At its meetings on September 29th and October 27th the Faculty of Business Graduate Curriculum and Policy Committee approved the following curriculum recommendations.

Please note that these recommendations were approved at the October 30th meeting of the Faculty of Business.

**FOR APPROVAL OF GRADUATE COUNCIL:**

**Master of Finance**  
-Change to Program Requirements

**Professional Accountancy Diploma**  
-Change to Admission Requirements  
-Change to Program Requirements

**MBA**  
-Change in Course Requirements:  
  -Co-op Work Term  
  -Accounting and Financial Management Services specialization

**FOR INFORMATION OF GRADUATE COUNCIL:**

**Master of Finance**  
-New Courses  
  -*610 Career Development Tools and Strategies for Finance Professionals  
  -*707 Financial Modeling Using Excel and VBA  
  -*710 Financial Theory  
-Change to anti-requisites: BUS *710 Financial Economics and Quantitative Methods  
-Course Title and Description Change * 603 Macroeconomics

**Professional Accountancy Diploma**  
-New Course – DPA 600: Professional Workshops

**MBA**  
-Course Cancellation
- C735 Proposal Development for Health Care Leaders

- Change in Title and Description
- O735 Procurement Operations Management

- New Courses:
- C750 Ethical and Legal Issues in Health Care
- WT01 Co-op Work Term 1
- WT02 Co-op Work Term 2
- WT03 Co-op Work Term 3

Business Ph.D.
- Course Title and Description Changes: Q773 and Q774

Health Management
- Change to Course Evaluation
- HM 708 Leadership in Health Organizations

- New Courses
- HM 731 Economic Evaluation in Healthcare
- HM 732 Strategic Writing for Healthcare Professional
- HM 733 Knowledge Translation in Healthcare Practice and Management
- HM 734 Quality and Safety in Healthcare
SCHOOL OF GRADUATE STUDIES

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

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

DEPARTMENT | DeGroote School of Business
---|---
NAME OF PROGRAM | Master of Finance

<table>
<thead>
<tr>
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NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

<table>
<thead>
<tr>
<th>CHANGE IN ADMISSION REQUIREMENTS</th>
<th>CHANGE IN COMPREHENSIVE EXAMINATION PROCEDURE</th>
<th>CHANGE IN COURSE REQUIREMENTS</th>
</tr>
</thead>
</table>

CHANGE IN THE DESCRIPTION OF A SECTION IN THE GRADUATE CALENDAR

OTHER

EXPLAIN:

DESCRIBE THE EXISTING REQUIREMENT/PROCEDURE:

Currently, there is not a Career Development Course for Master of Finance students
<table>
<thead>
<tr>
<th>PROVIDE A DETAILED DESCRIPTION OF THE RECOMMENDED CHANGE (Attach additional pages if space is not sufficient.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please see attached document for a summary of the proposed course outline.</td>
</tr>
<tr>
<td><strong>RATIONALE FOR THE RECOMMENDED CHANGE:</strong></td>
</tr>
<tr>
<td>------------------------------------------</td>
</tr>
<tr>
<td>Currently there is not a mandatory career development component for MFin students. Given that most students are entering into the program with minimal business work experience, this course will help them to develop and augment their abilities to effectively market themselves to employers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>PROVIDE IMPLEMENTATION DATE:</strong> (Implementation date should be at the beginning of the academic year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A pilot of this program will be offered in Fall of 2014 with the formal course will commencing in August 2015 (new cohort).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>ARE THERE ANY OTHER DETAILS OF THE RECOMMENDED CHANGE THAT THE CURRICULUM AND POLICY COMMITTEE SHOULD BE AWARE OF? IF YES, EXPLAIN.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>NO</td>
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</table>

<table>
<thead>
<tr>
<th><strong>PROVIDE A DESCRIPTION OF THE RECOMMENDED CHANGE TO BE INCLUDED IN THE CALENDAR:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>A career development series of lectures and interactive forums to equip students with the necessary tools to aid in their summer and graduate recruitment search process. Topics include: skills assessment, resume and cover letter development, interview skills, networking and job search strategies.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name: Michelle Reyes   Email: <a href="mailto:mreyes@mcmaster.ca">mreyes@mcmaster.ca</a>   Extension: 27300   Date: September 4, 2014</td>
</tr>
</tbody>
</table>

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

SGS/December 2006
# Recommendation for Change in Graduate Curriculum - For Change(s) Involving Degree Program Requirements / Procedures

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

1. This form must be completed for **ALL** changes involving degree program requirements/procedures. **All** sections of this form **must** be completed.

2. An electronic version of this form (must be in MS WORD **not** PDF) should be emailed to the Assistant Secretary, School of Graduate Studies.

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

## Department
DeGroote School of Business

## Name of Program
Finance and Business Economics Area, Master of Finance

<table>
<thead>
<tr>
<th>Program Degree</th>
<th>Ph.D. ( )</th>
<th>M.A. ( )</th>
<th>M.A.Sc. ( )</th>
<th>M.B.A. ( )</th>
<th>M.Eng. ( )</th>
<th>M.Sc. ( )</th>
<th>Diploma Program ( )</th>
<th>Other (Specify)</th>
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<td>M. Fin.</td>
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</table>

## Nature of Recommendation (Please check appropriate box)

- [X] Change in course requirements
- [ ] Change in admission requirements
- [ ] Change in comprehensive examination procedure
- [ ] Change in the description of a section in the graduate calendar
- [ ] Other changes

### Explain:

**Describe the existing requirement/procedure:**

BUS F735 is a permitted elective.
**Provide a detailed description of the recommended change (Attach additional pages if space is not sufficient.)**

BUS F735 will be deleted and FIN 707 added as a permitted elective.

**Rationale for the recommended change:**

To provide a more appropriate course for the Master of Finance program.

**Provide implementation date: (Implementation date should be at the beginning of the academic year)**

September 2015

**Are there any other details of the recommended change that the curriculum and policy committee should be aware of? If yes, explain.**

**Provide a description of the recommended change to be included in the calendar:**

**Contact information for the recommended change:**

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
<th>Extension</th>
<th>Date submitted</th>
</tr>
</thead>
<tbody>
<tr>
<td>C. C. Y. Kwan</td>
<td><a href="mailto:kwanc@mcmaster.ca">kwanc@mcmaster.ca</a></td>
<td>23979</td>
<td>Oct. 14, 2014</td>
</tr>
</tbody>
</table>

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca

SGS/2013
SCHOOL OF GRADUATE STUDIES

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

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>DeGroote School of Business</th>
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</thead>
<tbody>
<tr>
<td>NAME OF PROGRAM</td>
<td>Graduate Diploma in Professional Accountancy Program</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>PROGRAM DEGREE</th>
<th>Ph.D. ( )</th>
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<th>M.B.A. ( )</th>
<th>M. Eng. ( )</th>
<th>M.Sc. ( )</th>
<th>Diploma Program (x )</th>
<th>Other (Specify)</th>
</tr>
</thead>
</table>

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

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

EXPLAIN:

OTHER CHANGES EXPLAIN: 

DESCRIBE THE EXISTING REQUIREMENT/PROCEDURE:

Candidates who have completed the equivalence of the CPA Prerequisite Education Program (PREP) in McMaster University's Honours Commerce program (and MBA program) are eligible to apply for the Graduate Diploma.

The admission requirements are:

(i) A four-year honours bachelor degree;

(ii) At least a B- (70 - 72%) average in courses on economics; statistics; corporate finance; introductory, intermediate and advanced financial accounting; introductory, intermediate and advanced managerial
Candidates who have completed the equivalence of the CPA Prerequisite Education Program (PREP) in McMaster University's Honours Commerce program (and MBA program) are eligible to apply for the Graduate Diploma.

The admission requirements are:

(i) A four-year honours bachelor degree;

(ii) At least a B- (70 - 72%) average in courses on economics; statistics; corporate finance; information systems; operations management; introductory, intermediate and advanced financial accounting; introductory, intermediate and advanced managerial accounting; accounting theory; audit and assurance; business law; and taxation with a passing grade (>= 60%) in each course; and

(iii) At least a B (73 - 76%) average in each of the last two years of university study.

Candidates from other Ontario universities who have completed the equivalence of the technical and enabling competencies of the CPA PREP will be considered, on a case-by-case basis, for admission to the Graduate Diploma program, subject to an assessment of the detailed course outlines for courses listed under (ii). Candidates must submit the relevant course outlines in their application.

Rationale for the recommended change:

Courses in information system, operations management and strategic management are included to ensure that candidates in the Graduate Diploma program are well prepared for the CPA Professional Education Program.

Although the objective of the Graduate Diploma program is to prepare graduates of McMaster University's Honours Commerce program (and MBA program) for the CPA certification process, CPA Ontario recognizes programs of other post-secondary institutions (PSI) as long as the other PSI's programs have been assessed as developing substantially the equivalent competencies as those developed through our CPA-Accredited streams. Thus, qualified candidates from other Ontario universities should be considered for admission to the Graduate Diploma program.

Provide implementation date: (Implementation date should be at the beginning of the academic year)

Summer 2015

Are there any other details of the recommended change that the curriculum and policy committee should be aware of? If yes, explain.
Candidates who have completed the equivalence of the CPA Prerequisite Education Program (PREP) in McMaster University's Honours Commerce program (and MBA program) are eligible to apply for the Graduate Diploma.

The admission requirements are:

(i) A four-year honours bachelor degree;

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Candidates from other Ontario universities who have completed the equivalence of the technical and enabling competencies of the CPA PREP will be considered, on a case-by-case basis, for admission to the Graduate Diploma program, subject to an assessment of the detailed course outlines for courses listed under (ii). Candidates must submit the relevant course outlines in their application.

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca
## Recommendation for Change in Graduate Curriculum - For Change(s)
Involving Degree Program Requirements / Procedures

### Important: Please read the following notes before completing this form:

1. This form must be completed for **All** changes involving degree program requirements/procedures. **All** sections of this form must be completed.
2. An electronic version of this form (must be in MS Word not PDF) should be emailed to the Assistant Secretary, School of Graduate Studies.
3. A representative from the department is **required to attend** the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

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<tr>
<th>Department</th>
<th>DeGroote School of Business</th>
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<tbody>
<tr>
<td>Name of Program</td>
<td>Graduate Diploma in Professional Accountancy</td>
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<th>Diploma Program (X)</th>
<th>Other (Specify)</th>
</tr>
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</table>

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

| Change in Admission Requirements | Change in Comprehensive Examination Procedure | Change in Course Requirements | X |

**Change in the description of a section in the Graduate Calendar**

**Explain:**
The four professional workshops on Case Analysis, Professionalism and Business Ethics, Communication and Team Building, and Leadership are included in a new course, DPA 600: Professional Workshops (non-credit), which all students have to complete for the diploma as part of the Course Requirements (http://academiccalendars.romcmaster.ca/preview_program.php?catoid=4&poid=4456&hl=%22professional+accountancy%22&returnto=search).

### Other Changes

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

With the introduction of the new course, DPA 600: Professional Workshops (non-credit), the proposed course requirements will be as follows:

Course Requirements

The Graduate Diploma in Professional Accountancy program consists of five half courses and two quarter courses offered in the summer term as follows:

- DPA *601 / Advanced Accounting Topics
- DPA *602 / Advanced Auditing
- DPA *603 / Financial Reporting and Analysis
- DPA *701 / Corporate Controllership
- DPA *702 / Strategic Management Accounting
- DPA #703 / Advanced Canadian Tax Topics
- DPA #704 / Accounting Competencies Integration

RATIONALE FOR THE RECOMMENDED CHANGE:

Students have to attend four professional workshops in the Graduate Diploma in Professional Accountancy program. The four workshops are: (1) Professionalism and Business Ethics; (2) Leadership; (3) Communication and Team Building; and (4) Case Analysis. At present, attendance and participation in these workshops are not recognized on the transcript. The addition of the new course, DPA 600: Professional Workshops (non-credit), will recognize students’ attendance and participation in these workshops.
PROVIDE IMPLEMENTATION DATE: *(Implementation date should be at the beginning of the academic year)*  
May 2015

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

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

Course Requirements

The Graduate Diploma in Professional Accountancy program consists of five half courses and two quarter courses offered in the summer term as follows:

- DPA 600 / Professional Workshops (non-credit)
- DPA *601 / Advanced Accounting Topics
- DPA *602 / Advanced Auditing
- DPA *603 / Financial Reporting and Analysis
- DPA *701 / Corporate Controllership
- DPA *702 / Strategic Management Accounting
- DPA #703 / Advanced Canadian Tax Topics
- DPA #704 / Accounting Competencies Integration

DPA 600: Professional Workshops (non-credit)

A series of workshops on Professionalism and Business Ethics; Leadership; Communication and Team Building; and Case Analysis to equip students with the essential enabling competencies required for success in professional accounting certification program.

CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:

Name: Y. Lilian Chan  
Email: ylchan@mcmaster.ca  
Extension: 23974  
Date submitted: Sept. 22, 2014
If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca

SGS/2013
SCHOOL OF GRADUATE STUDIES

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

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<th>DeGroote School of Business</th>
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</thead>
<tbody>
<tr>
<td>NAME OF PROGRAM</td>
<td>MBA, Co-op option</td>
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<tr>
<th>PROGRAM DEGREE</th>
<th>Ph.D. ( )</th>
<th>M.A. ( )</th>
<th>M.A.Sc. ( )</th>
<th>M.B.A. (x)</th>
<th>M. Eng. ( )</th>
<th>M.Sc. ( )</th>
<th>Diploma Program ( )</th>
<th>Other (Specify)</th>
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| NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX) |
| CHANGE IN ADMISSION REQUIREMENTS | CHANGE IN COMPREHENSIVE EXAMINATION PROCEDURE | CHANGE IN COURSE REQUIREMENTS | x |
| CHANGE IN THE DESCRIPTION OF A SECTION IN THE GRADUATE CALENDAR | EXPLAIN: |
| OTHER CHANGES | EXPLAIN: |

| DESCRIBE THE EXISTING REQUIREMENT/PROCEDURE: |
Co-op work terms - Currently, an academic record will show that a student is registered in a separate session with sentences that outline the employer name, employer location, and dates of employment. For the Co-op MBA program, there are 3 required work terms (4 months each). |
**Provide a Detailed Description of the Recommended Change (Attach Additional Pages if Space is Not Sufficient.**)

Work placement courses

- Identified by career (Grad), Faculty (School of Business), and course subject (Business)

- Course weight will be zero (0) academic units

- Full or part-time load - MBA students will be "registered full-time" on their Co-op work terms (since the work terms are required for the Co-op option). Registration in a work term course will also allow students to be appropriately credited on their T2202A tax form.

Process for registration

- Students can be block enrolled into the work placement course as a batch process. Staff in CBCD would provide a list of students going out on a work term to MASO staff in order to have the students loaded onto the system.

- Students can be blocked from dropping or adding work placements on their own.

- The employer information and dates of employment will be pulled from OSCARplus and attached to the work placement course.

- If the work placement is longer than 4 months, then the students will need to be block enrolled for each term of the placement.

Work placement "grades"

- The courses will have the grade area populated - IP (In Progress), COM (Complete), and NC (Not Complete). Students will be registered in the course for each 4-month term of the placement and the grade will be IP until they complete the work term. At the end of the placement, a grade of COM will appear in the grade area and a transcript note will indicate that the student successfully completed their work placement (if applicable). Should a student "fail" the work term, then the grade would be NC and a transcript note would be placed on the student's record indicating that the placement was not successfully completed.

- If a student is fired from the work placement, then the grade will be NC, and a transcript note will be added. Currently, the MBA policy states that the sentence "Withdrawn from Co-op" be placed on the transcript in this case.

The first registration in these courses will occur in the summer of 2015. Therefore, it is proposed that the School of Business create new MBA courses as follows:

- BUSNESS WT01 – Co-op Work Term 1
- BUSNESS WT02 – Co-op Work Term 2
- BUSNESS WT03 – Co-op Work Term 3

**Rationale for the Recommended Change:**

With the implementation of Mosaic's Student Records module (PeopleSoft Campus Solutions) in March 2015, students who will be participating in a Co-op or Internship work term will now be required to register in a course.
<table>
<thead>
<tr>
<th>PROVIDE IMPLEMENTATION DATE: <em>(Implementation date should be at the beginning of the academic year)</em></th>
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<tbody>
<tr>
<td>Summer 2015 (May 1, 2015 to August 31, 2015)</td>
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<tr>
<th>ARE THERE ANY OTHER DETAILS OF THE RECOMMENDED CHANGE THAT THE CURRICULUM AND POLICY COMMITTEE SHOULD BE AWARE OF? IF YES, EXPLAIN.</th>
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<tr>
<th>CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</th>
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</thead>
<tbody>
<tr>
<td>Name: Susan McCracken Email: <a href="mailto:smccrac@mcmaster.ca">smccrac@mcmaster.ca</a> Extension: 23993 Date submitted: October 9, 2014</td>
</tr>
</tbody>
</table>

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca

SGS/2013
RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING DEGREE PROGRAM REQUIREMENTS / PROCEDURES

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<th>DeGroote School of Business</th>
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</thead>
<tbody>
<tr>
<td>NAME OF PROGRAM</td>
<td>MBA program; Accounting and Financial Management Services Specialization</td>
</tr>
<tr>
<td>PROGRAM DEGREE</td>
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<tr>
<td>Ph.D. (x)</td>
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<td>M. Eng. (w)</td>
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<td>M.Sc. (u)</td>
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<tr>
<td>Diploma Program (v)</td>
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<td>Other (Specify)</td>
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</tbody>
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NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

<table>
<thead>
<tr>
<th>CHANGE IN ADMISSION REQUIREMENTS</th>
<th>CHANGE IN COMPREHENSIVE EXAMINATION PROCEDURE</th>
<th>CHANGE IN COURSE REQUIREMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>X</td>
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</tbody>
</table>

CHANGE IN THE DESCRIPTION OF A SECTION IN THE GRADUATE CALENDAR

EXPLAIN:

OTHER CHANGES

EXPLAIN:

Addition of the course A727 as one of the electives for specialization in Accounting and Financial Management Services specialization

DESCRIBE THE EXISTING REQUIREMENT/PROCEDURE:

The existing requirements is a list of courses that does not include this course A727, although the students can use the course for minor in Accounting and Financial Services specialization.
<table>
<thead>
<tr>
<th>PROVIDE A DETAILED DESCRIPTION OF THE RECOMMENDED CHANGE (Attach additional pages if space is not sufficient.)</th>
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<table>
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<tr>
<th>RATIONALE FOR THE RECOMMENDED CHANGE:</th>
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<table>
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<tr>
<th>PROVIDE IMPLEMENTATION DATE: (Implementation date should be at the beginning of the academic year)</th>
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</thead>
</table>

Facilitates student choice for accounting and financial management services specialization.

<table>
<thead>
<tr>
<th>ARE THERE ANY OTHER DETAILS OF THE RECOMMENDED CHANGE THAT THE CURRICULUM AND POLICY COMMITTEE SHOULD BE AWARE OF? IF YES, EXPLAIN.</th>
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</table>

July 1, 2015

<table>
<thead>
<tr>
<th>PROVIDE A DESCRIPTION OF THE RECOMMENDED CHANGE TO BE INCLUDED IN THE CALENDAR:</th>
</tr>
</thead>
</table>

This change was passed unanimously at the area meeting on September 3, 2014.

<table>
<thead>
<tr>
<th>CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</th>
</tr>
</thead>
</table>

Name: S.M. Khalid Nainar  
Email: nainar@mcmaster.ca  
Extension: 23990  
Date submitted: October 3, 2014

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca

SGS/2013
# Recommendation for Change in Graduate Curriculum - For Change(s) Involving Courses

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

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

## DEPARTMENT/PROGRAM
DeGroote School of Business/Master of Finance

## COURSE TITLE
Career Development Tools and Strategies for Finance Professionals

## COURSE NUMBER
FN610

## COURSE CREDIT

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

## INSTRUCTOR(S)
Centre for Business Career Development (Michelle Reyes, Manager)

## PREREQUISITE(S)
None

## NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

- [X] NEW COURSE

**DATE TO BE OFFERED:**
- Fall 2015

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

**IF YES, PROVIDE THE DATE:** Piloted in Fall 2014

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

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

**NOTE:** CROSS-LISTING OF COURSES REQUIRES APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED.

## CHANGE IN COURSE TITLE

**PROVIDE THE CURRENT COURSE TITLE:**

## CHANGE IN COURSE DESCRIPTION

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

## CHANGE TO FULL COURSE

## CHANGE TO HALF COURSE

## CHANGE TO QUARTER COURSE

## COURSE CANCELLATION

**PROVIDE THE REASON FOR COURSE CANCELLATION:**

## OTHER

**EXPLAIN:**

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

A career development series of workshops/lectures to equip students with the necessary tools to aid in their summer and graduate recruitment search process. Topics include: skills assessment, resume and cover letter development, interview skills, networking and job search strategies.

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

There will be five modules to the course and each will be 2 hours in duration. The topics and schedule of the course are listed below:

### 12 Month Stream:

#### Fall Term

Session 1: Identifying your Career Story and Self-Assessment (understanding your personality, values, skills and interests and how this relates to your job search)

Session 2: Resume and Cover Letter Development - including, overview of writing a resume, STAR statements, peer-to-peer critiquing and how to effectively market and brand yourself through a cover letter

#### Winter Term

Session 3: Interview Skills - Interview Skills and Developing a Pitch - tips and techniques for successful interview, different types of interviews and role playing interview questions and developing a pitch.
Session 4: Industry Overview, Career Path Options and Job Search Strategies– A comprehensive overview of the finance industry and the types of jobs that are available to students (in both banking and non-banking sectors) will be provided.

Summer Term

Session 5: Networking - information on how to successfully network, the importance of networking and the opportunity to practice networking.

16 Month Stream:

Same as above, with the exception of Session 5, which will be delivered in the Fall, 2016 term as opposed to Summer, 2016.

Courseware will be created to support these modules.
1. **STATEMENT OF PURPOSE** (How does the course fit into the department’s program?)

This course will help to provide students with the necessary career development tools, techniques and strategies to market themselves effectively to employers for potential summer or graduate recruitment opportunities.

2. **EXPECTED ENROLMENT:**

75-90 students

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

Lecture format

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.)

As this is a non credit course, students will be evaluated on a pass/fail basis. This will be determined through attendance and the completion of mandatory homework at the end of each session, where students will be required to complete a quiz through a course shell on Avenue to Learn and students must receive a minimum of 70% on each quiz to pass the course.

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: Michelle Reyes  Email: mreyes@mcmaster.ca  Extension: 27300  Date: September 15th, 2014

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

SGS/medy
**SCHOOL OF GRADUATE STUDIES**

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

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

1. This form must be completed for ALL course changes. Sections of this form pertaining to your requested change must be completed.

2. An electronic version of this form (must be MS WORD not PDF) should be emailed to the Assistant Secretary, School of Graduate Studies.

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

<table>
<thead>
<tr>
<th>DEPARTMENT/PROGRAM</th>
<th>DeGroote School of Business, Finance and Business Economics Area, Master of Finance program.</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Financial Modeling Using Excel and VBA</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>FIN 707</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE ( ) HALF COURSE (X) QUARTER (MODULE) ( )</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>Clarence C. Y. Kwan</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>FIN 601 Anti-requisite: Bus F735</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>NEW COURSE</th>
<th>X</th>
<th>DATE TO BE OFFERED (FOR NEW COURSES ONLY): January 2016</th>
<th>WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL?</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?</td>
<td>NO</td>
<td>IF YES, PLEASE NOTE WHICH DEPARTMENT:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). **NOTE:** CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED. IF YOU WOULD LIKE TO REMOVE A CROSS-LISTING YOU MUST INCLUDE A WRITTEN EXPLANATION AGREED UPON BY BOTH DEPARTMENTS AFFECTED.

*FOR ALL NEW CROSS-LISTINGS PLEASE NOTE WHICH DEPARTMENT OWNS THE COURSE:

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

**PROVIDE THE REASON FOR COURSE CANCELLATION:**

**PLEASE NOTE: CROSS-LISTED COURSES CAN ONLY BE CANCELLED BY THE DEPARTMENT WHO OWNS THE COURSE.**

### OTHER CHANGES

**EXPLAIN:**

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

Financial modeling involves the creation of tools that someone, other than the writer, can use to answer “what if” questions in finance. The course will examine the tools built into Excel and VBA and their use in financial modeling, with an emphasis on documentation and industry best practices. The models used for this purpose include the yield curve, the efficient frontier, various asset pricing models (such as the CAPM and the APT), portfolio management (fixed income and equity), option pricing, VaR (value at risk) and other risk measures, and capital market simulation.

A working knowledge of Excel is assumed although no prior experience with VBA is required.

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

Modern financial employers expect that students in specialist finance programs will have a knowledge of how to build a financial model: not just one that works, but one that is easy to understand and maintain, and that complies with industry best practices. Little emphasis has been placed on developing this skill set in the Master of Finance program to date. This course is intended to address this gap in the program’s offerings.

A working knowledge of Excel is assumed with no prior experience with VBA.


---

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

   This course is intended to develop the skills necessary to build good modeling techniques in finance. It uses the concepts of modern finance as a starting point and builds on these concepts to produce financial models that comply with best practices in the financial industry and ease the computational burden involved in solving financial problems.

2. **EXPECTED ENROLMENT:**

   35

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

   Lecture with lab elements.

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

   70% for 6 group based assignments, 30% for a final exam.
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).**

BUS F735 is offered by the Finance and Business Economics Area for MBA students. The FIN 601 prerequisite for FIN 707 allows for the reduction of the coverage of the introductory level content of BUS F735 and the coverage in FIN 707 of more advanced topics.

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: C. C. Y. Kwan  
Email: kwanc@mcmaster.ca  
Extension: 23979  
Date submitted: October 20, 2014

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca.

SGS /2013
**RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES**

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

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2. An electronic version of this form (must be MS WORD not PDF) should be emailed to the Assistant Secretary, School of Graduate Studies.

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

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<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Financial Economics and Quantitative Methods</td>
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<table>
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<tr>
<th>COURSE NUMBER</th>
<th>BUS 710</th>
<th>COURSE CREDIT</th>
<th>FULL COURSE ( )</th>
<th>HALF COURSE ( x )</th>
<th>QUARTER (MODULE) ( )</th>
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<tbody>
<tr>
<td>INSTRUCTOR(S)</td>
<td>D. Mountain</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>F600</td>
<td></td>
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WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? IF YES, PLEASE NOTE WHICH DEPARTMENT: ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED. IF YOU WOULD LIKE TO REMOVE A CROSS-LISTING YOU MUST INCLUDE A WRITTEN EXPLANATION AGREED UPON BY BOTH DEPARTMENTS AFFECTED.

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<th>CHANGE TO QUARTER COURSE</th>
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1
Antirequisites: MFIN 710, F770

This course explores the theoretical and conceptual foundations of finance, building on materials introduced in F600. Topics include utility maximization and choices involving risk, the quantification of risk and return, concepts of value, the investment, financing, and dividend decisions of firms, and asset pricing in perfect and imperfect markets.

This course will be of particular interest to students considering further studies in finance or economics (MFin, MA, PhD).

Topics include:

1. Consumption and Investment (i) Without capital markets (ii) With capital markets (iii) Fisher separation theorem
2. Utility Theory: Given Uncertainty (i) Underpinnings (ii) Marginal utility and risk aversion (iii) Measurement of risk aversion
3. Stochastic Dominance
5. Mean-Variance Framework (i) Motivation (ii) Efficient frontier characterization
6. Capital Asset Pricing Model (i) Empirical estimation, implementation and hypotheses testing
7. Arbitrage Pricing Model (i) The law of one price (ii) Comparison of CAPM and APT (iii) Empirical estimation, implementation and hypotheses testing
8. Capital Budgeting Under Uncertainty (i) APT approach (ii) With options
9. The Value of Information and Moral Hazards (i) Efficiency effects (ii) Controlling moral hazard
10. Risk Sharing and Incentive Contracts (i) Risk sharing and insurance (ii) Principles of incentive pay
11. Capital Structure and the Cost of Capital (i) Value of firm with personal and corporate taxes (ii) Synthesis of M-M and CAPM (iii) WACC and investment (iv) Signaling and financial structure (v) Agency costs and capital structure (vi) Empirical evidence

Texts include Financial Theory and Corporate Policy by T.E. Copeland, J.F. Weston, and K. Shastri; and Economics...
1. **STATEMENT OF PURPOSE** (How does the course fit into the department’s program?)

   Elective course in MBA.

2. **EXPECTED ENROLMENT:**

   

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

   lectures

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

   Term Tests: 63%; Assignment: 12%; Final Exam 25%

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

   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: D. Mountain  
Email: mounta@mcmaster.ca  
Extension: 23988  
Date submitted: September 12, 2014.
If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbruce@mcmaster.ca.

SGS /2013
## Important: Please Read the Following Notes Before Completing This Form:

1. This form must be completed for ALL course changes. Sections of this form pertaining to your requested change must be completed.

2. An electronic version of this form (must be MS Word not PDF) should be emailed to the Assistant Secretary, School of Graduate Studies.

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

### Department/Program
Finance & Business Economics Area / Master of Finance

### Course Title
Financial Theory

### Course Number
MFIN 710

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

### Instructor(S)
D. Mountain

### Prerequisite(S)
MFIN 601, MFIN 602, MFIN 603, MFIN 604, BUS A600

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

- **New Course**
- **Date to be Offered (For New Courses Only):**
- **Was the Proposed Course Offered on Dean’s Approval?**
  - If Yes, provide the date:

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

- If Yes, please note which department: Attach to this form any relevant correspondence with the other department(s). **Note:** Cross-listing of courses requires written approval from each department and faculty concerned. If you would like to remove a cross-listing you must include a written explanation agreed upon by both departments affected.

*For all new cross-listings please note which department owns the course: MBA*

### Change in Course Title
Provide the **New Course Title:**

### Change in Course Description
600-Level Course (Undergraduate course for graduate credit) Please see #4 on page 2 of this form

### Change to Full Course
### Change to Half Course
### Change to Quarter Course
### COURSE CANCELLATION

<table>
<thead>
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<tbody>
<tr>
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</table>

### OTHER CHANGES

<table>
<thead>
<tr>
<th>x</th>
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</thead>
<tbody>
<tr>
<td>EXPLAIN: CURRENTLY MASTER OF FINANCE STUDENTS ARE REQUIRED TO TAKE BUS F710. BUSF710 CURRENTLY LISTED UNDER THE MBA OFFERINGS IS PREDOMINANTLY TAKEN BY MASTER OF FINANCE STUDENTS; THEREFORE, IT SHOULD HAVE ITS OWN CROSS-LISTING AS A MASTER OF FINANCE COURSE.</td>
</tr>
</tbody>
</table>

### BRIEF DESCRIPTION FOR CALENDAR

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

Antirequisites: F710, F770

This course explores the theoretical and conceptual foundations of finance. Topics include utility maximization and choices involving risk; state preference; the quantification of risk and return; asset pricing in perfect and imperfect markets; specification and testing of pricing models; the investment, financing, and dividend decisions of firms; and theories of agency cost and signaling.

### CONTENT/RATIONALE

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

Topics include:

1. Consumption and Investment (i) Without capital markets (ii) With capital markets (iii) Fisher separation theorem
2. Utility Theory: Given Uncertainty (i) Underpinnings (ii) Marginal utility and risk aversion (iii) Measurement of risk aversion
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<table>
<thead>
<tr>
<th>1. <strong>STATEMENT OF PURPOSE</strong>  (How does the course fit into the department’s program?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required second term course of Master of Finance</td>
</tr>
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<table>
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<tr>
<th>2. <strong>EXPECTED ENROLMENT:</strong></th>
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</thead>
<tbody>
<tr>
<td>75</td>
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</table>

<table>
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<tr>
<th>3. <strong>DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL</strong> (i.e., lectures, seminars):</th>
</tr>
</thead>
<tbody>
<tr>
<td>lectures</td>
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<th>4. <strong>DESCRIBE IN DETAIL THE METHOD OF EVALUATION</strong> (percentage breakdown, if possible): (For 600-level course, indicate the Extra Work to be required of graduate students, i.e., exams, essays, etc.)</th>
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**IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).** |
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<tr>
<th>6. <strong>IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?</strong></th>
</tr>
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</table>

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

| Name: D. Mountain  | Email: mounta@mcmaster.ca  | Extension: 23988  | Date submitted: September 12, 2014. |

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca.
**SCHOOL OF GRADUATE STUDIES**

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

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

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<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Macroeconomics</td>
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<tr>
<td>COURSE NUMBER</td>
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**COURSE CREDIT**

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<th>FULL COURSE</th>
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<td>(x)</td>
<td>( )</td>
<td>( )</td>
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<tr>
<th>INSTRUCTOR(S)</th>
<th>Awan/Balvers</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>PREREQUISITE(S)</th>
<th>none</th>
</tr>
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</table>

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

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<td></td>
<td></td>
<td>NO</td>
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**WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?**

- **NO**
- **IF YES, PLEASE NOTE WHICH DEPARTMENT:**

**ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).** **NOTE:** CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED. IF YOU WOULD LIKE TO REMOVE A CROSS-LISTING YOU MUST INCLUDE A WRITTEN EXPLANATION AGREED UPON BY BOTH DEPARTMENTS AFFECTED.

*FOR ALL NEW CROSS-LISTINGS PLEASE NOTE WHICH DEPARTMENT OWNS THE COURSE:

**CHANGE IN COURSE TITLE**

- PROVIDE THE **NEW COURSE TITLE:**
  - **FINANCIAL MARKETS AND THE MACRO ECONOMY**

**CHANGE IN COURSE DESCRIPTION**

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

**CHANGE TO FULL COURSE**

- **CHANGE TO HALF COURSE**
- **CHANGE TO QUARTER COURSE**
This course presents and explains the interactions between financial markets and the macro economy and their impact on business decisions and financial outcomes.

**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 content is unchanged but the new title better captures the material covered in the course. The content deviates substantially from what would be taught in a typical Macroeconomics course; much of the focus revolves around issues that are relevant for finance professionals, related to what financial markets imply about the macro economy; and what the macro economy implies for financial markets.

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

same

### 2. EXPECTED ENROLMENT:

75

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

same

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

same
5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT? **NO**
   IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).

<table>
<thead>
<tr>
<th>PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name: Ron Balvers</td>
</tr>
</tbody>
</table>

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca.
SCHOOL OF GRADUATE STUDIES

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

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

1. This form must be completed for ALL course changes. Sections of this form pertaining to your requested change must be completed.

2. An electronic version of this form (must be MS WORD not PDF) should be emailed to the Assistant Secretary, School of Graduate Studies.

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

<table>
<thead>
<tr>
<th>DEPARTMENT/PROGRAM</th>
<th>DeGroote School of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Professional Workshops</td>
</tr>
</tbody>
</table>

| COURSE NUMBER | DPA 600 |

<table>
<thead>
<tr>
<th>COURSE CREDIT</th>
</tr>
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<tbody>
<tr>
<td>FULL COURSE ( )</td>
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<tr>
<td>HALF COURSE ( )</td>
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<tr>
<td>QUARTER (MODULE) ( x )</td>
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<table>
<thead>
<tr>
<th>INSTRUCTOR(S)</th>
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<tbody>
<tr>
<td>TBA</td>
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</table>

<table>
<thead>
<tr>
<th>PREREQUISITE(S)</th>
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</thead>
<tbody>
<tr>
<td>Admission to the Graduate Diploma in Professional Accountancy Program</td>
</tr>
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<table>
<thead>
<tr>
<th>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEW COURSE x</td>
</tr>
</tbody>
</table>

WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO  IF YES, PLEASE NOTE WHICH DEPARTMENT:

ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED. IF YOU WOULD LIKE TO REMOVE A CROSS-LISTING YOU MUST INCLUDE A WRITTEN EXPLANATION AGREED UPON BY BOTH DEPARTMENTS AFFECTED.

*FOR ALL NEW CROSS-LISTINGS PLEASE NOTE WHICH DEPARTMENT OWNS THE COURSE:

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

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

<table>
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<tr>
<th>CHANGE TO FULL COURSE</th>
<th>CHANGE TO HALF COURSE</th>
<th>CHANGE TO QUARTER COURSE</th>
</tr>
</thead>
</table>
1. **STATEMENT OF PURPOSE** (How does the course fit into the department’s program?)

The professional workshops are part of the Graduate Diploma in Professional Accountancy program. The new course formalizes the requirement and recognizes students’ attendance and participation in these workshops.

2. **EXPECTED ENROLMENT:**

60 to 80

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

Lectures and in-class experiential activities.

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

Workshop facilitators will take attendance and assess students’ participation in the workshop.

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

DPA 600: Professional Workshops (non-credit)

A series of workshops on Professionalism and Business Ethics; Leadership; Communication and Team Building; and Case Analysis to equip students with the essential enabling competencies required for success in professional accounting certification program.

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

Students have to attend four professional workshops in the Graduate Diploma in Professional Accountancy program. The four workshops are: (1) Professionalism and Business Ethics; (2) Leadership; (3) Communication and Team Building; and (4) Case Analysis. At present, attendance and participation in these workshops are not recognized on the transcript. The addition of the new course, DPA 600: Professional Workshops (non-credit), will recognize students attendance and participation in these workshops.
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:**

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
<th>Extension</th>
<th>Date submitted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y. Lilian Chan</td>
<td><a href="mailto:ylchan@mcmaster.ca">ylchan@mcmaster.ca</a></td>
<td>23974</td>
<td>August 15, 2014</td>
</tr>
</tbody>
</table>

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca.

SGS/2013
**RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES**

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

1. This form must be completed for ALL course changes. Sections of this form pertaining to your requested change must be completed.
2. An electronic version of this form (must be MS WORD not PDF) should be emailed to the Assistant Secretary, School of Graduate Studies.
3. A representative from the department/program is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

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<tr>
<th>DEPARTMENT/PROGRAM</th>
<th>Health Policy and Management / MBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Proposal Development for Health Care Leaders</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>C735</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE ( ) HALF COURSE ( X ) QUARTER (MODULE) ( )</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>N/A</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
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**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

<table>
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<tr>
<th>NEW COURSE</th>
<th>DATE TO BE OFFERED (FOR NEW COURSES ONLY): N/A</th>
<th>WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL? N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?</td>
<td>NO</td>
<td>IF YES, PLEASE NOTE WHICH DEPARTMENT: N/A</td>
</tr>
</tbody>
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**ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED. IF YOU WOULD LIKE TO REMOVE A CROSS-LISTING YOU MUST INCLUDE A WRITTEN EXPLANATION AGREED UPON BY BOTH DEPARTMENTS AFFECTED.**

*FOR ALL NEW CROSS-LISTINGS PLEASE NOTE WHICH DEPARTMENT OWNS THE COURSE: N/A*

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</tr>
<tr>
<td>CHANGE TO QUARTER COURSE</td>
<td>N/A</td>
</tr>
</tbody>
</table>
PROVIDE THE REASON FOR COURSE CANCELLATION:

X  Low enrolment (13 students in Winter 2014). Subject to replacement with the course with the proposed course Business C750 (Ethical and Legal Issues in Health Care) as this was an area identified as a gap in the current HSM specialization.

OTHER CHANGES

EXPLAIN:

N/A

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

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

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

2. EXPECTED ENROLMENT:

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

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

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

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

PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE:

Name: Glen Randall  Email: randalg@mcmaster.ca  Extension: 26191  Date submitted: September 15, 2014

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbruce@mcmaster.ca.

SGS /2013
# School of Graduate Studies

## Recommendation for Change in Graduate Curriculum - For Change(S) Involving Courses

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

1. This form must be completed for ALL course changes. Sections of this form pertaining to your requested change must be completed.

2. An electronic version of this form (must be MS Word not PDF) should be emailed to the Assistant Secretary, School of Graduate Studies.

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

<table>
<thead>
<tr>
<th>Department/Program</th>
<th>Operations Management Area / Master of Business Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Title</td>
<td>Procurement Operations Management</td>
</tr>
<tr>
<td>Course Number</td>
<td>BUS O735</td>
</tr>
<tr>
<td>Course Credit</td>
<td><img src="#" alt="Table of Course Credit" /></td>
</tr>
<tr>
<td>Instructor(s)</td>
<td>Dr Elkafi Hassini</td>
</tr>
<tr>
<td>Prerequisite(s)</td>
<td>BUS O600</td>
</tr>
</tbody>
</table>

## Nature of Recommendation (Please check appropriate box)

<table>
<thead>
<tr>
<th>New Course</th>
<th>Date to be offered (for new courses only):</th>
<th>Was the proposed course offered on Dean’s approval?</th>
<th>Will the course be cross-listed with another department?</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

**If yes, please note which department:**

Attach to this form any relevant correspondence with the other department(s). Note: Cross-listing of courses requires written approval from each department and faculty concerned. If you would like to remove a cross-listing you must include a written explanation agreed upon by both departments affected.

*For all new cross-listings please note which department owns the course:

<table>
<thead>
<tr>
<th>Change in Course Title</th>
<th><img src="#" alt="Check Box" /></th>
<th>Provide the New Course Title: Strategic Procurement</th>
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<tr>
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<table>
<thead>
<tr>
<th>Change to Full Course</th>
<th><img src="#" alt="Check Box" /></th>
<th>Change to Half Course</th>
<th><img src="#" alt="Check Box" /></th>
<th>Change to Quarter Course</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="#" alt="Check Box" /></td>
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<td><img src="#" alt="Check Box" /></td>
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</tr>
</tbody>
</table>
1. **STATEMENT OF PURPOSE**  (How does the course fit into the department's program?)

Elective course for MBA students and one of the recommended courses for the supply chain management specialization. The course also can be used towards the SAP Certification and has a company project, thus strengthening our school’s offerings of experiential learning courses.

2. **EXPECTED ENROLMENT:**

20.

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

Lectures, analytics assignments, SAP labs, company project report and presentation and guest lectures.

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

Four assignments (40%, individual), Project report and presentation (30%, group), two exams (30%, individual)

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

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

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

| Name: Elkafi Hassini | Email: hassini@mcmaster.ca | Extension: 27467 | Date submitted: September 24, 2014 |

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca.
**RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES**

**DEPARTMENT/PROGRAM**
Health Policy and Management / MBA

**COURSE TITLE**
Ethical and Legal Issues in Health Care

**COURSE NUMBER**
C750

**INSTRUCTOR(S)**
Glen Randall / TBD

**PREREQUISITE(S)**
Registration in the Health Services Management Specialization of the MBA program or permission of the instructor.

**DATE TO BE OFFERED (FOR NEW COURSES ONLY):** Jan, 1015

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

**IF YES, PROVIDE THE DATE:** N/A

**ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).**

**NOTE:** CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED. IF YOU WOULD LIKE TO REMOVE A CROSS-LISTING YOU MUST INCLUDE A WRITTEN EXPLANATION AGREED UPON BY BOTH DEPARTMENTS AFFECTED.

**FOR ALL NEW CROSS-LISTINGS PLEASE NOTE WHICH DEPARTMENT OWNS THE COURSE:** N/A

---

**NEW COURSE**

**DATE TO BE OFFERED (FOR NEW COURSES ONLY):** Jan, 1015

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

**IF YES, PROVIDE THE DATE:** N/A

**ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).**

**NOTE:** CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED. IF YOU WOULD LIKE TO REMOVE A CROSS-LISTING YOU MUST INCLUDE A WRITTEN EXPLANATION AGREED UPON BY BOTH DEPARTMENTS AFFECTED.

**FOR ALL NEW CROSS-LISTINGS PLEASE NOTE WHICH DEPARTMENT OWNS THE COURSE:** N/A
STATEMENT OF PURPOSE  (How does the course fit into the department’s program?)

The addition of this course as an elective for students in the Health Services Management Specialization of the MBA program is intended to ensure that any major potential gaps in program offerings are filled. Students from previous years of the program have suggested that ethical/legal issues are not adequately touched upon in other courses and that the absence of this material is a shortcoming of the program, particularly for those students who find themselves managing in the health services sector.

EXPECTED ENROLMENT:

25

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

Topics will be explored through a combination of review of documents/readings, debates, video, presentations/slides, course assignments, cases, and discussion questions. Each weekly session will identify objectives, readings, and other learning activities.

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

Health care systems and the delivery of services function within a complicated maze of ethical and legal ambiguities and complexities. Through the discussion of real-life situations, this course will provide students with the knowledge and critical thinking skills needed by managers to navigate and prioritize interrelated ethical and legal issues in the workplace. The course will examine topics such as: consent and capacity to make health decisions; living wills and substitute decision makers; euthanasia; confidentiality of patient information; the regulation of health professionals and mandatory reporting requirements; risk management and medical malpractice; genetic screening; public health issues (e.g. tobacco control, mandatory vaccinations of health care workers); and other topics of practical importance to managers.

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

Specific readings will be used rather than a textbook due to the range of issues to be covered and to ensure that readings are as current as possible. Topics are as noted above and would be grouped into the following four general ethical/legal theme areas:

1. the Canadian health system (e.g. the legality of private health services);
2. patient rights (e.g. informed consent);
3. employer obligations (e.g. mandatory reporting requirements); and
4. public health and health services delivery (e.g. genetic screening).
4. **DESCRIBE IN DETAIL THE METHOD OF EVALUATION** *(percentage breakdown, if possible):*  (For 600-level course, indicate the *Extra Work* to be required of graduate students, i.e., exams, essays, etc.)

Students will be evaluated as follows:

- Participation (in the form of weekly mini-assignments/exams/discussion questions) estimate 40% (4% x 10)
- Assignment 1: estimate 20%
- Assignment 2: estimate 40% (5% outline/proposal, 35% final paper/presentation)

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. There is a course offered in the strategy area P722 (Legal Aspects of Business) but it deals primarily with contract law and the legal system. There is no overlap with any of the ethical or legal topics/issues covered in the proposed course.

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 submitted: September 15, 2014

---

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca.

---

SGS /2013
**RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES**

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<tr>
<th>DEPARTMENT/PROGRAM</th>
<th>School of Business, MBA Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Co-op Work Term 1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COURSE NUMBER</th>
<th>WT01</th>
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</table>

**COURSE CREDIT**

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<th></th>
<th>FULL COURSE</th>
<th>HALF COURSE</th>
<th>QUARTER (MODULE)</th>
</tr>
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<tbody>
<tr>
<td>INSTRUCTOR(S)</td>
<td>none</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Registration in the Co-op MBA program</td>
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</table>

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

<table>
<thead>
<tr>
<th>NEW COURSE</th>
<th>x</th>
<th>Date to be Offered (for new courses only): WINTER 2016</th>
<th>Was the Proposed Course Offered on Dean’s Approval?</th>
<th>No</th>
</tr>
</thead>
</table>

**WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?** No  If Yes, please note which department:

**ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).** **Note:** Cross-listing of courses requires written approval from each department and faculty concerned. If you would like to remove a cross-listing you must include a written explanation agreed upon by both departments affected.

*For all new cross-listings please note which department owns the course:

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<td>COURSE CANCELLATION</td>
<td>PROVIDE THE REASON FOR COURSE CANCELLATION:</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>PLEASE NOTE: CROSS-LISTED COURSES CAN ONLY BE CANCELLED BY THE DEPARTMENT WHO OWNS THE COURSE.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OTHER CHANGES</th>
<th>EXPLAIN:</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td>With the implementation of Mosaic's Student Records module (PeopleSoft Campus Solutions) in March 2015, students who will be participating in a Co-op or Internship work term will now be required to register in a course.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>CONTENT/RATIONALE</th>
<th>- Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>

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

Students registered in the Co-op MBA program must complete a minimum of 3 work terms of 4 months each in order to receive the Co-op notation on their transcript.

2. **EXPECTED ENROLMENT:**

125

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

N/A

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

   • The courses will have the grade area populated - IP (In Progress), COM (Complete), and NC (Not Complete). Students will be registered in the course for each 4-month term of the placement and the grade will be IP until they complete the work term. At the end of the placement, a grade of COM will appear in the grade area and a transcript note will indicate that the student successfully completed their work placement (if applicable). Should a student "fail" the work term, then the grade would be NC and a transcript note would be placed on the student's record indicating that the placement was not successfully completed.

   • If a student is fired from the work placement, then the grade will be NC, and a transcript note will be added. Currently, the MBA policy states that the sentence “Withdrawn from Co-op” be placed on the transcript.
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
</table>
| 5. | TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT?  
|   | IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).  
| No |   |
| 6. | IF THE COURSE IS INTENDED PRIMARILY FOR STUDENTS OUTSIDE YOUR DEPARTMENT, DO YOU HAVE THE SUPPORT OF THE DEPARTMENT/PROGRAM CONCERNED?  
| N/A |   |
| PLEASE PROVIDE THE CONTACT INFORMATION FOR THE RECOMMENDED CHANGE: |   |
| Name: | Susan McCracken  
| Email: | smccrac@mcmaster.ca  
| Extension: | 23993  
| Date submitted: | October 9, 2014 |

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca.
## Important: Please read the following notes before completing this form:

1. This form must be completed for ALL course changes. Sections of this form pertaining to your requested change must be completed.

2. An electronic version of this form (must be MS WORD not PDF) should be emailed to the Assistant Secretary, School of Graduate Studies.

3. A representative from the department/program 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
School of Business, MBA Program

### Course Title
Co-op Work Term 2

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Credit</th>
<th>Instructor(s)</th>
<th>Prerequisite(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WT02</td>
<td></td>
<td>none</td>
<td>Registration in the Co-op MBA program</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>New Course</th>
<th>Date to be Offered (for new courses only): Fall 2016</th>
<th>Was the proposed course offered on Dean's approval?</th>
</tr>
</thead>
<tbody>
<tr>
<td>x</td>
<td>Fall 2016</td>
<td>No</td>
</tr>
</tbody>
</table>

Will the course be cross-listed with another department? No If yes, please note which department:

Attach to this form any relevant correspondence with the other department(s). **Note:** Cross-listing of courses requires written approval from each department and faculty concerned. If you would like to remove a cross-listing you must include a written explanation agreed upon by both departments affected.

*For all new cross-listings please note which department owns the course:

<table>
<thead>
<tr>
<th>Change in Course Title</th>
<th>Provide the New Course Title:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Change in Course Description</th>
<th>600-Level Course (Undergraduate course for graduate credit) Please see #4 on page 2 of this form</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Change to Full Course</th>
<th>Change to Half Course</th>
<th>Change to Quarter Course</th>
</tr>
</thead>
</table>
1. **STATEMENT OF PURPOSE** *(How does the course fit into the department’s program?)*

   Students registered in the Co-op MBA program must complete a minimum of 3 work terms of 4 months each in order to receive the Co-op notation on their transcript.

2. **EXPECTED ENROLMENT:**

   125

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

   N/A

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

   - The courses will have the grade area populated - IP (In Progress), COM (Complete), and NC (Not Complete). Students will be registered in the course for each 4-month term of the placement and the grade will be IP until they complete the work term. At the end of the placement, a grade of COM will appear in the grade area and a transcript note will indicate that the student successfully completed their work placement (if applicable). Should a student “fail” the work term, then the grade would be NC and a transcript note would be placed on the student’s record indicating that the placement was not successfully completed.

   - If a student is fired from the work placement, then the grade will be NC, and a transcript note will be added. Currently, the MBA policy states that the sentence “Withdrawn from Co-op” be placed on the transcript.

---

**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.

N/A
5. TO PREVENT OVERLAP, IS A COURSE IN THE SAME OR A RELATED AREA OFFERED IN ANOTHER DEPARTMENT?  
   IF YES, PLEASE ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).  
   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: Susan McCracken  Email: smccrac@mcmaster.ca  Extension: 23993  Date submitted: October 9, 2014

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, 
cbryce@mcmaster.ca.

SGS /2013
SCHOOL OF GRADUATE STUDIES

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

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

1. This form must be completed for ALL course changes. Sections of this form pertaining to your requested change must be completed.

2. An electronic version of this form (must be MS WORD not PDF) should be emailed to the Assistant Secretary, School of Graduate Studies.

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

<table>
<thead>
<tr>
<th>DEPARTMENT/PROGRAM</th>
<th>School of Business, MBA Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Co-op Work Term 3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COURSE NUMBER</th>
<th>WT03</th>
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<table>
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<tr>
<th>COURSE CREDIT</th>
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<tbody>
<tr>
<td>FULL COURSE ( )</td>
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<tr>
<td>HALF COURSE ( X )</td>
</tr>
<tr>
<td>QUARTER (MODULE) ( )</td>
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</table>

<table>
<thead>
<tr>
<th>INSTRUCTOR(S)</th>
<th>none</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>PREREQUISITE(S)</th>
<th>Registration in the Co-op MBA program</th>
</tr>
</thead>
</table>

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

**NEW COURSE**

**DATE TO BE OFFERED (FOR NEW COURSES ONLY):** SUMMER 2015

**Was the proposed course offered on Dean's Approval?** NO

**Will the course be Cross-listed with another department?** NO  If Yes, please note which department:

**ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S).**  **NOTE:**  Cross-listing of courses requires written approval from each department and faculty concerned. If you would like to remove a cross-listing you must include a written explanation agreed upon by both departments affected.

*For all new cross-listings please note which department owns the course:

**CHANGE IN COURSE TITLE**

<table>
<thead>
<tr>
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</tr>
</thead>
</table>

**CHANGE IN COURSE DESCRIPTION**

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

1
<table>
<thead>
<tr>
<th>COURSE CANCELLATION</th>
<th>PROVIDE THE REASON FOR COURSE CANCELLATION:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PLEASE NOTE: CROSS-LISTED COURSES CAN ONLY BE CANCELLED BY THE DEPARTMENT WHO OWNS THE COURSE.</td>
</tr>
<tr>
<td>OTHER CHANGES</td>
<td>EXPLAIN:</td>
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<td>With the implementation of Mosaic's Student Records module (PeopleSoft Campus Solutions) in March 2015, students who will be participating in a Co-op or Internship work term will now be required to register in a course.</td>
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<td>CONTENT/RATIONALE</td>
<td>Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</td>
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1. **STATEMENT OF PURPOSE** (How does the course fit into the department's program?)

Students registered in the Co-op MBA program must complete a minimum of 3 work terms of 4 months each in order to receive the Co-op notation on their transcript.

2. **EXPECTED ENROLMENT:**

125

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

N/A

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

• The courses will have the grade area populated - IP (In Progress), COM (Complete), and NC (Not Complete). Students will be registered in the course for each 4-month term of the placement and the grade will be IP until they complete the work term. At the end of the placement, a grade of COM will appear in the grade area and a transcript note will indicate that the student successfully completed their work placement (if applicable). Should a student "fail" the work term, then the grade would be NC and a transcript note would be placed on the student's record indicating that the placement was not successfully completed.

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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).
   
   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: Susan McCracken | Email: smccrac@mcmaster.ca | Extension: 23993 | Date submitted: October 9, 2014 |

---

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca.

SGS /2013
SCHOOL OF GRADUATE STUDIES

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

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

1. This form must be completed for ALL course changes. Sections of this form pertaining to your requested change must be completed.

2. An electronic version of this form (must be MS WORD not PDF) should be emailed to the Assistant Secretary, School of Graduate Studies.

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<th>DeGroote School of Business / PhD in Business Administration – MS Field</th>
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<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Optimization I</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>Q773</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE (X)</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>Dr. Elkafi Hassini</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Enrolment in the PhD Program or permission of the instructor.</td>
</tr>
</tbody>
</table>

NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)

<table>
<thead>
<tr>
<th>NEW COURSE</th>
<th>DATE TO BE OFFERED (FOR NEW COURSES ONLY):</th>
<th>WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL?</th>
</tr>
</thead>
</table>

WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? IF YES, PLEASE NOTE WHICH DEPARTMENT:

ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED. IF YOU WOULD LIKE TO REMOVE A CROSS-LISTING YOU MUST INCLUDE A WRITTEN EXPLANATION AGREED UPON BY BOTH DEPARTMENTS AFFECTED.

*FOR ALL NEW CROSS-LISTINGS PLEASE NOTE WHICH DEPARTMENT OWNS THE COURSE:

<table>
<thead>
<tr>
<th>CHANGE IN COURSE TITLE</th>
<th>X</th>
<th>PROVIDE THE NEW COURSE TITLE:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>MATHEMATICAL PROGRAMMING: THEORY AND ALGORITHMS</td>
</tr>
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</table>

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<tr>
<th>CHANGE IN COURSE DESCRIPTION</th>
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<td>----------------------</td>
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<td></td>
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<td>EXPLAIN:</td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The course will cover topics in linear, integer and nonlinear programming. Concepts to be covered include convexity, duality, Karush-Kuhn-Tucker conditions, non-differentiable optimization, Branch and cut, and decomposition methods (Lagrangian, Bender’s and Dantzig-Wolf). Software implementation issues will be highlighted via GAMS and its solvers.</td>
<td></td>
</tr>
<tr>
<td>CONTENT/RATIONALE - Provide a brief description, i.e., outline the topics or major sub-topics, and indicate the principal texts to be used.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>For topics please see above item.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>With the recent (2013) changes in the Management Science PhD field course requirements it is necessary to refocus the topics of Q773 and Q774. These changes will also allow us to take into account current needs in business optimization applications, such as the focus on large scale optimization and big data applications.</td>
<td></td>
</tr>
</tbody>
</table>

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

   This course is required for the MS PhD Field.

2. **EXPECTED ENROLMENT:**

   4

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

   Lectures

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

   Assignments (35%), Term Paper (35%) and Final exam (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:**

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
<th>Extension</th>
<th>Date submitted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elkafi Hassini</td>
<td><a href="mailto:Hassini@mcmaster.ca">Hassini@mcmaster.ca</a></td>
<td>27467</td>
<td>Sept. 30, 2014</td>
</tr>
</tbody>
</table>

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca.

SGS /2013
RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

**DEPARTMENT/PROGRAM:** DeGroote School of Business / PhD in Business Administration – MS Field

**COURSE TITLE:** Optimization II

**COURSE NUMBER:** Q774

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

**INSTRUCTOR(S):** Dr Elkafi Hassini

**PREREQUISITE(S):** BUSINESS *Q773 or permission of the instructor.

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

**NEW COURSE**

- Date to be offered (for new courses only):
- Was the proposed course offered on Dean's approval?

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

- If yes, please note which department:

**ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRE WRI TEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED. IF YOU WOULD LIKE TO REMOVE A CROSS-LISTING YOU MUST INCLUDE A WRITTEN EXPLANATION AGREED UPON BY BOTH DEPARTMENTS AFFECTED.**

*FOR ALL NEW CROSS-LISTINGS PLEASE NOTE WHICH DEPARTMENT OWNS THE COURSE:

**CHANGE IN COURSE TITLE**

- X

**NEW COURSE TITLE:** COMBINATORIAL OPTIMIZATION: COMPLEXITY AND HEURISTICS

**CHANGE IN COURSE DESCRIPTION**

- X

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

**CHANGE TO FULL COURSE**

- CHANGE TO HALF COURSE
- CHANGE TO QUARTER COURSE
### COURSE CANCELLATION

**Provide the reason for course cancellation:**

**Please note:** Cross-listed courses can only be cancelled by the department who owns the course.

### OTHER CHANGES

**Explain:**

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

The first part of the course will focus on solvable network flow problems such as assignment, transportation, transshipment, shortest path, max flow and minimum spanning tree problems. Well-known algorithms (such as Dijkstra, Bellman-Ford and Augmenting path algorithm) will be discussed as well as general methodology such as lifting procedures polyhedral theory (strong valid inequalities). The second part will focus on complexity theory and heuristic methods and covers NP-Completeness, Approximation algorithms, local and random search, and metaheuristics (such as Ant colony, genetic algorithms, simulated annealing and tabu search). GAMS and a general purpose programming language (e.g., C, Matlan or Python) will be used in a computational project.

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

For topics please see above item.

With the recent (2013) changes in the Management Science PhD field course requirements it is necessary to refocus the topics of Q773 and Q774. These changes will also allow us to take into account current needs in business optimization applications, such as the focus on large scale optimization and big data applications.

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

This is an elective MS PhD course that is expected to be offered every other year. It is a follow up course to Q773.

### 2. Expected Enrolment:

4

### 3. Describe in detail the method of presentation of course material (i.e., lectures, seminars):

Lectures

### 4. Describe in detail the method of evaluation (percentage breakdown, if possible): (For 600-level course, indicate the extra work to be required of graduate students, i.e., exams, essays, etc.)

Assignments, computational project and final exam
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: Elkafi Hassini | Email: Hassini@mcmaster.ca | Extension: 27467 | Date submitted: Sept. 30, 2014 |

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca.
RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

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<th>SRS and DSB / Master of Health Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Leadership in Health Organizations</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>COURSE NUMBER</th>
<th>HM708</th>
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<th></th>
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<tbody>
<tr>
<td>FULL COURSE</td>
<td>( )</td>
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<td></td>
</tr>
<tr>
<td>HALF COURSE</td>
<td>(X)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QUARTER (MODULE)</td>
<td>( )</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| INSTRUCTOR(S)   | Patty Solomon and Kathryn Wise |
| PREREQUISITE(S) | Admission to the MHM Program  |
|                 | Prereq: HM 700, HM 705, HM 706, HM 707 |
|                 | Antireq: RS 770 |

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<th>NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)</th>
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| NEW COURSE | DATE TO BE OFFERED (FOR NEW COURSES ONLY): | WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL? | NO |

WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO. IF YES, PLEASE NOTE WHICH DEPARTMENT:

ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED. IF YOU WOULD LIKE TO REMOVE A CROSS-LISTING YOU MUST INCLUDE A WRITTEN EXPLANATION AGREED UPON BY BOTH DEPARTMENTS AFFECTED.

*FOR ALL NEW CROSS-LISTINGS PLEASE NOTE WHICH DEPARTMENT OWNS THE COURSE:

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<th>CHANGE TO QUARTER COURSE</th>
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</thead>
</table>
1. STATEMENT OF PURPOSE (How does the course fit into the department’s program?)

This course is one of the core courses in the Master of Health Management Program. The program is offered through a collaboration between the School of Rehabilitation Science and the DeGroote School of Business at McMaster University.

2. EXPECTED ENROLMENT:

45
3. **DESCRIBE IN DETAIL THE METHOD OF PRESENTATION OF COURSE MATERIAL (i.e., lectures, seminars):**

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

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

Evaluation will be based on:

- Participation/ Weekly online discussion: estimate 30% (3% per week)
- Assignment 1: estimate 15%
- Assignment 2: estimate 25%
- Assignment 3: estimate 30%

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

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

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

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

N/A

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

Name: Patty Solomon  Email: solomon@mcmaster.ca  Extension: 27820  Date submitted: September 5, 2014

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca.

SGS /2013
RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

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

1. This form must be completed for ALL course changes. Sections of this form pertaining to your requested change must be completed.
2. An electronic version of this form (must be MS WORD not PDF) should be emailed to the Assistant Secretary, School of Graduate Studies.
3. A representative from the department/program is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

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</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE</td>
<td>Economic Evaluation in Healthcare</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>HM731</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE ( ) HALF COURSE ( X ) QUARTER (MODULE) ( )</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>Christopher J. Longo</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Admissions to the Master of Health Management Program or permission of the instructor. Prereq.: HM700, HM705, HM706, HM707, HM708 Anti-requisite: C711 (Health Economics and Evaluation)</td>
</tr>
</tbody>
</table>

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

|------------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------|

Will the Course be Cross-listed with Another Department? No

Attach to this Form Any Relevant Correspondence with the Other Department(s). Note: Cross-listing of courses requires written approval from each department and faculty concerned. If you would like to remove a cross-listing you must include a written explanation agreed upon by both departments affected.

*For all new cross-listings please note which department owns the course:

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<td>CHANGE TO FULL COURSE</td>
<td>CHANGE TO HALF COURSE</td>
</tr>
<tr>
<td>COURSE CANCELLATION</td>
<td>PROVIDE THE REASON FOR COURSE CANCELLATION: N/A Please note: cross-listed courses can only be cancelled by the department who owns the course.</td>
</tr>
</tbody>
</table>
BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

Economic evaluation of healthcare strategies is becoming more pervasive in our current healthcare environment, but how do we know if the analyses have been undertaken properly. This course is designed to introduce basic economic theory and methods for economic evaluation and expose healthcare managers to real life applications of these methods (e.g. for drugs, devices, surgical procedures and public health initiatives).

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

Topics covered in this course may include:

- Understanding economic theory including opportunity cost, risk, and health behavior
- Understanding some of the basic frameworks around economic evaluation
- Examining a variety of methods to evaluate economic attractiveness of healthcare solutions
- Exploring economic models
- Understanding critical appraisal of economic evaluation literature in healthcare settings
- Understanding the use of economic evaluations as a policy tool.

Readings will come from a variety of recent academic journal publications.

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

   This course is a preapproved McMaster elective to be taken in MHM Year 3. Students are given the option to complete the full-course HM730 (Scholarly Paper) or two half-course electives. The program is offered through a collaboration between the School of Rehabilitation Science and the DeGroote School of Business at McMaster University.

2. EXPECTED ENROLMENT:

   Maximum of 18

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

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

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

   Students will be evaluated as follows:
   Participation / Weekly online discussion questions: estimate 48% (6% for each of 8 discussion questions)
   Assignment 1: estimate 15%
   Assignment 2: estimate 37% (7% outline, 30% final written paper)

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 is a modification of C711 (Health Economics and Evaluation). The content and focus have been shifted to meet the needs of the MHM program and its students (primarily managers in health care organizations) and will be delivered as an online course.

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: Chris Longo   Email: cjlongo@mcmaster.ca   Extension: 23896   Date submitted: September 5, 2014
**RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES**

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

1. This form must be completed for ALL course changes. Sections of this form pertaining to your requested change must be completed.
2. An electronic version of this form (must be MS WORD not PDF) should be emailed to the Assistant Secretary, School of Graduate Studies.
3. A representative from the department/program is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change in graduate curriculum will be discussed.

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<tr>
<td>COURSE TITLE</td>
<td>Strategic Writing for Healthcare Professional</td>
</tr>
<tr>
<td>COURSE NUMBER</td>
<td>HM732</td>
</tr>
<tr>
<td>COURSE CREDIT</td>
<td>FULL COURSE ( )  HALF COURSE (X )  QUARTER (MODULE) ( )</td>
</tr>
<tr>
<td>INSTRUCTOR(S)</td>
<td>Patty Solomon</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Admissions to the Master of Health Management Program or permission of the instructor. Prereq.: HM700, HM705, HM706, HM707, HM708</td>
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**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

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<th>NEW COURSE</th>
<th>DATE TO BE OFFERED (FOR NEW COURSES ONLY): January 2015</th>
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<tbody>
<tr>
<td>WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL? NO</td>
<td></td>
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<tr>
<td>IF YES, PROVIDE THE DATE:</td>
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**WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT? NO **IF YES, PLEASE NOTE WHICH DEPARTMENT: **ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED. IF YOU WOULD LIKE TO REMOVE A CROSS-LISTING YOU MUST INCLUDE A WRITTEN EXPLANATION AGREED UPON BY BOTH DEPARTMENTS AFFECTED.**

*FOR ALL NEW CROSS-LISTINGS PLEASE NOTE WHICH DEPARTMENT OWNS THE COURSE:*

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<td>COURSE CANCELLATION</td>
<td>PROVIDE THE REASON FOR COURSE CANCELLATION: N/A</td>
</tr>
<tr>
<td>PLEASE NOTE: CROSS-LISTED COURSES CAN ONLY BE CANCELLED BY THE DEPARTMENT WHO OWNS THE COURSE.</td>
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</tr>
<tr>
<td>OTHER CHANGES</td>
<td>EXPLAIN: N/A</td>
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</table>

1
With advanced writing skills health care managers can inform and influence readers for specific purposes that ultimately advance the strategic plan of their organizations. Through this course, students will learn to write proficiently and produce reader-focused documents that are well organized, accurate, clear, unambiguous and defensible. By developing processes for creating, revising and evaluating documents students will become more fluent and efficient in their writing.

Main topics include: reader and context analysis; writing processes; styles, angles and tone; and critiques. Students are encouraged to write on topics that address current challenges in health care and/or their workplaces.

Upon completion of this course students will be able to:

1. Analyze target readers to choose the most appropriate genre, angle, style and tone to produce reader-focused documents.
2. Determine the purpose(s) of their proposed writing tasks within specific health care contexts.
3. Discriminate between the different writing genres used in health care organizations.
4. Organize writing tasks to develop focused, logical and comprehensive content.
5. Write to build relationships and advance the strategic plan of the organization.
6. Write fluently and with greater speed.
7. Write proficiently in a variety of genres including: email, memos, briefing notes/small reports and/or proposals.

Principal text: Writing Today (2013), Richard Johnson-Sheehan; Charles Paine
RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S)
IN INVOLVING COURSES

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

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| COURSE TITLE | Knowledge Translation in Healthcare Practice and Management |

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<tr>
<th>COURSE NUMBER</th>
<th>HM733</th>
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<th>COURSE CREDIT</th>
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<th>QUARTER (MODULE) ( )</th>
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<tr>
<th>INSTRUCTOR(S)</th>
<th>Patty Solomon and Brenda Lammi</th>
</tr>
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| PREREQUISITE(S) | Admissions to the Master of Health Management Program or permission of the instructor. Prereq.: HM700, HM705, HM706, HM707, HM708 |

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

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<th>NEW COURSE</th>
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**DATE TO BE OFFERED (FOR NEW COURSES ONLY):** September 2014

**WAS THE PROPOSED COURSE OFFERED ON DEAN’S APPROVAL?** Yes

**If Yes, Provide the Date:** April 10, 2014

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

**If Yes, Please Note Which Department:**

**ATTACH TO THIS FORM ANY RELEVANT CORRESPONDENCE WITH THE OTHER DEPARTMENT(S). NOTE: CROSS-LISTING OF COURSES REQUIRES WRITTEN APPROVAL FROM EACH DEPARTMENT AND FACULTY CONCERNED. IF YOU WOULD LIKE TO REMOVE A CROSS-LISTING YOU MUST INCLUDE A WRITTEN EXPLANATION AGREED UPON BY BOTH DEPARTMENTS AFFECTED.**

*FOR ALL NEW CROSS-LISTINGS PLEASE NOTE WHICH DEPARTMENT OWNS THE COURSE:

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| N/A |

**PLEASE NOTE: CROSS-LISTED COURSES CAN ONLY BE CANCELLED BY THE DEPARTMENT WHO OWNS THE COURSE.**

**OTHER CHANGES**

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<th>EXPLAIN</th>
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| N/A |

1
BRIEF DESCRIPTION FOR CALENDAR - Provide a brief description (maximum 6 lines) to be included in the Graduate Calendar.

This course is designed for healthcare practitioners and managers who want to acquire an understanding of knowledge translation (KT) and be able to apply knowledge translation principles to practice and health management. The course emphasizes understanding what knowledge translation is, the relationship between knowledge translation and evidence-based practice, the dominant theories, models and frameworks that are used in knowledge translation, how knowledge synthesis is achieved, and various tools and resources useful for knowledge translation.

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

The main topics are as follows:
- Background: what is KT, best approaches to KT, KT applied to healthcare practice and management
- Understanding knowledge translation: Theories, models, KT synthesis, assessing barriers/facilitators
- The doing of knowledge translation as a health care manager

Upon completion of this course students will be able to:
- Explain the concept of knowledge translation and describe its relevance to health management.
- Describe key theories and frameworks relevant to knowledge translation for health care.
- Identify methods of knowledge translation that are effective.
- Design a knowledge translation strategy for an evidence-to-practice gap in their work setting.

Course materials will consist of refereed journal articles on each topic.

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

This course is a preapproved McMaster elective to be taken in MHM Year 3. Students are given the option to complete the full-course HM730 (Scholarly Paper) or two half-course electives. The program is offered through a collaboration between the School of Rehabilitation Science and the DeGroote School of Business at McMaster University.

2. EXPECTED ENROLMENT:

Maximum of 18

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

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

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

Evaluation will be based on:
- Participation in weekly on-line discussion sessions – estimate 25%
- Assignment 1 - Evidence to Practice Gap Paper – estimate 10%
- Assignment 2 - Knowledge to Action Application: Barriers/facilitators Assessment – estimate 25%
- Assignment 3 - KT Strategy Proposal Paper – estimate 40%

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

This course is a modification of RS709 (Knowledge Translation). The content and focus have been shifted to meet the needs of the MHM program and its students (primarily managers in healthcare organizations) and will be delivered as an online course.

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: Patty Solomon Email: solomon@mcmaster.ca Extension: 27820 Date submitted: September 5, 2014

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca.
RECOMMENDATION FOR CHANGE IN GRADUATE CURRICULUM - FOR CHANGE(S) INVOLVING COURSES

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

1. This form must be completed for ALL course changes. Sections of this form pertaining to your requested change must be completed.
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<td>COURSE TITLE</td>
<td>Quality and Safety in Healthcare</td>
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<tr>
<td>COURSE NUMBER</td>
<td>HM734</td>
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<td>COURSE CREDIT</td>
<td>HALF COURSE (X)</td>
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<tr>
<td>INSTRUCTOR(S)</td>
<td>Pat Wakefield</td>
</tr>
<tr>
<td>PREREQUISITE(S)</td>
<td>Admission to the Master of Health Management Program or permission of the instructor. Prereq.: HM700, HM705, HM706, HM707, HM708 Anti-requisite: Business C736 (Quality Management in Health Services)</td>
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**NATURE OF RECOMMENDATION (PLEASE CHECK APPROPRIATE BOX)**

|------------|---------------------------------------------------------|---------------------------------------------------|--------------------------------------------|

**WILL THE COURSE BE CROSS-LISTED WITH ANOTHER DEPARTMENT?** No If Yes, please note which department:

Attach to this form any relevant correspondence with the other department(s). Note: Cross-listing of courses requires written approval from each department and faculty concerned. If you would like to remove a cross-listing you must include a written explanation agreed upon by both departments affected.

*For all new cross-listings please note which department owns the course:

**CHANGE IN COURSE TITLE**

Provide the NEW Course Title

**CHANGE IN COURSE DESCRIPTION**

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

**CHANGE TO FULL COURSE**

**CHANGE TO HALF COURSE**

**CHANGE TO QUARTER COURSE**

**COURSE CANCELLATION**

Provide the Reason for Course Cancellation:

N/A

Please note: cross-listed courses can only be cancelled by the department who owns the course.
1. STATEMENT OF PURPOSE (How does the course fit into the department's program?)

This course is a preapproved McMaster elective to be taken in MHM Year 3. Students are given the option to complete the full-course HM730 (Scholarly Paper) or two half-course electives. The program is offered through a collaboration between the School of Rehabilitation Science and the DeGroote School of Business at McMaster University.

2. EXPECTED ENROLMENT:

Maximum of 18

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

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

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

Students will be evaluated as follows:

Participation / Online weekly discussion questions: estimate 35%

Assignment 1: estimate 25%

Assignment 2: estimate 40%

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

This course is a modification of C736 (Quality Management in Health Services). The content and focus have been shifted to meet the needs of the MHM program and its students (primarily managers in health care organizations) and will be delivered as an online course.

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: Pat Wakefield  Email: wakie@mcmaster.ca  Extension: 27477  Date submitted: September 5, 2014

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca.

SGS /2013

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

Improving quality and enhancing patient safety has become a preoccupation within most healthcare systems around the world. Despite this, there continues to be high levels of healthcare errors and inadequate understanding of the fundamentals of quality management and patient safety. This course is designed to expose healthcare managers to the major principles, theories and approaches to quality management by analyzing practical real-life examples.

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

Topics covered in this course may include:

- Defining, measuring and improving quality
- Understanding healthcare errors (causes, scope and solutions)
- Exploring models to promote quality (professional regulation, accreditation, QM principles) and patient safety
- Examining organizational culture, resistance to change and the impact on quality
- Examining risk management
- Providing patient-centered care
- Understanding the role of leadership and strategic planning in quality management

Readings will come from a variety of recent academic journal publications.

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

This course is a preapproved McMaster elective to be taken in MHM Year 3. Students are given the option to complete the full-course HM730 (Scholarly Paper) or two half-course electives. The program is offered through a collaboration between the School of Rehabilitation Science and the DeGroote School of Business at McMaster University.

2. EXPECTED ENROLMENT:

Maximum of 18

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

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

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

Students will be evaluated as follows:

Participation / Online weekly discussion questions: estimate 35%

Assignment 1: estimate 25%

Assignment 2: estimate 40%

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

This course is a modification of C736 (Quality Management in Health Services). The content and focus have been shifted to meet the needs of the MHM program and its students (primarily managers in health care organizations) and will be delivered as an online course.

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: Pat Wakefield  Email: wakie@mcmaster.ca  Extension: 27477  Date submitted: September 5, 2014

If you have any questions regarding this form, please contact the Assistant Secretary, School of Graduate Studies, cbryce@mcmaster.ca.

SGS /2013