATE TO COURSE	BE OFFERI	RED:	WAS THE PROP IF YES, PROVID		FFERED	ON DEAN'S APPROVAL?	
WILL THE COURSE BE <u>CROS</u> WITH THE OTHER DEPARTM CONCERNED.	ient(s). No	lo <u>te</u> : Cross-listi	NG OF COURSES R	EQUIRES APPROV		FORM ANY RELEVANT CORRESPONDED	
CHANGE IN COURSE TITLE		PROVIDE THE CURRE /enture Capital	ENT COURSE TITLE	E:			
CHANGE IN COURSE DESCRIPTION			EVEL COURSE 4 on page 2 of		te cour:	se for graduate credit) Please	
CHANGE TO FULL COU			IGE TO HALF C			CHANGE TO QUARTER	
COURSE CANCELLATION	PROVIDE	THE REASON FOR (COURSE CANCELL	ATION:			
OTHER	PLAIN:						
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. 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.							

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 <u>Extra Work</u> 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.



 PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espiritu@mcmaster.ca</i>). 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/PROC	GRAM	AM Finance and Business Economics						
COURSE TITLE		Personal Fin	ancial Manag	ement				
COURSE NUMBER	F725	FULL	COURSE () H4	COURS	E CREDIT (x)	QUARTER (MODULE)	()
INSTRUCTOR(S)	Keith Mad	cinnes and T	revor Chamb	erlain				
PREREQUISITE(S)	Enrollme	nt in MBA pr	ogram					
	NATU	RE OF RE	COMMEND	ATION (PLE	ASE CHECK	APPROPRIA	TE BOX)	
NEW DATE COURSE	TO BE OFFE	ERED:		THE PROPOSE S, PROVIDE TH		ERED ON DEAN	I'S APPROVAL?	
WILL THE COURSE BE <u>C</u> WITH THE OTHER DEPAR CONCERNED.	ROSS-LISTEI TMENT(S).	<u>D</u> WITH ANOTH NO <u>TE</u> : CROS	HER DEPARTME	ENT? IF)	ES, ATTACH TO	D THIS FORM A FROM <u>EACH</u> D	NY RELEVANT CORRESPOND EPARTMENT AND FACULTY	ENCE
CHANGE IN COURSE TITLE		Provide The	CURRENT CO	URSE TITLE:				
CHANGE IN COURSE DESCRIPTION	Ē	X 600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form						
CHANGE TO FULL C	OURSE		CHANGE T	O HALF COU	RSE	CHANG COURS	E TO QUARTER E	
COURSE CANCELLATION	Provid	E THE REASO	N FOR COURSE	E CANCELLATIO	DN:			
OTHER	Explain:							
Calendar. The objective of the cou financial planning is the and organizing financial excessive debt, building CONTENT/RATIONA texts to be used. This course teaches p	rse is to prov process of n activities to up wealth, a LE - Provic ersonal fina dvice to mic oals, using g for retiren	vide students v nanaging one' ward the achie and managing de a brief de ancial plannie ddle and low tax rules to a nent, and ba	with the tools a s money to ach evement of the financial risk. escription, i.e ng to students er income clie advantage, de usic issues in o	nd skills neede ieve personal e goals. It also d , outline the s so that they ents. Topics in ebt and credit estate plannin	d to make soun conomic satisfa epends on the in topics or ma are better able clude: steps in management, g.	d financial deci action. This pr ncreased contro jor sub-topic e to plan and r the financial home-buying	included in the Graduate asions throughout their lives. occess involves setting realist of financial affairs by avoid es, and indicate the prince manage their own finances planning process, budget h, insurance, investing	Personal ic goals ding :ipal s as well

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 <u>Extra Work</u> 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 ChamberlainEmail: chambert@mcmaster.caExtension: 23980Date: 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.



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

				OWING NO				CODM.	
1 This form must be	PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: 1. This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed.								
2 An electronic versi	ion of this	of this form must be emailed to the Assistant Secretary and SynApps System Administrator							
	espiritu@mcmaster.ca).								
	 A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this 							ich this	
recommendation for									
DEPARTMENT/PROG			e and Busine						
DEPARTMENT/PROG		Finance			5				
COURSE TITLE		Ethics a	and Professio	onal Practice					
COURSE NUMBER	F736		ULL COURS		CO HALF COU		REDIT	QUARTER (MODULE)	()
						KJE	(X)	QUARTER (WODULE)	()
INSTRUCTOR(S)	Keith M	acInnes	and Trevor C	hamberlain					
PREREQUISITE(S)	F600								
	NAT	URE OF	F RECOMM	ENDATION	(PLEASE CH	IECK AF	PROPRIA	TE BOX)	
NEW DATE	то ве О F	FERED:		WAS THE PR			ED ON DEAN'	S APPROVAL?	
COURSE X 2011									
								RELEVANT CORRESPONDEN MENT AND FACULTY CONCERI	
	.,								
CHANGE IN COURSE TITLE		TROVIL							
CHANGE IN COURSE DESCRIPTION				EVEL COUR 4 on page 2		luate co	urse for gr	aduate credit) Please	
							CHANGE	TO QUARTER	
CHANGE TO FULL CO				GE TO HALI			COURSE		
COURSE	Prov	IDE THE R	REASON FOR C	OURSE CANCE	LLATION:				
CANCELLATION									
E	Explain:								
OTHER X N	OTHER X Note: This course was previously offered as *F748 - Selected Topics in Finance								
BRIEF DESCRIPTION	FOR CA	LENDA	R - Provide	a brief desc	ription (maxim	um 6 lin	nes) to be in	ncluded in the Graduate	
BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.									
								 The course covers ethics 	
								icipants in the investment i	
				s, and regulat	ions from the C	FA Instit	tute. Cases	and speakers will be empl	oyed to
bring a real world pers	pective to	the clas	ssroom.						
CONTENT/RATIONAL	E - Prov	ide a bri	ief descriptio	on, i.e., outli	ne the topics o	or major	sub-topics	s, and indicate the princi	bal
texts to be used.			P	,, - 				,	'
This course introduces students to the conflicts of interest faced by finance professionals. In addition, students are introduced to the									

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.

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

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.

2. EXPECTED ENROLMENT:

15

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 <u>Extra Work</u> 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.



 PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: 1. This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. 2. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espiritu@mcmaster.ca</i>). 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/PRO	OGRAM	AM Finance and Business Economics / MBA program								
COURSE TITLE		Financial Fraud and Market Surveillance								
COURSE NUMBER	F737	EIII I	COURSE (<u>\</u>	CO HALF COU	URSE C	REDIT	QUARTER (MODULE)		,
INSTRUCTOR(S)	S.M. Kh	nalid Nainar		,			(^)			,
PREREQUISITE(S)	F600									
	NAT	URE OF RE	COMMENDA	TION ((PLEASE CH	ECK AF	PROPRIA	TE BOX)		
NEW DAT COURSE	IE TO BE O F	FERED:			OSED COURSE	OFFERE	D 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									
CHANGE IN COURSE TITLE		PROVIDE THE CURRENT COURSE TITLE:								
CHANGE IN COURS	SE		600-LEVEL 0 see #4 on p			uate co	urse for gr	aduate credit) Please		
CHANGE TO FULL	COURSE		CHANGE TO				CHANGE COURSE	TO QUARTER		
COURSE CANCELLATION	Prov	IDE THE REASC	IN FOR COURSE	CANCELL	ATION:					
OTHER X			l previously as be cross-listed			ics in Fir	nance and i	s now being proposed as	a reg	ular
BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar. Students will gain an appreciation of the magnitude and impact of financial fraud and its consequences; an overview of common fraud schemes and their linkages to various business functions and processes; the relevant legal, regulatory and accounting standards; and controls to deter and detect fraud: auditing; investigation; and remediation. The course will cover fraud schemes involving revenue recognition, overstatement of assets and understatement of liabilities, concealment through off-balance sheet transactions and entities, internal and external misappropriation of assets, misconduct by senior management, as well as fraud unrelated to financial statements (eg. corruption). CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal										
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 finanical fraud debacles involving Enron, Parmalat, Satyam, Societé Generale 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 <u>Extra Work</u> 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.



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

	PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM:								
		completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed.							
 An electronic vers (Email: espiritu@ 		n of this form must be emailed to the Assistant Secretary and SynApps System Administrator							
		the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this							
	commendation for change in graduate curriculum will be discussed.								
DEPARTMENT/PROC	GRAM								
COURSE TITLE		Islamic Fina	ance						
COURSE NUMBER	F740				-	URSE C			
	1740	FULL	COURS	SE ()	HALF COU	IRSE	(x) QUARTER (MOD	JLE) ()	
INSTRUCTOR(S)	S. M. KI	halid Nainar							
PREREQUISITE(S)	F600								
	NAT	URE OF RE		IENDATION (PLEASE CH	IECK AP	PROPRIATE BOX)		
Y	TO BE OF er 2012	FERED:		WAS THE PROP		E OFFERE	D ON DEAN'S APPROVAL?		
WILL THE COURSE BE C		ED WITH ANO				СН ТО ТН	IS FORM ANY RELEVANT CORRES	PONDENCE	
							OM <u>EACH</u> DEPARTMENT AND FACU		
CONCERNED.		-							
CHANGE IN COURSE TITLE		PROVIDE TH	E CURRE	ENT COURSE TITLI	E:				
CHANGE IN COURSE			600-L	EVEL COURSE	(Undergrad	luate co	urse for graduate credit) Plea	se	
DESCRIPTION				4 on page 2 of			- ,		
CHANGE TO FULL C	OURSE		CHAN	IGE TO HALF O	OURSE		CHANGE TO QUARTER COURSE		
COURSE	Prov	IDE THE REAS	ON FOR C	COURSE CANCELL	ATION:				
COURSE CANCELLATION									
	EXPLAIN:								
OTHER X	This cours	se was offere	d previo	usly as *F728 - 3	Selected Top	oics in Fir	nance.		
BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate									
Calendar.	uill agin an	ammagistion	of the me	anituda and imna	at of Islamia I	Zinonoo. o	n avantiaty of acromon Islamia fir	anaial	
In this course, students will gain an appreciation of the magnitude and impact of Islamic Finance; an overview of common Islamic financial instruments and their linkages to various business functions and processes and relevant legal (western and Islamic jurisprudence), regulatory and									
disclosure standards. The course will cover common Islamic finance concepts such as Murabaha, Musharaka, Istisna, Sukuk (Islamic bonds) and so									
on. It will also cover financial innovations such as the Dow Jones Islamic Bond Index.									
	LE - Prov	ude a brief d	escripti	on, i.e., outline	the topics of	or major	sub-topics, and indicate the	orincipal	
texts to be used. With rapid globalizatio	n, the wor	rld economy	is increa	sinaly integrated	d across cour	ntries and	d societies with divergent econo	mic mores	
							se of financial principles consis		
Islamic practice in the							o Kuwaiti principals according t		
terms).									
Textbooks:	has Mirak	hor "An Intro	duction	to Islamic Finan	ce. Theory o	nd Practi	ce" John Wiley 2007		
Iqbal, Zamir, and Abbas Mirakhor. "An Introduction to Islamic Finance: Theory and Practice", John Wiley, 2007; El-Gamal Mahmoud, "Islamic Finance: Law, Economics and Practice", Cambridge University Press, 2006.									

El-Gamal, Mahmoud. "Islamic Finance: Law, Economics and Practice", Cambridge University Press, 2006.

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 <u>Extra Work</u> 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.



1. 2. 3.								hich this			
DE	PARIM	ENT/PRO	JGRAM	Finan	ICE & BUS	siness	Economic	S			
СС	OURSE 1	ITLE		Finan	ncial Econ	omics	s and Quar	ntitative Methods			
СС	OURSE N	UMBER	F770		FULL CO	OURS	E ()	CC HALF COU	URSE C JRSE	REDIT (x) QUARTER (MODULE)	()
IN	STRUCT	OR(S)	D. Mou	ntain							
PR	EREQUI	SITE(S)									
			NAT	URE C	OF RECO	омм	ENDATIC	N (PLEASE CH	IECK AP	PROPRIATE BOX)	
NE	W	DA	TE TO BE O F	FERED:			-	PROPOSED COURS	e Offere	D ON DEAN'S APPROVAL?	
WI WI	LL THE C	THER DEP.	<u>Cross-list</u> artment(s).				ARTMENT?	IF YES, ATT		IIS FORM ANY RELEVANT CORRESPOND OM <u>EACH</u> DEPARTMENT AND FACULTY	ENCE
-	IANGE I DURSE 1			Prov	VIDE THE C	URREN	NT 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 HALE COURSE CHANGE		CHANGE TO QUARTER COURSE				
COURSE CANCELLATION			IDE THE	REASON F	FOR C	OURSE CAN	ICELLATION:				
от	HER	×	EXPLAIN: Change in	course	e number	from	*F710 to *	F770. This cours	e will be	offered as a Ph.D. course	
Ca Th the Mo qua CC tex											
preference theory, mean-variance			ce port	tfolio theoi	ry, the	e capital as	set pricing mode	l, the arbi	der uncertainty, stochastic dominance itrage pricing model, capital budgetin ncetive contracting, and theories of e	g under	
The course also providesan introduction as the capital asset pricing model and the							s for testi	ing some basic propositions in financ	ce, such		

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 <u>Extra Work</u> 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? 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: Dean Mountain Email: mountain@mcmaster.ca Extension: 23988 Date: 01/21/2011

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



PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: This form must be completed for ALL course changes. All sections of this form must be completed.								
(Email: espiritu@	(Email: espiritu@mcmaster.ca).							
3. A representative fr	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/PROG	GRAM	Human Res	ources & Mana	gement Area (MBA P	rogram)			
COURSE TITLE		Manageme	nt Development	: (Proposed title)				
COURSE NUMBER	B717	FULL	COURSE (CO HALF COU	URSE C	REDIT	QUARTER (MODULE)	()
INSTRUCTOR(S)								
PREREQUISITE(S)	B600							
	NATU	IRE OF RE	COMMENDA	TION (PLEASE CH	ECK AP	PROPRIA	TE BOX)	
	TO BE OFFE			THE PROPOSED COURSE , PROVIDE THE DATE:	OFFERE	D ON DEAN'	S APPROVAL?	
WILL THE COURSE BE C	ROSS-LISTE	D WITH ANO	HER DEPARTMEN	NT? IF YES, ATTA			Y RELEVANT CORRESPONDER PARTMENT AND FACULTY	NCE
CHANGE IN COURSE TITLE		PROVIDE TH	e Current Cou	rse Title:				
CHANGE IN COURSE DESCRIPTION				OURSE (Undergrad age 2 of this form	luate col	urse for gr	aduate credit) Please	
CHANGE TO FULL C			CHANGE TO HALF COURS			CHANGE TO QUARTER COURSE		
COURSE CANCELLATION	Provid	DE THE REAS	ON FOR COURSE	CANCELLATION:				
	EXPLAIN: This course	e was previo	usly offered as	*B738 - Selected Top	ics in O	rganization	al Behaviour	
	FOR CAL	ENDAR -	Provide a brief	description (maxim	um 6 lin	es) to be i	ncluded in the Graduate	
Calendar.	a and intar		o highlighto the	importance of Mana	nomont S	kille in the	contemporary workplace.	loing o
combination of reading	and intera s, lectures	active cours	discussions an	d exercises, individua	al assignr	nents, self-	assessments and group place.	rojects,
the course will emphase	size skills a	acquisition a	s well as a thore	ough understanding o	f the the	ory behind	management principles. The	ne
							b think differently by helping the classroom environment	
							learning, changes behavio	
is transferrable to the	•	•			,			,
CONTENT/RATIONAL	LE - Provid	de a brief d	escription, i.e.	outline the topics o	or major	sub-topics	s, and indicate the princip	bal
texts to be used.			•	•	-			
			• •	ent Skills and clarifyin	ig their in	nportance i	n the workplace. Early wor	k will
	ddress: 1. self-awareness and self-assessment 2. personal stress and time management							
3. problem-solving								
 communication and providing effective performance feedback motivating self and others 								
As the course progress			re more advanc	ed Management Skill	s such a	s:		
6. empowerm	nent	-		-				
7. conflict res 8. working wit		nd diversity	management					
9. creating a	positive en	vironment f	or change					
Text: "Developing Mar	9. creating a positive environment for change kt: "Developing Management Skills," David Whetton and Kim Cameron, Prentice Hall, 7 th Edition (2007)							

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 <u>Extra Work</u> 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.



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

2. An electri (Email: 0 3. A repres	PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: This form must be completed for <u>ALL</u> changes involving degree program requirements/procedures. <u>All</u> sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espiritu@mcmaster.ca</i>). 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.																			
DEPARTMEI	NT		Hur	nan Res	sourc	es é	& Manag	gemer	nt Area, DeGroo	te School	l of Bu	usiness								
NAME OF PROGRAM			Mas	ster of B	usine	ss	Adminis	tratio	า											
PROGRAM DEGREE	Ph.D	. ()	M.A.	()		M.A.Sc. ()		М.В.А. (X)	M. En ()	-	M.Sc. ()	Diploma Program ()	Other (Specify)					
		Ν	ΑΤι	JRE OI	F RE	СС	MMEN	DAT	ION (PLEASE	CHECK	AP	PROPRIAT	TE B	OX)						
CHANGE IN REQUIREME		SIOI	N									CHANGE								
CHANGE IN <u>SECTION</u> IN						AR		EXF	'LAIN:											
OTHER			AIN: ges t		ime a	nd	courses	select	ions are propos	ed for the	Mino	r offered by	the	Area in the MB	A program.					
DESCRIBE 1	THE EXI	STI	NG I	REQUIF	REME	NT	/PROCE	DUR	E:											
The current n	name of	the	Minc	or is: Hu	uman	Re	sources	and I	Management											
Students mus	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	DETAIL	.ED	DES	CRIPT	ON C)F '	THE RE	СОМ	MENDED CHA	NGE (Atta	ach a	dditional p	ages	if space is no	ot sufficient.)					
The Area rec "Managemen		ds th	nat th	ne name	e of its	s M	linor in N	IBA p	rogram be char	iged from	"Hurr	an Resourd	ces a	nd Manageme	nt" to					
The area also	o recom	men	nds tl	hat the o	cours	e s	elections	s for it	s Minor be expa	anded to i	nclude	e *B717 Ma	nage	ement Develop	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.

SUMMARY OF CURRICULUM CHANGES FROM THE STRATEGIC MANAGEMENT LEADERSHIP AND HEALTH SERVICES MANAGEMENT

81 18

From: "John Medcof" <medcofj@mcmaster.ca> Subject: Business GCPC: Part 6 SMLHSM Date: Fri, 18 Feb 2011 10:12:09 -0500 To: "'Medy Espiritu''' <espiritu@mcmaster.ca>

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

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

<u>Rationale</u>: 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):

<u>Recommendation</u>: 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.

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

<u>Recommendation</u>: 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

<u>Rationale</u>: 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):

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

<u>Rationale</u>: 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.



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 This form must be co An electronic version (Email: espiritu@mo 	ompleted fo	m must be emaile	anges. All section	ons of this for	rm <u>must</u>	be comple	ted.	
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.							ich this	
DEPARTMENT/PROGR	AM MB	3A						
COURSE TITLE	Bu	siness, Governme	ent and the Glol	oal Environm	ent			
COURSE NUMBER P	P700	FULL COURS	E ()	CO HALF COU	URSE C RSE	REDIT (X)	QUARTER (MODULE)	()
INSTRUCTOR(S)	Glenn Rand	all, Dave Barrows	3					
PREREQUISITE(S)	Eight 600-le	evel courses						
	NATURE	E OF RECOMM	ENDATION (PLEASE CH	ECK AP	PROPRIA	TE BOX)	
NEW DATE TO COURSE) BE OFFERE	ED:	WAS THE PROP IF YES, PROVID		OFFERE	D ON DEAN'	S APPROVAL?	
WILL THE COURSE BE <u>CROS</u> WITH THE OTHER DEPARTM CONCERNED.			ARTMENT?	IF YES, ATTA			Y RELEVANT CORRESPONDE PARTMENT AND FACULTY	NCE
CHANGE IN COURSE TITLE	Pr							
CHANGE IN COURSE DESCRIPTION		600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form						
CHANGE TO FULL COU			GE TO HALF C			CHANGE COURSE	TO QUARTER	
COURSE CANCELLATION	Provide T	THE REASON FOR C	OURSE CANCELL	ATION:				
OTHER X Cha		erequisite: change 3A program.	e to Five 600-lev	vel courses to	o allow st	udents with	n waivers to take P700 in t	he first
BRIEF DESCRIPTION FO	OR CALEN	NDAR - Provide	a brief descrip	tion <i>(maxim</i>	um 6 lin	es) to be ir	ncluded in the Graduate	
forces that shape the env historical and current con	his course equips students with an understanding of the domestic and international institutions (e.g., IMF, WTO, NAFTA, etc.) and brces that shape the environments facing business, not-for-profit and public service organizations. This understanding comprises istorical and current contexts, theory and the ability to devise strategic responses to the environment. Major topics include the tructure and roles of government, culture and business ethics, international trade and investment and foreign exchange.							
CONTENT/RATIONALE - Provide a brief description, i.e., ou texts to be used.			on, i.e., outline	the topics o	or major	sub-topics	s, and indicate the princi	pal

1. STA	TEMENT OF PURPOSE	(How does the course fit into	the department's program?)
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2. EXPECTED ENROLMENT:

3.	DESCRIBE IN DETAIL	THE METHOD OF PR	ESENTATION OF	COURSE MATERIAL	(i.e., lectures,	seminars):
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4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)

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

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

PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:

Name: 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.



 An electronic vers (Email: espiritu@ A representative fr 	completed f ion of this for mcmaster.ca rom the depa	READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: or <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. I'm must be emailed to the Assistant Secretary and SynApps System Administrator). rtment is required to attend the Faculty Curriculum and Policy Committee meeting during which this graduate curriculum will be discussed.
DEPARTMENT/PROG	RAM M	BA
COURSE TITLE	H	ealth Economics and Evaluation
COURSE NUMBER	G711	COURSE CREDIT FULL COURSE () HALF COURSE (X) QUARTER (MODULE)
INSTRUCTOR(S)	Chris Long	
PREREQUISITE(S)	Prerequisit	e: C721 and registration in the HSM specialization or permission of the instructor.
	NATUR	E OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)
NEW DATE	TO BE OFFER	ED: WAS THE PROPOSED COURSE OFFERED ON DEAN'S APPROVAL?
WILL THE COURSE BE C	tment(s). N	MITH ANOTHER DEPARTMENT? IF YES, ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE OTE: CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY ROVIDE THE CURRENT COURSE TITLE:
CHANGE IN COURSE		600 LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form
CHANGETOFULLC		CHANGE TO HALF COURSE CHANGE TO QUARTER
	PROVIDE	THE REASON FOR COURSE CANCELLATION:
OTHER X		erequisites to ensure that students in the HSM specialization have first access to the "C" courses.
BRIEF DESCRIPTION Calendar.	FOR CALE	NDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate
CONTENT/RATIONAL texts to be used.	LE - Provide	a brief description, i.e., outline the topics or major sub-topics, and indicate the principal

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):
<u> </u>	DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (For 600-level course, indicate the Extra Work to be required of
	aduate 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).
	IF 163, FLEASE ATTACH TO THIS FORM ANT RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(3).
6.	IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?
N/A	· .
PLE	EASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:
Nar	me: 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.



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

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PEEASE READITHE FOLLOWING NOTES BEFORE: COMPLETING THIS FORM: This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espinitu@mcmaster.ca</i>). 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		MBA								
COURSE TITLE		Critical Issues in Health Services Management								
COURSE NUMBER C726			FULL COURSE () HALF COURSE (X) QUARTER (MODULE) {)							
INSTRUCTOR(S) Wayne										
PREREQUISITE(S) Prerequ			uisite: C721 and registration in the HSM specialization or permission of the instructor.							
NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)										
NEW 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. PROVIDE THE CURRENT COURSE TITLE:										
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OTHER	- 1	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.										

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1. STATEME	NT OF PURPOSE (How does the co	urse fit into the department	's program?)					
2. EXPECTE	D ENROLMENT:	-	· · · · · · · · · · · · · · · · · · ·					
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3. DESCRIB	IN DETAIL THE METHOD OF PRES	ENTATION OF COURSE MA	TERIAL (i.e., lectures, seminars):					
4. DESCRIB	IN DETAIL THE METHOD OF EVAL	IATION: (For 600-level rou	rse, indicate the Extra Work to be required of					
	ents, i.e., exams, essays, etc.)	DATION. (POLODO-IEVE) COD	ise, indicate the <u>Extra Work</u> to be required of					
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IF YES, PI	EASE ATTACH TO THIS FORM ANY	RELEVANT CORRESPOND	ENCE WITH THE OTHER DEPARTMENT(S).					
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6. IF THE CO	URSE IS INTENDED PRIMARILY FO	R STUDENTS OUTSIDE YOU	UR DEPARTMENT, DO YOU HAVE THE					
SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?								
N/A								
PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:								
			·					
Name: Glen F	andall Email: randalg@mcmaste	ca Extension: 26191	Date: Jonuoni 10, 2011					
name. Gien n	anuan Einan tanuaiy@mcinaste	Loa Exichsion, 20191	Date: January 19, 2011					
1								

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



 <u>PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM</u>: This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espiritu@mcmaster.ca</i>). 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/PROG	RAM	RAM MBA								
COURSE TITLE		Healt	h Policy Analysis			. =*				
COURSE NUMBER	C721	al free	FULL COURSE ()	COURS		QUARTER (MODULE)	()			
INSTRUCTOR(S)	Glen Ra	•	<u> </u>							
PREREQUISITE(S)	Prerequ	iisite: r	egistration in the HSM	specialization or permis	sion of the ins	structor.				
	NAT	URE C	DERECOMMENDAT	ION (PLEASE CHEC)	CAPPROPRI	ATE BOX)				
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CHANGE IN COURSE TITLE		PROVIDE THE CURRENT COURSE TITLE:								
CHANGE IN COURSE DESCRIPTION)URSE (Undergraduat le 2 of this form	e course for	graduate credit) Please				
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	PROVIDE THE REASON FOR COURSE CANCELLATION:									
EXPLAIN: COTHER X Change in prerequisites to ensure that students in the HSM specialization have first access to the "C" courses.										
BRIEF DESCRIPTION Calendar.	FOR CA	LEND	AR - Provide a brief o	lescription <i>(maximum</i>	6 lines) to be	e Included in the Graduate	•			
CONTENT/RATIONAL texts to be used.	LE - Prov	ide a l	prief description, I.e., o	outline the topics or m	ajor sub-top	ics, and indicate the princi	pal			

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).
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6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE
SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?
SUPPORT OF THE DEFARTMENT/FROGRAM CONSERVED?
N/A
DI SASE DROMDE THE CONTACT INFORMATION FOR THE RECOMMENDED QUANCE.
PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:
Name: Glen Randall Email: randalg@mcmaster.ca Extension: 26191 Date: January 19, 2011



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

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 PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espiritu@mcmaster.ca</i>). A representative from the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed. 										
DEPARTMENT/PROGRAM MBA										
COURSE TITLE Management of Population Health								5. 11. 100 (, 1005) - 00,000 - 00 2/101 10/1 1111 1111	аа анд мит и типананана тали маам калма мадикимади (43, 44, 13, - 14, 16, 16, 16).	
	BER	C722		FULL COURS	SE().	H/	COURSE	CREDIT (X)	QUARTER (MODULE)	()
INSTRUCTOR(S)	Chris Lo	ongo				•			
PREREQUISITE	(S)	Prerequ	uisite:	registration in t	he HSM sp	ecializat	ion or permissi	on of the inst	ructor.	
		NAT	URE	OF RECOMM	IENDATIO	N (PLI	ASE CHECK	APPROPRIA	TE BOX)	
NEW										
WILL THE COURS WITH THE OTHER CONCERNED.									NY RELEVANT CORRESPOND EPARTMENT AND FACULTY	ENCE
CHANGE IN COURSE TITLE			PROVIDE THE CURRENT COURSE TITLE:							
CHANGE IN CO DESCRIPTION	URSE				EVEL COU 4 on page			course for g	raduate credit) Please	All Carlos Carlo
CHANGE TO FI	JLL C	OURSE		CHAN	IGE TO HA	LF COL	RSE	CHANG	E TO QUARTER	
COURSE CANCELLATION		Prov	ide the	E REASON FOR C	OURSE CAN	CELLATI	DN:			
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/RAT texts to be use		LE - Prov	/ide a	brief descripti	on, i.e., ou	tline the	topics or maj	jor sub-topi	cs, and indicate the princ	ipal

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1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)
2. EXPECTED ENROLMENT:
3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):
4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (For 600-level course, indicate the Extra Work to be required of
graduate students, i.e., exams, essays, etc.)
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5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT?
IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).
IF TES, FLEASE ATTACHTO THIS FORM ANT 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



				·						
 ELEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca). 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/PROG	RAM									
COURSE TITLE		Pharma/Biotech usiness	Issues							
COURSE NUMBER	C727	FULL COURSE () 	COURSE C	REDIT	QUARTER (MODULE)				
INSTRUCTOR(S)	Wayne Ta	aylor		•		·				
PREREQUISITE(S)	Prerequis	site: registration in the H	SM specia	lization or permission	of the instru	uctor.				
	NATU	REIOERECOMMENI	ATION	PLEASE CHECK AF	PROPRIA	ГЕ ВОХ)				
NEW DATE	TO BE OFFE			OSED COURSE OFFERE	D ON DEAN'	S APPROVAL?				
WILL THE COURSE BE C	WILL THE COURSE BE <u>CROSS-LISTED</u> 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									
CHANGE IN COURSE TITLE		PROVIDE THE CURRENT COURSE TITLE:								
CHANGE IN COURSE DESCRIPTION		600-LEVE			urse for gr	aduate credit) Please				
CHANGE TO FULLO	OURSE	CHANGE	IO HALF	OURSE	CHANGE					
		E THE REASON FOR COUR	BE CANCEL	LATION:		·				
OTHER X Explain; Change in prerequisites to ensure that students in the HSM specialization have first access to the "C" courses.										
BRIEF DESCRIPTION Calendar.	I FOR CAL	ENDAR - Provide a br	ief descri	otion (maximum 6 lin	res) to be i	ncluded in the Graduate				
CONTENT/RATIONAL texts to be used.	LE - Provid	de a brief description, i	.e., outlind	the topics or major	sub-topics	s, and indicate the princ	ipal			

1. STATEMENT OF PURPOSE (How does the course fit into the department's progra	am?)
2. EXPECTED ENROLMENT:	
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	·
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, ind	icate the <u>Extra Work</u> to be required of
graduate students, i.e., exams, essays, etc.)	· .
	· · · · · ·
5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFI	
IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE V	
IF IEG, FEEASE ATTACH TO THIS FORM ANT NELEVANY CONNECTORDENCE Y	and the other bepartment (o).
6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEP.	ARTMENT, DO YOU HAVE THE
SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?	
N/A	
PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANG	E:
Name: Gien Randall Email: randalg@mcmaster.ca Extension: 26191 D	oto: Jopuozi 10, 2011
Name: Gien Randall Email: randalg@mcmaster.ca Extension: 26191 D	Date: January 19, 2011



PEEASE:READ:THEFOLLOWING:NOTES:BEFORE:COMPLETING:THIS FORM: This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: espiritu@mcmaster.ca). 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/PRO	RTMENT/PROGRAM MBA										
COURSE TITLE		Quality I	Quality Management in Health Services								
COURSE NUMBER	C736	FL		E ()	COURSE HALF COURSE	CREDIT (X)	QUARTER (MODULE)	()			
INSTRUCTOR(S)	Mike He	eenan	-		·		· · · · · · · ·				
PREREQUISITE(S)	Prerequ	uisite: reg	istration in the	e HSM specia	lization or permissio	n of the inst	ructor.				
	NAT	URE OF	RECOMME	NDATION	(PLEASE CHECK A	PPROPRIA	ТЕ ВОХ)				
NEW Date to be Offered: Was the Proposed Course Offered on Dean's Approval? COURSE If Yes, Provide the Date: If Yes, Provide the Date: Will the Course be <u>Cross-listed</u> 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 <u>each</u> department and faculty											
CONCERNED.	22] VK I MIE MI (3)			T COURSE TITL		ROW EACH DI	EPARIMENT AND FACULITY	<u> </u>			
CHANGE IN COURSE TITLE		PROVIDE	THE CURKEN	I COURSE IIII	£:						
CHANGE IN COURS DESCRIPTION	E E			VEL COURS on page 2 o		ourse for g	raduate credit) Please				
CHANGE TO HULL											
COURSE 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 DESCRIPTIC Calendar.	ON FOR CA	LENDAR	- Provide a	ı brief descri	ption (maximum 6 l	ines) to be	included in the Graduate	i			
CONTENT/RATION/ texts to be used.	ALE - Prov	vide a brie	of description	n, i.e., outlin	e the topics or majo	or sub-topic	s, and indicate the princ	ipal			

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 (Le. Jactures seminare):
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



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 PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espiritu@mcmaster.ca</i>). 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/PROG	RAM	AM MBA								
COURSE TITLE		Health Care Marketing								
COURSE NUMBER	C741	FULL COURSE () 	COURSE HALF COURSE	CREDIT (X)	QUARTER (MODULE)	()			
INSTRUCTOR(S)	Pat Wak	efield								
PREREQUISITE(S)	Prerequi	site: registration in the H	SM specia	lization or permissio	n of the instr	ructor.				
	NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)									
NEW DATE										
WILL THE COURSE BE <u>CROSS-LISTED</u> 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-LEVEI see #4_on			ourse for g	raduate credit) Please				
CHANGE TO FULL C	OURSE	CHANGE	CHANGE TO HALF COURSE COURSE							
COURSE	Provi	DE THE REASON FOR COURS	SE CANCELL	ATION:						
OTHER X Explain: Change in prerequisites to ensure that students in the HSM specialization have first access to the "C" courses.										
BRIEF DESCRIPTION Calendar.	I FOR CA	LENDAR - Provide a bri	ief descrip	tion <i>(maximum</i> 6 l	ines) to be i	included in the Graduate				
CONTENT/RATIONAL texts to be used.	_E - Provi	de a brief description, i.	.e., outline	the topics or majo	or sub-topic	s, and indicate the princi	oal			

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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



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DEPARTMENT/	PROC	GRAM	MBA MBA									
COURSE TITLE			Fin	ancial Sta	atement A	Analys	is					
COURSE NUMB	BER	V701		FULL	COURSE	= ())	CC HALF COU	URSE C	REDIT	QUARTER (MODULE)	()
INSTRUCTOR(S	5)	Mr. Eric	Ben	tzen-Bilkv						(~)		
PREREQUISITE(S)	F600										
		NAT	URE		СОММЕ	ENDA [®]	TION	(PLEASE CH	IECK AP	PROPRIA	TE BOX)	
NEW COURSE	DATE	TO BE OF	FERE	D:		-		POSED COURS	e Offere	D ON DEAN	'S APPROVAL?	
WILL THE COURSE WITH THE OTHER I CONCERNED.					IER DEPA	RTMEN	, т?	IF YES, ATT			NY RELEVANT CORRESPOND	ENCE
CHANGE IN COURSE TITLE		x		ovide the nancial Re				. E: e Analysis				
CHANGE IN CO DESCRIPTION	URSE							E (Undergrad f this form	luate co	urse for g	raduate credit) Please	
CHANGE TO FU	JLL C	OURSE			CHANG	SE TO	HALF	COURSE		CHANGE	E TO QUARTER E	
COURSE CANCELLATION	PROVIDE THE REASON FOR COURSE CANCELLATION:											
OTHER	OTHER X EXPLAIN: A The course will be cross-listed as *A750 and *F717. The goal is to consolidate the offerings to avoid duplication and conserve resources.									lication		
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 <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)
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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

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.



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DEPARTMENT/P	MENT/PROGRAM DeGroote School of BUSINESS/ Information Systems Area									
COURSE TITLE		Inor	rmation Syst	tems in Bu	isiness					
COURSE NUMB	R K603		FULL CO	URSE ()	CO HALF COU	URSE C	REDIT	QUARTER (MODULE)	()
INSTRUCTOR(S)	Khale	d Hass	anein/Milena	a Head	·	·				
PREREQUISITE(S)									
	NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)									
NEW COURSE	OATE TO BE C	FFERE	D:			OSED COURSE	E OFFERE	ED ON DEAN	'S APPROVAL?	
	WILL THE COURSE BE <u>CROSS-LISTED</u> 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 <u>EACH</u> DEPARTMENT AND FACULTY									
CHANGE IN COURSE TITLE	х		OVIDE THE CU Drmation Sys							
CHANGE IN COU DESCRIPTION	RSE				D-LEVEL COURSE (Undergraduate course for graduate credit) Please e #4 on page 2 of this form					
CHANGE TO FU	L COURSE			HANGE T				CHANGE COURSE	E TO QUARTER	
COURSE CANCELLATION	Pro	VIDE TH	HE REASON FO	OR COURS	E CANCELI	ATION:				
OTHER	DTHER EXPLAIN:									
BRIEF DESCRIP Calendar.	BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.									
texts to be used.				•		-	-		s, and indicate the princi aduate course in the IS Ar	

1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)
2. EXPECTED ENROLMENT:
3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):
4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)
5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).
6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?
PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:
Name: Khaled Hassanein Email: hassank Extension: 23956 Date: Jan. 24, 2011



					READ THE FOL								
				completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. n of this form must be emailed to the Assistant Secretary and SynApps System Administrator									
						ed to the	he As	sistant Secreta	ary and Sy	/nApps Sys ⁻	tem Administrator		
			mcmaster	the department is required to attend the Faculty Curriculum and Policy Committee meeting during which this									
s. A repre recom	menda	tion f	or change	shange in graduate curriculum will be discussed.									
DEPARTM	IENT/P	ROG	RAM	RAM DeGroote School of BUSINESS/ Information Systems Area									
COURSE	TITLE			Sele	ected Topics in I	Manag	emen	t Information S	Systems				
COURSE	NUMBI	ER	K718/28 	/38	COURSE CREDIT FULL COURSE () HALF COURSE (X) QUARTER (MODULE) ()								
INSTRUCT	FOR(S))	TBD				,				· · · · · · · · · · · · · · · · · · ·		
PREREQU	ISITE(S	5)											
			NATU	JRE				N (PLEASE	CHECK A	PPROPRIA	TE BOX)		
NEW COURSE		Date	TO BE OFF	ERED	D:	_		ROPOSED COUR		ED ON DEAN	'S Approval?		
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CONCERNED).		. ,										
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COURSE	TITLE		Х	Sele	lected Topics in								
	HANGE IN COURSE ESCRIPTION				600-LEVEL COURSE (Undergraduate course for graduate credit) Please see #4 on page 2 of this form								
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COURSE			Provi	DE TH	HE REASON FOR C	OURSE		ELLATION:					
CANCELLA	ATION												
		E	EXPLAIN:										
OTHER													
BRIEF DE	SCRIP	TION	FOR CA	LEN	DAR - Provide	a brie	f deso	cription (max	imum 6 li	nes) to be i	ncluded in the Graduate		
Calendar.													
CONTENT	RATIO		E - Provi	de a	brief descripti	on. i.e	outl	ine the topics	s or maio	r sub-tonic	s, and indicate the princi	pal	
texts to be						,	.,				-,	P	
The new tit Manageme					alignment with th	ne nam	ne of t	he Area and t	he new na	ime propose	ed for the MBA specializati	on (i.e.	

1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)
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PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:
Name: Khaled Hassanein Email: hassank Extension: 23956 Date: Jan. 24, 2011



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

 PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espiritu@mcmaster.ca</i>). 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/PROC										
COURSE TITLE		Data Mining and Business Intelligence								
COURSE NUMBER	K723	FULL	COURSE ()	CO HALF COU	URSE C	REDIT	QUARTER (MODULE)	()		
INSTRUCTOR(S)	Yufei Yu	•				<u> </u>				
PREREQUISITE(S)	K603									
	NATU	JRE OF RE	COMMENDATI	ON (PLEASE CH	IECK AF	PROPRIA	ATE BOX)			
NEW DATE COURSE	TO BE OFF	ERED:		PROPOSED COURS ROVIDE THE DATE:	e Offere	ED ON DEAN	N'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									
CHANGE IN COURSE TITLE		PROVIDE THE CURRENT COURSE TITLE:								
CHANGE IN COURSI DESCRIPTION	=	Х		EVEL COURSE (Undergraduate course for graduate credit) Please 4 on page 2 of this form						
CHANGE TO FULL C			CHANGE TO H			CHANG COURS	E TO QUARTER E			
COURSE CANCELLATION	Provi	PROVIDE THE REASON FOR COURSE CANCELLATION:								
OTHER	THER EXPLAIN:									
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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:
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4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)
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PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:
Name: Yufei Yuan Email: yuanyuf Extension: 23982 Date: Jan. 24, 2011



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DEPARTMENT/PROC										
COURSE TITLE		Business Pr	ocess Mana	igement						
COURSE NUMBER	K725	FULL	COURSE	()	COI HALF COU		CREDIT (X)	QUARTER (MODULE)	()	
INSTRUCTOR(S)	Ali Reza	a Montazemi		、		-			~ /	
PREREQUISITE(S)	K603									
	NAT	URE OF RE	COMMEN	DATION	(PLEASE CH	ECK A	PPROPRIA	TE BOX)		
NEW DATE COURSE	TO BE OF	FERED:			POSED COURSE	OFFER	ED ON DEAN	'S APPROVAL?		
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CHANGE IN COURSE TITLE	x	X Provide the Current Course Title: Business Process Reengineering								
CHANGE IN COURSE DESCRIPTION	=			/EL COURSE (Undergraduate course for graduate credit) Please on page 2 of this form						
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COURSE CANCELLATION	Provi	DE THE REASC	IN FOR COUR	SE CANCEI	LATION:					
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BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.										
CONTENT/RATIONA texts to be used. Business Process Mar			•		-	r majo	r sub-topic:	s, and indicate the princi	pal	

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6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?
PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:
Name: Ali Reza Montazemi Email: montazem Extension: 27434 Date: Jan. 24, 2011



 PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espiritu@mcmaster.ca</i>). 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/PROG	ROGRAM DeGroote School of BUSINESS/ Information Systems Area									
COURSE TITLE	S	Selected Topic	cs in Informa	ation Syst	ems I					
COURSE NUMBER	K778	FULL C	OURSE ()	COL HALF COU	JRSE C RSE	REDIT	QUARTER (MODULE)	()	
INSTRUCTOR(S)	TBD		<u> </u>	/						
PREREQUISITE(S)										
	NATU		OMMENDA	ATION (PLEASE CHI	ECK AF	PROPRIA	TE BOX)		
NEW DATE COURSE	TO BE OFFE	RED:			OSED COURSE E THE DATE:	OFFERE	ED ON DEAN'	S APPROVAL?		
WILL THE COURSE BE <u>CI</u> WITH THE OTHER DEPAR CONCERNED.								Y RELEVANT CORRESPONDE PARTMENT AND FACULTY	NCE	
CHANGE IN COURSE TITLE		X PROVIDE THE CURRENT COURSE TITLE: X Selected Topics in Information Systems/eBusiness I								
CHANGE IN COURSE DESCRIPTION			600-LEVEL(see #4 on p			uate co	urse for gr	e for graduate credit) Please		
CHANGE TO FULL C	OURSE		CHANGE TO	HALF C	OURSE		CHANGE COURSE	TO QUARTER		
COURSE CANCELLATION	Provide	E THE REASON	FOR COURSE	CANCELL	ATION:					
OTHER	EXPLAIN:									
BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.										
CONTENT/RATIONAL texts to be used. The new title is in align			•		-	-	sub-topics	s, and indicate the princi	pal	

1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)
2. EXPECTED ENROLMENT:
3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):
4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)
5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).
6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?
PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:
Name: Khaled Hassanein Email: hassank Extension: 23956 Date: Jan. 24, 2011



 PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espiritu@mcmaster.ca</i>). 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 To	pics in Info	ormati	ion Syst	ems II				
COURSE NUMBER	K779							CREDIT		
	_	FULL	COURSE	()		HALF COU	RSE	(X)	QUARTER (MODULE)	()
INSTRUCTOR(S)	TBD									
PREREQUISITE(S)										
	ΝΑΤΙ	URE OF RE	COMME	NDAT	TION (PLEASE CH	ECK A	PPROPRIA	TE BOX)	
NEW DATE COURSE	E TO BE OFF	FERED:				OSED COURSE E THE DATE:		ED ON DEAN	S APPROVAL?	
WILL THE COURSE BE <u>C</u> WITH THE OTHER DEPAI CONCERNED.									Y RELEVANT CORRESPONDE PARTMENT AND FACULTY	NCE
CHANGE IN COURSE TITLE	x	PROVIDE TH Selected To				e: tems/eBusine	ess II			
CHANGE IN COURS DESCRIPTION	E			600-LEVEL COURSE (Undergraduate course for graduate see #4 on page 2 of this form					aduate credit) Please	
CHANGE TO FULL C	OURSE		CHANG	ΕΤΟ	HALF C	OURSE		CHANGE COURSE	TO QUARTER	
COURSE CANCELLATION	Provi	DE THE REASO	ON FOR COL	JRSE C	CANCELL	ATION:				
OTHER	Explain:									
BRIEF DESCRIPTIO	N FOR CA	LENDAR - I	Provide a	brief (descrip	tion <i>(maxim</i>	um 6 li	ines) to be in	ncluded in the Graduate	
CONTENT/RATIONA texts to be used. The new title is in alig			-			-	-	r sub-topics	s, and indicate the princi	pal

1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)
2. EXPECTED ENROLMENT:
3. DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):
4. DESCRIBE IN DETAIL THE METHOD OF EVALUATION: (For 600-level course, indicate the <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)
5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).
6. IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?
PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:
Name: Khaled Hassanein Email: hassank Extension: 23956 Date: Jan. 24, 2011



 PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espiritu@mcmaster.ca</i>). 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 IS									
COURSE TITLE		Mobile C	ommerce: Tec	nnology,	Theory, and Ap	plicatior	IS		
COURSE NUMBER	K793	FU	LL COURSE	()	CO HALF COU		CREDIT	QUARTER (MODULE)	()
INSTRUCTOR(S)	Yufei Yu			()			(*)		
PREREQUISITE(S)	Enrolme	ent in the l	nformations Sy	stems Ph	n.D. field or pren	nission	of the instru	ictor	
	NAT	URE OF	RECOMMEN	DATION	I (PLEASE CH	IECK A	PPROPRIA	TE BOX)	
NEW COURSE X DATE Fall 20	то ве О ғі 011	FERED:		-	OPOSED COURSE	OFFER	ED ON DEAN	'S APPROVAL?	
WILL THE COURSE BE <u>CR</u> WITH THE OTHER DEPART CONCERNED.	ROSS-LIST		OTHER DEPART	MENT?	IF YES, ATTA			NY RELEVANT CORRESPOND	ENCE
CHANGE IN COURSE TITLE		Provide	THE CURRENT (OURSE T	ITLE:				
CHANGE IN COURSE DESCRIPTION					SE (Undergrad of this form	luate co	ourse for g	raduate credit) Please	
CHANGE TO FULL CO	DURSE				F COURSE		CHANGE COURSE	E TO QUARTER	
COURSE CANCELLATION	Provi	IDE THE RE	ASON FOR COUF	SE CANC	ELLATION:				
	XPLAIN: reviousy o	offered as K	778 Selected To	pics in In	formation System	ıs 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.									
texts to be used. The rapid growth of me opportunity for the deve exceeding the population for business services. I course introduces the te The major topics cover Context-aware and loca	CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal								

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 <u>Extra Work</u> to be required of graduate students, i.e., exams, essays, etc.)									
Class participation 10%									
Seminar presentation 30%									
Research paper 60%									
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									



 This form must be completed for <u>ALL</u> course changes. All sections of this form <u>must</u> be completed. 												
2. An elec	ctronic ve	ersion of th	s form	n must be							tem Administrator	
	(Email: <i>espiritu@mcmaster.ca</i>). 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 Information Systems/Ph.D. in Business												
COURSE TITLE Advances in Information Systems Research												
COURSE N	IUMBER	K794		FULL	COURSE	()	CC HALF COU	URSE C	REDIT (X)	QUARTER (MODULE)	()
INSTRUCT	OR(S)	TBD		1.011			/			(//)		
PREREQUI	SITE(S)	Enrolm	ent in	the Info	mation Sy	vstem	s Ph.D. 1	field or Perm	nission of	the Instru	ctor	
		NA	URE	OF RE	COMME	NDA	TION (PLEASE CH	IECK AP	PROPRIA	TE BOX)	
NEW	X DA	те то ве О									's Approval? No	
COURSE	Fa	1 2011						E THE DATE:				
											Y RELEVANT CORRESPONDE	
CHANGE II COURSE T			Pro	OVIDE THE	CURRENT	Cou	RSE TITLE	:				
CHANGE II DESCRIPT		SE						(Undergrad this form	duate co	urse for g	raduate credit) Please	
CHANGE TO FULL COURSE					CHANG	E TO	HALF C	OURSE		CHANGE		
COURSE CANCELLA		Pro	/IDE TH	IE REASC	IN FOR COU	JRSE	CANCELL	ATION:				
		EXPLAIN:		- h					h f			- 46
OTHER	X				s in Inform				ider for th	is course v	which has been previously	onered
BRIEF DES Calendar.	SCRIPTI	ON FOR C	ALEN	DAR - F	Provide a l	brief	descrip	tion <i>(maxin</i>	num 6 lin	es) to be i	included in the Graduate	
The objective											rmation systems research.	
											iety of the latest research	
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/	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											
											rse. Readings will be fron	
papers and	refereed	l papers au	thored	d by the p	oresenters	and	others o	n the topics	being pre	esented. F	Presentations will include the the sented are likely to change	ne
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 methology, 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 <u>Extra Work</u> 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 SynApps System Administrator, School of Graduate Studies, extension 24204.



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 <u>ALL</u> changes involving degree program requirements/procedures. <u>All</u> sections of this form <u>must</u> 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.											
PROGRAM		Business A	dminis	tration		T	1	I			
PROGRAM DEGREE	Ph.D. () M.A.	()	M.A. (.Sc.)	M.B.A. (×)	M. Eng. ()	M.Sc. ()	Diploma Program ()	Other (Specify)	
	1	NATURE O	F REC	OMME	NDAT	ION (PLEASI	E CHECK A	APPROPRIATE	BOX)		
CHANGE IN REQUIREME		ON		-	-			CHANGE IN REQUIREM		х	
CHANGE IN <u>SECTION</u> IN	-			R X		PLAIN: d to modify the	description	of the MBA eBus	iness Minor		
OTHER	EXPL	LAIN:			_1						
DESCRIBE T	HE <u>EXIST</u>	<u>ING</u> REQUI	REMEN	IT/PROC	EDUR	E:					
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											
sufficient.)	DETAILEL	DESCRIPT		- THE R	-COM	MENDED CHA	NGE (Attaci	h additional pag	es if space is no	ot	
Minor name:	Manageme	ent Informatio	on Syst	ems							
Three of the f K718/28/38/4 K723 Data M K724 eBusines K725 Busines K731 Project K735 Managi K736 Manage K737 Cases i O734 Supply	8 Select ining and E ess Strateg ss Process Managem ng the Imp ement Issu n eBusine	Business Integies Managment ent Dementation les in eHealtl ss, Innovatio	lligence of Ente	e rprise Sy	/stems						

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.

McMaster University

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

	n must be o completed	completed for				G NOTES BEF ng degree progr			<u>RM</u> : <u>All</u> sections of	this form			
 An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espiritu@mcmaster.ca</i>). 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.													
DEPARTME	NT	DeGroote	eGroote School of Business										
NAME OF PROGRAM	ſ	Business	Adminis	tration					1				
PROGRAM DEGREE	Ph.D. () M.A	.()	M.A.S ()		М.В.А. (×)	M. Eng. ()	M.Sc.()	Diploma Program ()	Other <i>(Specify)</i>			
	1	NATURE C	F REC	OMMEN	DATI	ON (PLEASE	CHECK API	PROPRIATE	BOX)				
CHANGE IN REQUIREME		N				COMPREHENS		CHANGE IN REQUIREME		x			
CHANGE IN <u>SECTION</u> IN	THE DES			v	EXP	LAIN:			ness Specializat	ion			
OTHER	EXPL	_AIN:											
DESCRIBE 1	THE <u>EXIST</u>	<u>ING</u> REQU	REME	NT/PROCI	EDUR	E:							
Speicalization	n name: eE	Business											
Required: P700 Busine P720 Strateg			e Globa	al Environr	nent								
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 electiv	es												

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

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 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

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.



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

 PLEASE READ THE FOLLOWING NOTES BEFORE COMPLETING THIS FORM: This form must be completed for <u>ALL</u> changes involving degree program requirements/procedures. <u>All</u> sections of this form <u>must</u> be completed. An electronic version of this form must be emailed to the Assistant Secretary and SynApps System Administrator (Email: <i>espiritu@mcmaster.ca</i>). 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. 												
DEPARTME	DEPARTMENT DeGroote School of Business											
NAME OF PROGRAM		Bus	iness Ad	minis	tration							
PROGRAM DEGREE	Ph.D. ()	×)	M.A. ()	M.A.Sc. ()		M.B.A. ()	M. Eng. ()		M.Sc.()	Diploma Program ()	Other (Specify)
	I	ΝΑΤΙ	JRE OF	REC	OMMEND	ΑΤΙ	ON (PLEASE	CHECK	٩PF	PROPRIATE I	3 <i>0X</i>)	
CHANGE IN REQUIREME		ON					COMPREHENS			CHANGE IN REQUIREME		
CHANGE IN SECTION IN	-				_ X N	EXP	LAIN:	description			ourses that stud	ents in the
OTHER	EXPI	_AIN:										
DESCRIBE 1	THE <u>EXIST</u>	<u>'ING</u> I	REQUIRI	EMEN	IT/PROCED	UR	E:					
This is the ex	isting word	ling in	n the SGS	S cale	ndar:							
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 re "For the IS fie Ph.D. course MBA informa K731, K735,	eld, the two s (chosen tion systen) Ph.E from ł ns cou	D. semina K778, K7 urses (ch	ar cou 79, K osen	- rses (B780, 791, K792, ł from K723, l	< 793	3 and K794), ar	nd three				

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 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.

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:

Lecture Number	Date	Topic Area	Outputs
1	Monday, April 25, 2011	Overview of Consulting as an Industry and Career	Distribute Assignment 1
2	Monday, May 02, 2011	Consulting Process Overview and Presentations for Assignment 1	
3	Monday, May 09, 2011	Proposal Writing, Resource Allocation, Contracting, Project Scoping	Distribute Assignment 2
4	Monday, May 16, 2011	Project Management and Project Delivery	Distribute Assignment 3
5	Monday, May 23, 2011	Victoria Day - No Classes	
6	Monday, May 30, 2011	Guest Lecture (TBD) and Assignment 2 Due	
7	Monday, June 06, 2011	Assignment 2 - Presentations	
8	Monday, June 13, 2011	Diagnosis of the Problem - Tools, Methods and Tips	
9	Monday, June 20, 2011	Recommendations - Tools, Methods and Tips	
10	Monday, June 27, 2011	Implementation and Change Management - Tools, Methods and Tips	
11	Monday, July 04, 2011	Ethics, Reputation Management, Business Development	
12	Monday, July 11, 2011	Guest Lecture (TBD) and Assignment 3 Due	
13	Monday, July 18, 2011	Assignment 3 – Presentations and Course Wrap-up	

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

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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 7year 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 \$25million 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.