

# MBA PROGRAM HANDBOOK 2019-2020



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## **Ron Joyce Centre (RJC)**

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McMaster University

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*The MBA Handbook is an official publication of the School of Graduate Studies. The purpose of this handbook is to provide a place of reference for students and faculty about the internal administration and operation of the MBA program at the DeGroot School of Business at McMaster University.*

**This document is not intended to replicate or modify the information found in the School of Graduate Studies (SGS) Calendar**

**<http://academiccalendars.romcmaster.ca/index.php>. If there is any discrepancy between this document and the SGS Calendar, then the School of Graduate Studies Calendar shall prevail.**

## **Release from Liability**

McMaster University reserves the right to change or revise information contained in this handbook, including the alteration of fee structures, schedules and/or courses. The University reserves the right to limit enrollment in, or admission to, any course or Program at any level. The University will not be liable for any interruption in, or cancellation of, any academic activities as set forth in this handbook and related information where such interruption is caused by fire, strike, lock-out, inability to procure materials or trades, restrictive laws or governmental regulations, actions taken by the faculty, staff or students of the University or by others, civil unrest or disobedience, or any other cause of any kind beyond the reasonable control of the University.

# Welcome Message



The DeGroote School of Business is truly a community in pursuit of a shared mission: to foster interdisciplinary thinking and evidence-based management to transform business and society. This objective guides the educational experience that we co-create with you as students.

At DeGroote, your classmates are your friends and colleagues. You learn and grow together through group projects, exams, and presentations. You bond through competitions, charitable initiatives and social events. Faculty are your partners, pushing you to think critically, acquire essential management knowledge, and apply your learning. Staff are your cheerleaders, guiding you through the program and supporting your development. DeGroote's alumni, who can be found across the world, are your advocates, mentoring you, hiring you, and endorsing you.

With an MBA from DeGroote, you will be equipped with the competencies and leadership skills you need to succeed in a rapidly changing business environment. But you will also be prepared to thrive in your community: to be leaders at all levels and to forge positive change.

Our mission is to deliver ***Education with Purpose***. You'll find that and more in the DeGroote MBA program and through your engagement with McMaster University.

I wish you much success.

Dean Leonard Waverman

# The Canadian MBA Oath

As a professional business leader my actions will affect the wellbeing of all stakeholders; accordingly, I will strive to create and sustain value over the long term while maintaining a commitment to social, ethical, and global values.

I will be responsible to all stakeholders, and this will include employees, shareholders, customers, the community in which I operate, and all those that may be affected by my actions.

I will act with integrity and respect in all my dealings, making transparency paramount and demanding the same in return. I will allow neither ego nor malice to play a role in my decision making process.

I will conduct my activities in an environmentally sustainable manner, and will consider the true societal costs when making investment and operating decisions.

I will maintain the same care and vigilance when dealing with public money, as I would if it were my own.

I will obey and uphold local and international laws wherever and with whomever I engage in commercial activities whether personally or on behalf of a corporate, government, or non-profit entity.

I will similarly oppose corruption and any dishonest practices whether or not prohibited by local or international law. I will accept and take responsibility for my actions, honestly and without exception.

*We, as DeGroote MBA students hereby take this Oath, as professional business leaders.*

# The Student Experience Team

What is **Student Experience**? We like to think of ourselves as your cheering squad, but really we are a team of dedicated experts who help you explore, learn and transform during your time at DeGroot. In other words, we focus on your academic and professional success. Whether you have questions about which courses to take or how to tailor your resume, the Student Experience team is here to help.

The **Academic Team (SE – A)** manages Recruitment, Admissions, Retention and In-Course activities, including Academic Advising services. From the time you express interest in the program to when you convocate and walk across the stage with your degree, the Student Experience – Academic team will answer your questions and support your experience.

1. For general inquiries, see the Associate, Student Experience, in RJC room 333.
2. For advising matters relating to academic standing and regulations, general questions on course selections and specializations, and course approvals, contact an Academic Advisor ([askmba@mcmaster.ca](mailto:askmba@mcmaster.ca)) or Lisa Barty, Manager, Academic (MBA).
3. For issues relating to individual courses, see the course instructor. If the issues are not resolved to your satisfaction, contact the Program Director, Dr. Wiesner and the Area Chair.
4. For matters relating to student clubs and groups, see the appropriate officer of the MBA Association.

The **Career and Professional Development (SE – CPD)** team delivers innovative excellence in three distinct areas: career development, strategic employer partnerships and experiential learning.

## 1. Career Development

The Student Experience – Career and Professional Development office (SE – CPD) facilitates a variety of inspirational and educational learning forums for MBA students to equip themselves with the skills and tools necessary to confidently promote and market their brand to employers for summer and co-op employment as well as post-graduation careers. Our career development programming equips MBA students with the toolkit necessary to develop and execute a successful job search strategy. Students have access to one-on-one coaching sessions, group workshops and roundtables, alumni connections and networking events, corporate partner information sessions, specialized industry specific training and online career tools.

## 2. Strategic Employer Partnerships

The SE – CPD team is focused on establishing and maintaining strategic employer partnerships for full-time, summer and co-op employment opportunities. The team supports MBA students with networking activities, employer information sessions, job postings and updated industry and corporate resources.

## 3. Experiential Learning – MBA Co-op Program

Students participating in the MBA Co-op program must be mindful of the particular demands placed upon them, in addition to the academic workload of this full-time graduate program. This continuous twenty-eight (28) month program consists of four academic terms and three work terms. Co-op students are expected to participate fully in all mandatory Co-op career programming held throughout the program including; individual assessments, resume/cover letter development and critiquing, interview skills development and preparation for the recruitment process. Students must be active participants in all aspects of the preparation and recruitment processes to be competitive in securing Co-op roles. This includes the accountability of staying informed of job postings, application deadlines, as well as dates and interview times. Students must accept the Co-op Terms & Conditions the beginning of each Co-op recruitment cycle, which fully outlines their role and responsibilities during the co-op recruitment process and while on work term.

## GENERAL CONTACT INFORMATION

<b>Hours of Operation:</b>	Monday to Friday – 8:30 a.m. to 4:30 p.m.
<b>Location:</b>	RJC 333
<b>Booking Appointments:</b>	Please use OSCARplus to schedule appointments <a href="https://www.oscarplusmcmaster.ca">https://www.oscarplusmcmaster.ca</a>
<b>The Academic Team:</b>	905-525-9140 ext. 20511 <a href="mailto:askmba@mcmaster.ca">askmba@mcmaster.ca</a> (Academic & MBA program inquiries)
<b>Career &amp; Professional Development:</b>	905-525-9140 ext. 27759 <a href="mailto:cbcd@mcmaster.ca">cbcd@mcmaster.ca</a> (All career inquiries) <a href="mailto:mbacoop@mcmaster.ca">mbacoop@mcmaster.ca</a> (Co-op specific inquiries)

## STUDENT EXPERIENCE CUSTOMER SERVICE STANDARDS

The Student Experience team strives to deliver quality customer service every day. Generic email accounts are reviewed several times each business day. We encourage students to use these email addresses for communication or to direct their questions to any member of the Student Experience team. For team member coordinates, please refer to the Student Experience Team directory in this calendar.

All efforts will be made to respond to voicemail and email messages within 1 business day but it may take up to 2 business days during peak times.

## DeGroote School of Business Directory

### OFFICE OF THE DEAN, FACULTY OF BUSINESS

<b>Dean</b> Leonard Waverman DSB 244A RJC 426C ext. 24431 <a href="mailto:deanbus@mcmaster.ca">deanbus@mcmaster.ca</a>	<b>Associate Dean (Graduate Studies and Research)</b> Khaled Hassanein DSB A202 ext. 23956 RJC 436 ext. 23950 <a href="mailto:hassank@mcmaster.ca">hassank@mcmaster.ca</a>
<b>Associate Dean (Faculty Affairs and Accreditation)</b> Anna Danielova DSB 241 RJC 426B ext. 26996 <a href="mailto:adbusfa@mcmaster.ca">adbusfa@mcmaster.ca</a>	<b>Director, MBA Program</b> Willi Wiesner RJC 233 ext. 23985 <a href="mailto:wiesner@mcmaster.ca">wiesner@mcmaster.ca</a>
<b>Associate Dean (Academic)</b> Sue McCracken DSB 245 ext. 23993 <a href="mailto:smccrac@mcmaster.ca">smccrac@mcmaster.ca</a>	<b>Director of Finance &amp; Administration</b> Susan Mitchell DSB 244A ext. 27295 <a href="mailto:mitchel@mcmaster.ca">mitchel@mcmaster.ca</a>

## FACULTY AREA CHAIRS

### Accounting and Financial Management Services

Lilian Chan  
DSB 325 ext. 23974 [ylchan@mcmaster.ca](mailto:ylchan@mcmaster.ca)

### Finance and Business Economics

Narat Charupat  
DSB 314 ext. 23987 [charupat@mcmaster.ca](mailto:charupat@mcmaster.ca)

### Health Policy and Management

Glen Randall  
DSB 206 ext. 26191 [randalg@mcmaster.ca](mailto:randalg@mcmaster.ca)

### Human Resources Management

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DSB 417 ext. 23946 [schata@mcmaster.ca](mailto:schata@mcmaster.ca)

### Information Systems

Brian Detlor  
DSB A201 ext. 23949 [detlorb@mcmaster.ca](mailto:detlorb@mcmaster.ca)

### Marketing

Manish Kacker  
DSB 202 ext. 21658 [mkacker@mcmaster.ca](mailto:mkacker@mcmaster.ca)

### Operations Management

Elkafi Hassini  
DSB 414 ext. 27467 [hassini@mcmaster.ca](mailto:hassini@mcmaster.ca)

### Strategic Marketing

Nick Bontis  
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## STUDENT EXPERIENCE

### Director, Student Experience

Jennifer McCleary  
RJC 333 ext. 20510 [jmcclea@mcmaster.ca](mailto:jmcclea@mcmaster.ca)

### Associate, Student Experience

Kathia Lopez  
RJC 333 ext. 20511 [lopezke@mcmaster.ca](mailto:lopezke@mcmaster.ca)

## STUDENT EXPERIENCE – ACADEMIC

### Manager, Student Experience – Academic (MBA)

Lisa Barty  
RJC 333 ext. 24793 [bartyl@mcmaster.ca](mailto:bartyl@mcmaster.ca)

### Program Lead, MBA

Jennifer Dunk  
RJC 333 ext. 23648 [dunkjc@mcmaster.ca](mailto:dunkjc@mcmaster.ca)

### MBA Academic Advisor

Maddy Burley  
RJC 333 ext. 24085 [burleym@mcmaster.ca](mailto:burleym@mcmaster.ca)

### MBA Academic Advisor

Carolyn Colwell  
RJC 333 ext. 26565 [colwell@mcmaster.ca](mailto:colwell@mcmaster.ca)

### MBA Program Officer

Melanie Pulling  
RJC 333 ext. 27300 [pullingm@mcmaster.ca](mailto:pullingm@mcmaster.ca)

### Recruitment & Admissions Manager

Rita Chen  
RJC 333 ext. 24049 [chenr38@mcmaster.ca](mailto:chenr38@mcmaster.ca)

### Recruitment & Admissions Manager

Steven Walker  
RJC 333 ext. 24105 [swalker@mcmaster.ca](mailto:swalker@mcmaster.ca)

### Admissions Officer

Angela Fiorillo  
RJC 333 ext. 20088 [fiorill@mcmaster.ca](mailto:fiorill@mcmaster.ca)

### Graduate Recruitment & Retention Officer

Chandani Sheth  
RJC 333 ext. 23940 [shethc2@mcmaster.ca](mailto:shethc2@mcmaster.ca)

### MBA Admissions Coordinator

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**Communications Specialist**

Meagan Keane

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**Blended Learning MBA Program****Educational Developer**

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**STUDENT EXPERIENCE – CAREER & PROFESSIONAL DEVELOPMENT****Manager, Career & Professional Development**

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**Manager, Employer Development**

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**Relationship Manager**

Lisa Keenan

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**Relationship Manager**

Jacque Gomes

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**Relationship Manager**

Mia Callaghan

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**Associate, Recruitment Programs & Events (MBA)**

Pamela Lauren

RJC 333 ext. 27759

[pamela@mcmaster.ca](mailto:pamela@mcmaster.ca)

**MBA ASSOCIATION (MBAA)****General Contact Information**

RJC 259 ext. 24206

<http://mbaa.degroote.mcmaster.ca>

# Structure of the MBA Program

## PROGRAM DURATION

### MBA

Students in the DeGroot MBA program complete four academic terms with the option of completing a summer job search between years 1 and 2. While most students complete the program over two academic years (as per the sequence below), students may choose to complete four consecutive academic terms and complete the program in 16 months. Students wishing to consider a 16-month sequence are strongly encouraged to speak with an Academic Advisor, as course selections in the summer term are limited.

DeGroot MBA Sequencing (20 month option)				
Term 1	Term 2		Term 3	Term 4
Fall	Winter	Summer	Fall	Winter
Academic	Academic	Off	Academic	Academic

### Accelerated MBA

The Accelerated program may be taken on a full-time or part-time basis. Full-time Accelerated students, taking 5 courses per term will complete the program in two academic terms as follows:

MBA Full-time Accelerated Term Sequencing	
Term 3	Term 4
Fall	Winter
Academic	Academic

Part-time accelerated students will complete 1 – 2 courses per term until their degree requirements are complete.

### MBA with Co-op

Students in the DeGroot MBA with Co-op program must complete three work terms in addition to four academic terms. The program follows a traditional Co-op sequence, alternating between academic and work terms until the completion of the program.

MBA Co-op Term Sequencing						
Year 1	Year 1	Year 1	Year 2	Year 2	Year 2	Year 2
Fall	Winter	Summer	Fall	Winter	Summer	Fall
Academic	Work	Academic	Work	Academic	Work	Academic

Off-cycle sequencing options may be considered but are restricted and must be approved by the Manager, Career and Professional Development and Manager, Academic

### Vacation

MBA students are required to attend academic and work terms full-time and are not permitted to schedule vacations outside of the official university breaks.

All MBA students will have the following breaks in their academic schedules:

- First academic term: Late December (after final examination period is complete) up to the first day of classes or first day of your work term in early January
- Second academic term: Following exams and completion of the Integrated Project (generally last 2-3 weeks of April for Winter term students and last 2-3 weeks of August for Summer term students)
- Please note we do NOT have a mid-term recess (“Reading Break”) in the fall term of MBA. MBA students will receive a mid-term break when they are registered in an academic term during the winter. The mid-term break is usually mid-February and aligned with Family Day weekend). Students completing a work term during Winter term do NOT take this break.

***A note about the beginning of Co-op work terms*** – Start times for Co-op work terms vary depending on employer needs. Therefore, MBA with Co-op students may not have the opportunity for the same scheduled breaks as other MBA students.

Students are strongly encouraged to book vacations and holidays during the above-mentioned breaks. Students enrolled in a Co-op work term are not permitted to take vacations while on work term as the required work term duration is minimum 14 consecutive (uninterrupted) weeks.

# Summary of Program Requirements

## Required Courses:

### YEAR 1: Academic Term 1

<b>SGS 101</b>	Academic Research Integrity and Ethics (* see below)
<b>SGS 201</b>	Accessibility for Ontarians with Disabilities Act (AODA) Training (* see below)
<b>L611</b>	Foundations 1
<b>I601</b>	Managing Financial Resources
<b>I602</b>	Economics & Business
<b>I603</b>	Competing Through Digital Transformation & Analytics
<b>I604</b>	Creating Customer Value
<b>I605</b>	Managing Organizations

### YEAR 1: Academic Term 2

<b>L625</b>	Foundations 2
<b>A650</b>	Accounting for Decision Makers
<b>F650</b>	Firms and Markets
<b>L626</b>	Integrating Project

### Plus 3 of the following electives:

<b>M650</b>	Strategic Marketing Management
<b>B650</b>	Managing People in Organizations
<b>C650</b>	Introduction to Health Management
<b>K650</b>	Information Systems in Business
<b>O650</b>	Operations Management

*\* ALL incoming MBA students must complete the following two online modules within the first 4 weeks of term.*

### **SGS 101 / Academic Research Integrity and Ethics**

All graduate students, including all new MBA students (full time, part-time, Co-op, accelerated), must complete the course SGS 101 - Academic Research Integrity and Ethics within the first academic term of their program. The purpose of this course is to ensure that the standards and expectations of academic integrity and research ethics are communicated early and are understood by incoming students. **A graduate student may not obtain a graduate degree at McMaster without having passed this course. In the event that a student fails this course, they must retake it at the earliest opportunity.** This course will introduce incoming graduate students to the standards of academic integrity expected at McMaster. It will provide examples of acceptable and unacceptable practices and will clarify the responsibility and expectations of graduate students with respect to academic integrity. Students will be exposed to the Academic Integrity Policy of McMaster and best practices will be described that will minimize the likelihood of incorrectly attributed work from appearing in their assignments and research records.

## **SGS 201 / Accessibility for Ontarians with Disabilities Act (AODA) Training**

All graduate students, including all new MBA students (full time, part- time, Co-op, accelerated), **must complete** the course training on the Accessibility for Ontarians with Disabilities Act (AODA), which can be completed on-line <http://www.mcmaster.ca/accessibility/> within the first academic term of their program . Having an understanding of how we can identify and reduce attitudinal, structural, information, technological, and systemic barriers to persons with disabilities is core to McMaster University's commitment to supporting an inclusive community in which all persons are treated with dignity and equality, and completion of AODA training is critical as McMaster's graduates move forward in their varied, chosen professions. **Students may not graduate or register for subsequent terms in their program until they have completed their required training.**

# Specializations of the MBA Program

## CHOOSING A SPECIALIZATION

Second year students will choose one of the following specializations upon successful completion of year 1 of the program:

- General
- Accounting and Financial Management Services
- Finance
- Health Services Management
- Strategic Business Valuation
- Strategic Marketing
- Supply Chain Management (discontinued for students joining the program after Fall 2018)
- Business Analytics (new for 2019)

Students Are responsible for ensuring that they meet all requirements of their chosen specialization.

## GENERAL MBA

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

*and eight 700-level courses*

The General MBA is designed for students who are interested in completing courses from a broad range of business topics. The General MBA might also be considered by those intending to start their own business enterprise.

## ACCOUNTING AND FINANCIAL MANAGEMENT SERVICES

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

*in addition, five of the following:*

- A701** Intermediate Financial Accounting I
- A702** Intermediate Financial Accounting II
- A703** Advanced Financial Accounting
- A717** Seminar in Accounting Theory
- A721** Management Accounting Information for Strategic Development
- A723** Accounting Information Systems
- A730** Canadian Taxation I
- A732** Canadian Income Tax Fundamentals
- A733** Canadian Taxation II
- A745** Assurance
- A750** Financial Statement Analysis
- P745** Corporate Governance  
      Selected Topics in Accounting

*plus 3 electives*

*Note: students must ensure that they meet the prerequisites for any 700 level course they wish to take.*

The Accounting and Financial Management Services Specialization emphasizes the fundamental areas and current issues in financial reporting, including the problems of measurement and reporting to both internal and external users of financial information. Course work is required in the various functional areas of business in Year 1 and the election of further work in finance, economics, information systems, and quantitative methods is strongly encouraged in Year 2.

This specialization provides students with a wide variety of career options. Graduates may pursue careers in financial reporting, public accounting (specializing in auditing and assurance, forensic accounting, taxation), business valuations, or bankruptcy trusteeship. Other career opportunities include management accounting positions in for-profit and not-for-profit business environments as Chief Financial Officers, controllers, financial analysts, and treasury officers responsible for developing reporting and control systems as well as decision support systems within organizations. A specialization in Accounting and Financial Management Services also provides opportunities for access to positions in financial institutions as credit officers and financial specialists as well as opportunities in management consulting in areas requiring financial expertise.

The Accounting and Financial Management Services specialization serves as a gateway to valuable professional financial designations and contains maximal embedded career options. Choosing this specialization enables one to be in a position to qualify for a financial designation such as Chartered Professional Accountant (CPA), and Chartered Financial Analyst (CFA).

The Accounting and Financial Management Services Specialization in the MBA program is accredited by the Chartered Professional Accountants of Ontario (CPA Ontario). Students who are considering a CPA designation must complete the following courses: I601, I602, A650, F650, A701, A702, A703, A717, A721, A723, A730, A733, A745, P720, and P722. The above courses are prerequisites to entry into CPA Ontario Professional Education Program (PEP). Students may consider DeGroot's Graduate Diploma in Professional Accountancy (GDPA) to obtain advanced standing in PEP.

Further opportunities for meeting educational requirements for professional designations are available to students in all

MBA programs. Additional course work may be taken while in the program. Further units of credit may also be taken after graduation. Information concerning credit towards these professional designations can be obtained from the Student Experience - Academic team at the Ron Joyce Centre.

\*BUS A750 is recognized as an equivalent of BUS&COM 4AJ3.

*Disclaimer: The ICAO has adopted the new designation (CPA) effective November 1, 2012. The last UFE exam for the CA designation was offered in September 2014. (CPA Canada and CPA Ontario are in the process of developing transitional programs to support students currently in university programs. For more information, please visit [www.cpacanada.ca](http://www.cpacanada.ca))*

## FINANCE

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

*and five of the following:*

- E714** Business and Economic Forecasting
- F700** Valuation for Finance Professionals
- F701** Alternative Investments and Portfolio Management\*
- F710** Financial Economics and Quantitative Methods
- F711** Financial Institutions
- F712** Applied Corporate Finance
- F713** Security Analysis\*#
- F714** Options and Futures: Theory and Applications
- F715** Portfolio Theory and Management
- F716** International Financial Management
- F717** Financial Statement Analysis\*
- F720** Small Business/Entrepreneurial Finance
- F721** Mergers, Acquisitions, and Corporate Control
- F722** Market Trading and Risk Management Using Options
- F723** Fixed Income Analysis\*
- F724** Venture Capital and Private Equity
- F725** Personal Financial Management#
- F726** Behavioural Finance
- F727** Working Capital Management
- F730** Pension, Retirement and Estate Planning#
- F731** Insurance and Risk Management#
- F732** Personal Financial Planning and Advising#
- F733** Financial Risk Management
- F734** Real Estate Finance and Investment
- F735** Financial Modelling
- F736** Ethics and Professional Practice in Finance\*
- F737** Financial Fraud and Market Surveillance
- F740** Islamic Finance
- F741** Introduction to FinTech
- F742** Market Trading and Risk Management Using Futures
- F743** Big Data in Finance
- F718/28/38** Selected Topics in Finance

*plus 3 electives*

*Note: students must ensure that they meet the prerequisites for any 700 level course they wish to take.*

The Finance specialization offers a complete range of courses to prepare the student for a

career in finance. In I601 and F650, the introductory courses which all MBA students must take, students are introduced to the financial market tools of risk-return tradeoffs, bond and stock valuation, portfolio theory, and market efficiency. On the corporate side, students are introduced to concepts such as cost of capital, capital structure and dividend policy. In advanced courses, students deepen their practical understanding through the use of models currently used in financial markets: options, futures and other derivatives, portfolio management, and forecasting and quantitative methods. Students apply concepts in cases, computer simulations, projects, and market analysis.

Among other things, the Specialization is designed to prepare students for the exams required to obtain the Chartered Financial Analyst (CFA) and Certified Financial Planner (CFP) designations. **The Finance specialization has been recognized by the CFA Institute as meeting the requirements for membership in its University Recognition Program. At a minimum, students pursuing the CFA designation should take the courses marked with an asterisk (\*).**

Career opportunities for graduates in finance include employment in the financial services sector, a sector which currently accounts for about one-fifth of the Canadian economy and continues to grow – banks, trusts, management consulting, investment banks, pension funds, mutual funds, real estate and insurance companies. The financial function in corporations offers opportunities for the finance specialist as well. For more information, students should contact the Finance and Business Economics Chair, Dr. Narat Charupat, at [finchair@mcmaster.ca](mailto:finchair@mcmaster.ca) or refer to the Finance and Business Economics Area's "Information for MBA Students" found at <https://mbastudent.degroote.mcmaster.ca/program-information/specializations/finance/>.

## HEALTH SERVICES MANAGEMENT

Required:     **P700** Business, Government and the Global Environment  
                  **P720** Strategic Management  
                  **C711** Health Economics and Evaluation  
                  **C721** Health Policy Analysis

*in addition, three of the following:*

**C700** Introduction to Health Management (Only students admitted prior to 2016 are eligible to count this course)  
**C715** Health Care Funding and Resource Allocation  
**C722** Management of Population Health  
**C725** Managing Communications in Health Care  
**C727** Pharma/Biotech Business Issues  
**C735** Proposal Development for Health Care Leaders  
**C736** Quality Management in Health Services  
**C741** Health Care Marketing  
**C750** Ethical and Legal Issues in Health Care

*plus 3 electives*

**Note: students must ensure that they meet the prerequisites for any 700 level course they wish to take.**

### **Co-op Students:**

*Co-op students are required to complete at least two out of three work terms in the Health Services Management field.*

### **Part-time/Accelerated/MBA (without Co-op):**

*Eligible individuals who have a minimum of one year of work experience in a health services setting are able to take the Health Services Management specialization of the MBA program.*

The competent professional health services manager is a critical element in the framework of effective and efficient delivery of health services. Such individuals need solid management grounding in the fundamentals of planning, operations and evaluation, and a broad orientation to the realities, limitations, and potentialities of our health “system”.

The underlying assumption of this specialization is that a solid MBA training, including selected graduate courses in health services, coupled with a range of work term experiences in the health sector designed with specific educational objectives, will produce a unique graduate with accelerated capabilities in the health services field. The health services management (HSM) specialization also provides the added benefit of preparing students for a career and certification as a Certified Health Executive (CHE), Canada’s only professional credential available to health leaders, under the DeGroot School of Business’ strategic alliance with the Canadian College of Health Leaders (CCHL).

For those who choose Co-op, the work-study nature of the MBA Co-op program is an excellent educational format. The three work terms provide a 12-month “residency” training period as an integral part of the total educational experience. To the extent possible, the work term sites and activities are based on the student’s interests and needs. During each work term, the student receives on-the-job training under the guidance of a supervisor (preceptor) from the work setting. MBA Co-op work terms in the Canadian health services management field can be credited towards the CHE practical experience requirement.

This specialization provides students in the full-time and Co-op option a fast-track opportunity to earn the MBA

degree and CHE designation. Students who enroll in the strategic alliance must complete the CHE program requirements within three years from the date of enrollment.

For more information, please visit <http://www.cchl-ccls.ca/>

## STRATEGIC BUSINESS VALUATION

Required:     **P700** Business, Government and the Global Environment  
                  **P720** Strategic Management  
                  **V700** Strategic Business Analysis and Valuation  
                  **V704** Advanced Strategic Business Valuation

*in addition, three of the following:*

**F712** Applied Corporate Finance  
                  **F713** Security Analysis  
                  **F721** Mergers, Acquisitions, and Corporate Control  
                  **V701** Financial Statement Analysis  
                  **V702** Behavioural Finance  
                  **V703** Financial Modeling and Valuation  
                  **V705** Venture Capital and Private Equity

*plus 3 electives*

*Note: students must ensure that they meet the prerequisites for any 700 level course they wish to take.*

DeGroot MBA students enrolled in the Strategic Business Valuation (SBV) specialization who have taken and passed V700 Strategic Business Valuation and V704 Advanced Strategic Business Valuation will be granted exemptions from two of the six required courses in the Canadian Institute of Chartered Business Valuators program of studies leading to the Chartered Business Valuator (CBV) designation. These two courses will also serve as preparation for the exams of two courses of the CICBV: Introductory Business and Securities Valuation (the “Introductory Course”) and Intermediate Business & Securities Valuation (the “Intermediate Course”).

Students in the Strategic Business Valuation specialization learn best practices for business valuation through a unique interdisciplinary approach using a blend of finance, economics, and accounting principles, which include investigative techniques to identify the drivers of value in an enterprise; case analysis and class discussion; and panel discussions with industry experts. They are exposed to valuation models and analytical techniques that value a business, including both tangible and intangible assets, drawing upon both traditional valuation techniques and newer, more contemporary approaches. The purpose is to accurately and exhaustively profile firms to identify those that meet rigorous standards of excellence and growth and to develop strategies for further value enhancement and preservation.

The underlying philosophy of this whole-business approach is that wise investments are made for the long run rather than for quick returns through rapid buying and selling. This approach requires the identification of firms for investment, which have enduring financial health and growth. Such long-term potential can only be assessed through a complete analysis of the firm and the drivers of value.

The pedagogy in the specialization stresses the use of conceptual/theoretical material in analyses that have practical value in solving the kinds of problems and making the kinds of decisions that are encountered in the workplace. Graduates are thus prepared to enter unique positions in, business valuation, credit analysis, consulting, and corporate management, and are well prepared to assume positions of responsibility relatively quickly.

## STRATEGIC MARKETING

Required:     **P700** Business, Government and the Global Environment  
                  **P720** Strategic Management  
                  **M731** Marketing Research

*in addition, four of the following:*

**M713** International Marketing Management  
**M721** Business Marketing  
**M722** Health Care Marketing  
**M724** Innovation and New Products  
**M727** Marketing Communication  
**M732** Consumer Behavior  
**M733** Marketing Analytics  
**M734** Strategic Marketing Analysis  
**M736** Services Marketing  
**M740** Corporate Reputation and Brand Management  
**M750** Consultative Selling  
**M751** Sustainability and Corporate Social Responsibility  
**P715** Entrepreneurship  
**P731** Crisis Management and Communications  
**M718/28/38...** Selected Topics in Marketing

*plus 3 electives*

*Note: students must ensure that they meet the prerequisites for any 700 level course they wish to take.*

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Professional marketers act in a forward-looking manner to create, maintain, and enhance relationships among different stakeholders to facilitate such exchanges. Highly successful marketers understand both the quantitative (e.g. economics) as well as the qualitative (e.g. psychology, sociology and politics) aspects of customer behaviour in consumer and business markets.

The Strategic Marketing Specialization provides MBA students a diverse selection of courses to develop the broad understanding of the fundamental concepts, theories and applications needed to be a successful marketer. Integrated experiential learning is an important part of this education. This is achieved via projects with local and national businesses, cases, research projects, and marketing simulations.

Graduates in this specialization are well prepared for careers in marketing management, new product marketing, brand management, services marketing, marketing analytics, marketing research, retailing, sales, advertising, promotion etc. Students are provided with the education and experience to become highly successful in both consumer and business marketing professions as well as to effectively operate in domestic and international markets.

## **BUSINESS ANALYTICS**

Required: **K723** Data Mining and Business Intelligence  
**0701** Modelling and Analytics Using Spreadsheets  
**0711** Predictive Modelling and Analytics  
**0715** Simulation for Business Analytics  
**P700** Business, Government and the Global Environment  
**P720** Strategic Management

### **Finance Track**

#### **Required:**

***F741 Introduction to Fin Tech F743 Big Data in Finance***

#### **One Elective From:**

F713 Security Analysis; F714 Options and Futures: Theory and Applications; F715 Portfolio Theory and Management; F719 Independent Research Project in Finance;

F722 Market Trading and Risk Management with Options; F723 Fixed Income Analysis; F733 Financial Risk Management; and F735 Financial Modelling

### **Information Systems Track**

#### **Three of the Following:**

*eHealth 746 Healthcare Analytics*  
*K724 eBusiness Strategies*  
*K725 Business Process Management*  
*K735 Managing the Implementation of Enterprise Planning Systems*  
*K737 Cases in eBusiness, Innovation and Entrepreneurship*

### **Marketing Track**

#### **Three of the Following:**

*M719 Independent Research Project in Marketing*  
*M731 Marketing Research*  
*M733 Marketing Analytics*  
*M734 Strategic Marketing Analysis*

### **Operations and Supply Chain Management Track**

#### **Three of the Following:**

0719 Independent Research Project in Operations Management  
0721 Inventory Management and Production Planning  
0725 Business Logistics  
0726 Methods for Quality Management  
0734 Supply Chain Management  
0735 Strategic Procurements

*Note: students must ensure that they meet the prerequisites for any 700 level course they wish to take.*

Business Analytics is a cross-discipline specialization that incorporates descriptive, predictive and prescriptive analytics courses as well as application courses. In addition to the required Year 1 foundational functional areas of business courses, the specialization offers foundational courses in predictive and prescriptive courses in Year 2. Most

of the courses will make use of relevant analytics software to equip the students with the necessary analytics platforms. Many industry leaders have touted data analytics as the next frontier for innovation and productivity. The employment growth in data analytics is predicted to be the largest among all occupations in Canada. This specialization provides students with a wide variety of career options in the area of business analytics with three application tracks in finance, marketing and operations.

The Business Analytics specialization serves as a gateway to valuable professional designations such as INFORMS Certified Analytics Professional (CAP) designation as well as the SAP Business Integration Certification program.

# Registration Information

Registration for the MBA program is completed on-line through the Mosaic system found at <http://mosaic.mcmaster.ca>. Eligible students may access Mosaic from any computer.

## **Before commencing registration in Mosaic:**

- Refer to the Dates and Deadlines chart on the [Current Students website](#).
- Ensure that you have activated your MacID before accessing the Mosaic system.
  - Check the Graduate Calendar (<https://academiccalendars.romcmaster.ca>) and MBA Handbook for program requirements.

Contact an MBA Academic Advisor in the Student Experience – Academic office if you require academic advising.

## **A student may not register in a course until all prerequisites have been successfully completed.**

MBA and MBA with Co-op students are enrolled in all required courses. Students cannot select alternate courses or change cohorts. Students in terms 2, 3 and 4 are reminded to monitor the add/drop date if they wish to change their course selection. The Manager, Student Experience - Academic, or the MBA Academic Advisor in the Student Experience – Academic office, must authorize any late change in registration due to exceptional circumstances (e.g. medical) made in writing.

Normally, students enrolled in the MBA program may not be enrolled in any other program of studies simultaneously. Exceptions to this rule are rare and must be approved by the MBA Program Director and Associate Dean.

Registration is not considered to be complete until the student has cleared all outstanding accounts with the University and has either paid tuition fees for the current term or been granted permission to defer payment. At any date after fees become due, a student's academic privileges may be cancelled for non-payment. No student shall be eligible for any examinations, examination results, grades, or degree until any accounts owing to the University are paid.

## **COURSE LOAD**

Students enrolled in the MBA program wishing to alter their course load from the standard course load per term should submit the "Petition for Special Consideration" form, found at <http://mbastudent.degroot.mcmaster.ca/files/2013/03/Petition-for-Special-Consideration.pdf>, to the Student Experience – Academic office prior to the beginning of the academic term.

First year full-time and Co-op students must take all required courses as assigned in each of the first two academic terms. Students are not permitted to take additional courses in the first two academic terms (equivalent to their first year of studies). Requests to take up to six courses per term in their second academic year are reviewed on a case-by-case basis by the Academic Advisors and Manager, MBA (Academic).

## **Other important considerations regarding course loads:**

The University or any other employer shall not regularly employ an MBA student enrolled in an academic term for more than an average of ten hours per week. The ten-hour limit includes work as a Teaching Assistant at McMaster and within or outside of McMaster.

Co-op students are not permitted to enroll in courses during their work terms. Students may ask for special

consideration to enroll in one course either of their second or third work terms. As a part of the request for special consideration, the student will need to submit a letter of support from their Co-op employer. These courses are considered to be off sequence courses.

Any course taken off sequence, including an independent research project course, is considered a part-time course and is subject to the applicable part-time tuition fees. Please keep in mind that three or more courses taken in a term is considered a full course load, and therefore students must pay the full tuition and fees for any term in which they take three or more courses, regardless of whether or not they have paid for a course taken off sequence. For further information, please contact an MBA Academic Advisor in the Student Experience – Academic office.

### **Extra Courses**

In second year, students who wish to take additional courses beyond those necessary to complete degree credit requirements (e.g. to take additional electives) must consult with and obtain the permission of an MBA Academic Advisor. You cannot register for an extra course in Mosaic. Please contact an MBA Academic Advisor in the Student Experience – Academic office for details.

These additional courses are designated as ‘extra’. Extra courses do not count toward your degree and are not to be included in the grade average but do appear on your transcript. The notation for the course on your transcript will be “EXTRA”.

### **Ontario Visiting Graduate Students (OVGS)**

The Ontario Visiting Graduate Student Plan (OVGS) allows a graduate student of an Ontario university (Home University) to take graduate courses at another Ontario University (Host University) while remaining enrolled at his/her own university. The plan allows the student to bypass the usual application for admission procedures and resultant transfer of credit difficulties. The student enrolls and pays fees to his/her Home University and is classed as an “Ontario Visiting Graduate Student” at the Host University where he/she pays no fees.

The course(s) selected must be at the graduate level and there must be no comparable course(s) offered at the DeGroote School of Business. The course(s) selected must be required for the student’s degree program.

Please note: Permission to complete a course via the OVGS program will generally only be given in rare cases where McMaster is unable to offer the course. All requests to participate in OVGS are reviewed by the Associate Dean.

### **Courses Taken in Ontario**

If the course will be taken at a University in Ontario, the process is as follows:

- The student must speak to an MBA Academic Advisor in the Student Experience – Academic office to obtain permission to take the course.
- If permission is granted, the student must contact the host University and follow their procedure to register in the course.
- The student must complete the Ontario Visiting Graduate Student Application found on the Graduate Studies website at <http://graduate.mcmaster.ca/> and submit it to the Student Experience – Academic office.
- Tuition for the course is paid to McMaster University.

### **Courses Taken Outside of Ontario**

If the course will be taken at a University outside of Ontario, the process is as follows:

- The student must speak to an MBA Academic Advisor in the Student Experience – Academic office to obtain permission to take the course.

- If permission is granted, the student must contact the host University and follow their procedure to register in the course.
- Tuition for the course is paid to the host University.

Permission will not be granted for requests to take a course at another institution for the purpose of reducing course load in a future term. The maximum number of MBA courses that a McMaster University MBA student may take at another University is two, for their entire MBA degree.

### **Auditing Courses**

- Registered, second-year MBA students are eligible to audit courses.
- You must have successfully completed the prerequisites for the course and received approval from an Academic Advisor in the Student Experience – Academic office to audit a course.
- You must register to audit a course. Mosaic is unavailable for this process. The request to audit MBA course application can be found on our website at <http://mbastudent.degrootemcmaster.ca/files/2013/03/Request-to-Audit-MBA-Course.pdf>. Please submit this application to the Student Experience – Academic office.
- When you audit a course, you attend classes but do not complete assignments or write the final exam.
- While auditing, you may be able to register for credit in the course if you contact the Student Experience – Academic office before the registration deadline.
- Students who have audited a course are not eligible to register for the audited course in future terms.
- You do not receive credit for the completed course. A notation of “AUD” will be added onto your transcript.
- The fee to audit a course is half the cost of a full course.

### **DATES AND DEADLINES**

For a complete list of important dates and deadlines, please visit the MBA Program Current Students website. <https://mbastudent.degrootemcmaster.ca/program-information/dates-and-deadlines/>

# Evaluation

## **MID-TERM AND FINAL EXAMINATIONS**

Students must be available for the duration of the posted exam period regardless of their personal exam schedule. In the event that an exam must be rescheduled due to unforeseen circumstances (university closure, power outage, storm etc.), the exam must be rescheduled during the remainder of the exam period.

Punctuality is essential. No extra time will be given to those arriving late. No student will be admitted to an examination room more than 30 minutes after the start of any exam. No student may leave the room to withdraw from an examination during the first 45 minutes of any exam. Students must leave the room immediately after handing in their examination materials.

Final exam schedules will be posted within three weeks after the term's Add / Drop date.

## **MISSED MID-TERM EXAMINATIONS / TESTS / CLASS PARTICIPATION**

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons as determined by the Student Experience – Academic office, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the Student Experience – Academic office within five (5) working days upon returning to school.

**Approved absences generally are related to one of the following categories: personal medical issue, death of a family member or religious observance.**

To document absences for health related reasons, please provide the Petition for Missed Term Work and the McMaster University Student Health Certificate, which can be found on the DeGroote website at <http://mbastudent.degroote.mcmaster.ca/forms-and-applications/>.

Students who write examinations while ill will not be given special consideration after the fact. A request for a deferred examination privilege must be made in writing to the Student Experience – Academic office within five business days of the missed examination.

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

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

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the Student Experience – Academic office at least ten (10) business days before the scheduled exam along with acceptable documentation. Instructors cannot themselves allow students to unofficially write make-up exams/tests. The Student Experience – Academic office, must handle adjudication of the request.

Deferred examination privileges, if granted, must be satisfied during the examination period at the end of the following term. There will be one common sitting for all deferred exams. Deferred examination privileges, if granted, must be satisfied during the examination period at the end of the following term. There will be one common sitting for all deferred exams. Requests for a second deferral or rescheduling of a deferred examination will not be considered.

Note: A fee of \$50 will be charged for a deferred exam written on campus and a fee of \$100 for deferred exams written elsewhere. In cases where the student's standing is in doubt, the Graduate Admissions and Study Committee may

require that the student with one or more deferred examination privileges refrain from re-registering until the examination(s) have been cleared.

If an assignment, mid-term or exam is missed without an approved absence, students will receive a grade of zero (0) for that component.

## **MISSED FINAL EXAMINATIONS**

Final course examinations of a term are given immediately following the close of that term. Students must be available for the duration of the posted exam period regardless of their personal exam schedule. This is to ensure student availability throughout the entire final exam period in the event that an exam must be rescheduled due to unforeseen circumstances (university closure, power outage, storm policy, etc.). A student who misses a final examination without good reason will receive a mark of 0 on the examination.

All applications for deferred and special examination arrangements must be made to the Student Experience – Academic office. Failure to meet the stated deadlines may result in the denial of these arrangements. For more information, please see <http://mbastudent.degroote.mcmaster.ca/exams/>.

Deferred examination privileges, if granted, must be satisfied during the examination period at the end of the following term. There will be one common sitting for all deferred exams.

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

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

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

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic office within five business days of the missed examination.

Special examination arrangements may be made for students unable to write at the posted exam time due to compelling reasons (for example religious reasons). Students who have religious obligations, which make it impossible to write examinations at the times posted, are required to produce a letter from their religious leader stating that they are unable to be present due to a religious obligation.

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

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic office within ten business days of the end of the examination period.

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

## THE GRADING SYSTEM

The grade for a course is normally determined by combining the grades obtained on classwork, assignments, tests, and examinations. The method for determining the final grade is to be stated in the course outline. The results of all courses attempted will appear as letter grades on the student's transcript. Letter grades and the grade points assigned are indicated in the table below.

### The 6-point MBA Grade Scale is:

Grade	Points
A+	12
A	11
A-	10
B+	9
B	8
B-	7
F	0

**Dean's Honour List:** The minimum grade point average for the Dean's Honour List (DHL) is 10.5 (between A- and A). Year 1 students who maintain a 10.5 average on ten 600-level courses, including any courses that are waiver replacements, or Year 2 students who maintain a 10.5 average on all 700-level courses completed in second year, will be named to the Dean's Honour List. A minimum of eight (8) courses must be taken in Year 2 in order to be eligible. Excluded are courses defined as "extra" (see Course Load Section of this calendar). Students who participate in exchange programs are not eligible for the Dean's Honour List in their second year of studies.

# Academic Policies

## **FAILING GRADES AND CONTINUATION**

All MBA programs follow McMaster's policy on Failing Grades and Incomplete Grades (section 2.6.4 of the Graduate Calendar).

*"All instances of failures are reviewed by the appropriate Faculty Committee on Graduate Admissions and Study or the Associate Dean acting on its behalf. The Faculty Committee on Graduate Admissions and Study or the Associate Dean acting on its behalf requests a departmental recommendation regarding the student, and this recommendation is given considerable weight. In the absence of a departmental recommendation to allow the student to continue, the student will be required to withdraw. Those allowed to remain in the program must either repeat or replace the failed course. A failing grade in a Certificate, Diploma, Master's or Doctoral course remains on the transcript. Students who fail a second course will not normally be allowed to continue in the program."*

*Under exceptional circumstances a course instructor may approve an extension for the student for the completion of work in a course and assign an Incomplete grade (INC). At the same time, the instructor submits an incomplete grade they have to also submit a lapse to grade - which is the grade that will default to at the date to clear incompletes. Normally this extension is in the range of a few weeks. A student who receives this permission must complete the work as soon as possible, and in any case early enough to allow the instructor to report the grade to the School of Graduate Studies by the date specified in the Sessional Dates near the beginning of this Calendar. If the INC grade is not cleared by the deadline, a lapsed grade will automatically be recorded."*

Students experiencing difficulty with the program or having personal concerns which are interfering with their studies should seek counselling from an MBA Academic Advisor or the Manager, Student Experience – Academic.

## **GRADUATION**

Graduation from the MBA program requires that a student successfully complete all course requirements as stipulated for his/her program.

## **APPEAL PROCEDURES**

The University has a responsibility to provide fair and equitable procedures for the lodging and hearing of student complaints arising from University regulations, policies, and actions that affect them directly.

Students are strongly encouraged to pursue any complaint or grievance through informal channels, before following formal procedures. Experience has shown that many complaints can be resolved satisfactorily through informal communication. Students should seek remedies for their grievances as promptly as possible and must do so within six months of the academic term in which the grievance occurred.

Formal student appeal procedures are intended to provide a mechanism to remedy injustices and may culminate in a hearing before the Senate Board for Student Appeals. Copies of the Student Appeal Procedures may be obtained from the University Secretariat, Gilmour Hall, Room 210, <http://www.mcmaster.ca/univsec>.

MBA students wishing to address a specific concern relating to a course are encouraged to:

1. Speak privately with their professor to express their concern and offer possible informal resolutions
2. If the matter is not resolved, you may contact an Academic Advisor in the Student Experience – Academic office to discuss formal options for resolution

## ACADEMIC INTEGRITY

The Academic Integrity Policy explains the expectations the University has of its scholars. Breaching academic integrity is destructive of the values of the University. It is personally damaging for the individual, will jeopardize your standing in the MBA program, and negatively impact your employability. Furthermore, it is unfair and discouraging to those students who pursue their studies with integrity.

Breaches of academic integrity fall into two general categories:

- a. A disregard for the norms of scholarly integrity, without necessarily intending to deceive
- b. Academic dishonesty, which is an intentional disregard for the norms of scholarly integrity

Academic dishonesty consists of misrepresentation by deception or by other fraudulent means. In an academic setting, this may take any number of forms such as:

- Copying or the use of unauthorized aids in tests, examinations, and laboratory reports
- Plagiarism - the submission of work that is not one's own or for which previous credit has been obtained, unless the previously submitted work has been presented as such to the instructor of that course and has been acceptable for credit by the instructor of that course
- Improper collaboration of group work
- Aiding and abetting another student's dishonesty
- Giving false information for the purpose of gaining admission or credits
- Giving false information for the purposes of obtaining deferred examinations or extensions of deadlines
- Forging or falsifying McMaster University documents

The Academic Integrity Policy defines academic dishonesty and specifies the procedures to be followed in the event that a student is charged with breach of academic integrity. Penalties may include expulsion from the University. Copies of the Academic Integrity Policy may be obtained from the University Secretariat, Gilmour Hall, Room 210, <http://www.mcmaster.ca/univsec>.

## WITHDRAWAL OR LEAVE OF ABSENCE

Students may experience unforeseen circumstances during their time in the program that requires them to leave their studies for a period of time. Depending on these circumstances, there are various options available:

### 1. Withdrawal from Courses After Registration

- Withdrawals from individual courses, subject to course load requirements for full-time and Co-op students, or from all courses in which a student is registered for a given term, will be approved during the first three weeks of that term without question.
- After this point and up to the end of the ninth week of the term, withdrawals may be permitted if one of the following is the case and appropriate documentation is submitted:
  - a. Medical issues (required documentation: doctor's certificate describing the medical concerns)
  - b. Changes in the student's employment (part-time students only): e.g., transfer, promotion, extraordinary overtime requirements unanticipated at the time of registration (required documentation: letter of explanation from immediate supervisor on company letterhead)
- After the end of the ninth week of the term, and until the last day of classes, students may not withdraw from a course; however they may request a deferred examination on the basis of either (a) or (b) above
- Requests for consideration under the above items must be made in writing to the Student Experience – Academic office and be accompanied by appropriate documentation. These requests must be received no later than the following times:
  - a. End of the third week of the term for cases requiring no documentation
  - b. End of the ninth week of the term for cases with documentation (medical or employment)

- c. Last day of the regular academic term for requests for deferred examination privileges

## 2. Leave of Absence

- A Leave of Absence is normally granted on a term-by-term basis. Whenever possible the leave should start and end at the beginning of a term (i.e. January 1, May 1, or September 1). During the period of a leave, the student is not entitled to use the University's facilities. During a leave of absence, no tuition will be charged, nor will the student be eligible for any scholarship support. The length of time for completing the degree will be extended by the duration of the leave on the resumption of studies. If a leave begins after the drop and add period of the term, the MBA Cancellation Schedule will be followed. <http://www.mcmaster.ca/bms/student/index.htm>
- Students applying for a leave of absence for personal reasons must normally have completed at least one year of full-time graduate studies.

### Reasons for Leave of Absence

- a. A leave of absence for up to one year is permitted for reasons of illness, provided that the request is supported by adequate medical documentation
- b. Students who have successfully completed at least one full year in a graduate program may apply for a leave of absence once for up to one year for other personal circumstances, with the approval of an Academic Advisor in the Student Experience – Academic office
- c. A leave of absence will not be granted to pursue another program of study

Students requesting a leave of absence from the MBA program should submit the Petition for Special Consideration form to the Student Experience – Academic office prior to the start of term -

<http://mbastudent.degrootemcmaster.ca/files/2013/03/Petition-for-Special-Consideration.pdf>

Students who have not completed courses within two academic terms and have not been approved for a leave of absence will be withdrawn from the MBA program.

The permissible time for the completion of the MBA program is limited to eight calendar years from the date of first registration in the program. Completion of the Accelerated MBA program is limited to 4 years.

## 3. Withdrawal from the MBA Program

- Students whose circumstances require a leave for longer than one year or students that opt to withdraw from the program should submit a Request for Change of Status form to the Student Experience – Academic office <http://mbastudent.degrootemcmaster.ca/files/2013/03/MBA-Change-of-Status-form.pdf>
- Students who have withdrawn from the program may petition for readmission to the full-time, or accelerated, or part-time program, provided they do so within five years of the date of withdrawal (Co-op excluded).

## 4. Maternity or Parental Leave Policy

- The Maternity or Parental Leave Policy (the "Policy") is intended to assist parents in successfully combining their MBA studies and family responsibilities with minimum financial and/or academic impact
- A full description of the Policy is available in the School of Graduate Studies Calendar at: <http://academiccalendars.romcmaster.ca/index.php>
- MBA students wishing to take a Maternity or Parental Leave are encouraged to submit a Maternity or Parental Leave form - <http://mbastudent.degrootemcmaster.ca/files/2013/03/Maternity-or-Parental-Leave.pdf> - and consult with an Academic Advisor in the Student Experience – Academic office to review the details of the Policy

### **Fee Refund Schedule (Full-term courses)**

If you are forced, by illness or other personal reasons to withdraw from courses, you will be charged a partial fee. The charge is determined by the date on which notices of withdrawal in writing are received at the Student Experience – Academic office. A full refund will be given for courses dropped until the end of the Drop and Add period. Please refer to the Financial Services website for details ([http://www.mcmaster.ca/bms/BMS\\_Financial\\_Services.htm](http://www.mcmaster.ca/bms/BMS_Financial_Services.htm)).

# Fees, Awards and Financial Assistance

Please refer to the DeGroot [website](#) for MBA Tuition and Supplemental Fees. You must pay full tuition and fees for any term in which you are academically registered. Co-op students on a work term will pay the Co-op placement fee based on the work term course.

The University reserves the right not to grant an award in the absence of a suitable candidate, and to limit the number of awards when there are too few suitable candidates. The University also reserves the right to withdraw or amend the terms of any award and to suspend the granting of an award or to adjust the stated value of an award for years in which insufficient investment income is available due to fluctuations in investment markets. In the event a student withdraws from the MBA program before completion of the full Year 1 or full Year 2 courses, any scholarship monies granted must be paid back in full before the withdrawal becomes official.

McMaster provides **bursary** assistance to students who demonstrate financial need.

A bursary is a non-repayable grant, not a loan. Bursary funds are intended to assist with a student's education-related costs. To be considered for a bursary, students must be fully registered at the time of application/payment and have submitted a complete bursary application by the published deadline. To be eligible for consideration, you must have picked up your first OSAP loan document for the current academic year, providing accurate gross income figures on your confirmation of enrolment form and qualify according to the ministry's deregulated program guidelines (\$1 unmet need). For more information on McMaster Bursary Programs, please visit <http://sfas.mcmaster.ca/bursary/macbur.html>

Please note: Accelerated students in the MBA program are normally eligible for entrance scholarships and bursaries only.

**Teaching Assistantships:** A limited number of teaching assistantships are available for MBA students. Information regarding the rate of pay negotiated with The Canadian Union of Public Employees, Local #3906 can be found in the collective agreement available in the Dean's Office. These assistantships are awarded each year to academically qualified full-time and Co-op graduate students. Students are not eligible for TAs while on their Co-op work term.

## EXTERNAL FINANCIAL ASSISTANCE

**McMaster General & MBA Bursaries:** McMaster provides bursary assistance to students who demonstrate financial need. A bursary is non-repayable funding intended to assist with a student's education-related costs. To be eligible to apply for a bursary, students must be enrolled at the time of application and payment. Students apply by clicking on 'Apply for Financial Aid' in the Mosaic Student Center and submitting a complete application by the deadline date. Students must remain eligible for the bursary throughout the term(s). Any change in registration (i.e. course load, study period end or withdrawal) can impact a student's eligibility and result in the funding being rescinded. For more information on McMaster Bursary Programs, please visit <http://sfas.mcmaster.ca/bursary/macbur.html>

**Ontario Student Assistance Program (OSAP):** Intended to help students meet the costs of post-secondary education, the Ontario Student Assistance Program offers a combination of loan and grant funding for eligible students who demonstrate financial need. To be eligible to apply, a student must be a Canadian citizen, permanent resident, or protected person and meet the Ontario residency requirements. See <https://www.ontario.ca/page/osap-ontario-student-assistance-program> for more information. MBA students apply for OSAP on a term-by-term basis during work terms and study periods. An OSAP Extension form (<https://sfas.mcmaster.ca/forms/osap-forms/>) is available in October and March for the subsequent term within the academic year.

Students apply for OSAP online at least six to eight weeks prior to the start of their term and no later than June 30th for

the fall term. First time applicants must complete the Master Student Financial Assistance Agreement (MSFAA) as part of the application process. OSAP funding is automatically deposited to a McMaster student account where tuition and fees are outstanding. Remaining OSAP funding will be deposited into the student's personal bank account at the start of the term. It is the student's responsibility to ensure their student account is paid in full by the published payment deadlines. Complete your application early (by June 30th) to receive your funding at the beginning of the study period. Important dates are available on the SFAS website at <https://sfas.mcmaster.ca/category/important-dates/>

**TD Canada Trust Student Line of Credit:** As the financial institution chosen by McMaster University to offer Student Lines of Credit, TD Canada Trust can help you finance your professional or graduate school studies. The TD Canada Trust Student Line of Credit is designed to provide the flexibility required by students in professional and graduate schools. Benefits include an available credit limit that you can use to cover all or part of your educational and living expenses or any other expenses, at a competitive variable interest rate. Payment options are flexible, with no prepayment penalties and there are no set-up, monthly or annual fees. To discuss your options or learn more about the TD Canada Trust Student Line of Credit, visit any TD Canada Trust branch or call 1-888-660-5958.

**U.S. Loans Program:** Students from the United States are encouraged to seek private sources of loan and grant funding through alternate means such as Sallie Mae (<https://www.salliemae.com>), to ensure education costs are met. McMaster University does not participate in the U.S. Direct Loan Program. For more information, regarding funding options, please go to <http://sfas.mcmaster.ca/osap.html> and click on the Out of Province/Countrytab.

For information about University and Government financial aid programs, contact:

**Office of the Registrar, Student Financial Aid & Scholarships**

Gilmour Hall Room 120

McMaster University

1280 Main Street West

Hamilton ON L8S 4L8

Telephone: 905-525-9140 ext. 24319

Questions? [sfas@mcmaster.ca](mailto:sfas@mcmaster.ca)

# Additional Requirements for Co-op Students

## EXPERIENTIAL LEARNING – MBA CO-OP PROGRAM

Students participating in the MBA Co-op program must be mindful of the particular demands placed upon them in addition to the academic workload of this full-time graduate program. This continuous twenty-eight (28) month program consists of four academic terms and three work terms. Co-op students are expected to participate fully in all program meetings held during the term including; individual and group self-assessment sessions, resume/cover letter development and critiquing, interview skills development and preparation for the on-campus interview process. Students must be active participants in all aspects of the process to gain the requisite skills for employment. This includes the accountability of staying informed of job postings, application deadlines, as well as dates and interview times. Students must accept the terms of the Co-op Student Code of Conduct at the beginning of each term which fully outlines their roles and responsibilities during the Co-op recruitment process and while on work term.

### Program Requirements: Registration for Full-time Studies for Four Academic Terms

Students registered in the MBA Co-op Program must register in full-time studies for four academic terms. DeGroot's Co-op Program is eligible for the [Ontario Co-operative Education Tax Credit](#), and students must participate in three work terms and four academic terms to comply with the Ministry of Finance's requirements.

To graduate from the Co-op Program, you must complete the entire 28-month program as a full-time registered student. The Co-op program requirements and tuition fees have been developed on the basis of all students completing the program over 28 months. Transfers from Co-op to the full-time or part-time program will be reviewed on a case-by-case basis.

### Co-op Sequencing Options

The Co-op program is designed to alternate academic terms with a four-month work term until a student has completed four academic terms and three work terms. Students may request special consideration for changes in work term sequence. Approval for changes in sequence are required from the Manager, Career & Professional Development and the Manager, Academic. Please note that changes in sequencing may result in extending your 28-month program to meet the requirements of your degree.

Students must return to full-time studies following their final work term.

Co-op Program –Sequencing								
Sept	Jan	May	Sept	Jan	May	Sept	Jan	June
Academic 1	Work 1	Academic 2	Work 2	Academic 3	Work 3	Academic 4		Convocation

### Continuation in the Program

All Co-op students are evaluated according to the standards set for MBA students by the DeGroot School of Business and the School of Graduate Studies. Continuation in the Co-op Program is contingent on maintaining the required academic performance (please refer to the Continuation section of this handbook).

To obtain the Co-op designation on their transcripts, students in the Co-op program must complete a minimum of three, 14-week (**uninterrupted**) work terms or equivalent and receive a passing grade in BUS WT01, BUS WT02 and BUS WT03.

Unsatisfactory student work term evaluations received by Co-op employers are reviewed by the Manager, Student Experience – Career and Professional Development in consultation with an ad hoc committee consisting of the MBA Program Director and the Associate Dean. If the unsatisfactory evaluation is confirmed by the Manager, the student is withdrawn from the Co-op Program and, subject to the prior approval of the Graduate Admissions and Study Committee, the notation “*Withdrawn from the Co-op Program*” will be placed on the student’s transcript in the next session in which the student registers.

### **Co-op Program Fees**

The total Co-op Program Fee is \$5250. The Co-op program fee is supplemental to tuition fees and is non-refundable. This program fee is paid in three installments of \$1750, to minimize the financial burden on students.

The Co-op Program Fee partially covers the costs associated with the administration of the Co-op program. This includes the administration of the Co-op recruitment cycle (job postings, interview schedules and work term records), pre-work term training, work term monitoring and support, and employer recruitment and development.

Students are expected to remain in the Co-op Program until its completion. Circumstances may require transfers out of the Co-op Program. Please note that students transferring out of the Co-op program are required to pay the total Co-op Program fee prior to transfer. All transfers require review and approval from both the SE – Career and Professional Development and SE – Academic teams.

### **CO-OP WORK TERM COURSES**

#### **BUSADMIN WT01, WT02 and WT03**

Full-time paid employment, with one employer, in an approved work term providing students with work experience related to their academic curriculum. After securing a work term, students must successfully complete a minimum of 14 consecutive weeks of work experience, obtain satisfactory employer evaluation(s) and submit a detailed work term report prior to their return to campus. All Co-op students will be enrolled in one of the Co-op Work Term courses for the semester in which their work term occurs. Upon successful completion of the work term requirements, a notation including the name of the employer and dates of employment will be added to the student’s transcript. This course will be evaluated as a pass/fail.

Prerequisite(s): enrollment in the MBA Co-op Program and permission of the Manager, Career and Professional Development

# International Experience Options

Recent business trends make it increasingly important for individuals and organizations to be able to compete in the international market place. The DeGroote School of Business is committed to preparing its students to work successfully in the emerging global economy. As part of this commitment, the school has established an international exchange program. An exchange offers you a once in a lifetime opportunity to immerse yourself in a different culture and lifestyle while studying for your degree. An exchange is also an opportunity to prove to yourself that you can handle life on your own and maybe learn a thing or two about yourself as well.

- The schools that we offer have many different teaching methods that offer an alternative way to learning your business courses. (All courses taught in English).
- There are thousands of business students that graduate in Canada each year. An international exchange on a resume is an excellent way to make you stand out with today's employers.
- The people you meet through this program may be life changing. This includes friends and colleagues that you study/travel with, or contacts that you may have never otherwise had the opportunity to network with.

For MBA candidates the general specialization works best with an exchange, but other specializations are possible. Students on exchange spend their third study term at an overseas university and earn credit towards their McMaster degree for the courses completed successfully. Tuition fees for the term are paid to McMaster at the normal McMaster MBA rate. Students in the exchange program are also eligible to be considered for any available scholarships.

When on exchange you will normally earn 4-5 credits, of which a maximum of two can count towards your specialization.

## **MBA students must:**

- Have completed year 1
- Fulfill the course requirements towards their degree
- Align their host university's calendar dates with McMaster's calendar and/or Co-op dates
- Be able to fund their tuition fees at McMaster, and their travel and living expenses at the host university
- Be in good academic standing (no failed courses)

## **MBA Co-op students:**

Please note that certain partner universities follow exam timelines, which do not align with Co-op program requirements. To ensure continued eligibility in the Co-op program, students must be available to begin their third (summer) work term no later than mid-May to meet the 14-week work term requirement. For specific dates, please contact the Student Experience – Career and Professional Development office prior to confirming your admission into a Partner School.

For information on all partner universities, please visit: <http://bizx.degroote.mcmaster.ca>

## **For inquiries, please contact:**

MBA Program Officer, Melanie  
Pulling [pullingm@mcmaster.ca](mailto:pullingm@mcmaster.ca)  
RJC 338 Ext. 27300

MBA Academic Advisor, Maddy Burley  
[burleym@mcmaster.ca](mailto:burleym@mcmaster.ca) RJC 333, Ext. 24085

MBA Academic Advisor, Carolyn Colwell  
[colwell@mcmaster.ca](mailto:colwell@mcmaster.ca)  
RJC 333, Ext. 26565

# The DeGroot MBA Association (MBAA)

The DeGroot MBA Association (MBAA) is a student-led group that works to enrich the DeGroot MBA experience. In addition to addressing the academic, social and professional development needs of DeGroot MBA students, the MBAA oversees all other student groups within the MBA program, including:

- DeGroot MBA Marketing Association (DMMA)
- Health Services Management Association (HSMA)
- MBA Operations Management Club (MBAOM)
- DeGroot Women in Management Association (WMA)
- MBA Finance Association (MBAFA)
- DeGroot MBA's for Impact (DMI)
- DeGroot Consulting Association (DCA)

The MBAA also offers resources to students interested in the area of entrepreneurship with the DeGroot Entrepreneurs student interest group.

## **Academic**

The MBAA works as a liaison among students, faculty and administration ensuring student needs are reflected in DeGroot's academic curriculum. This includes presenting continuous feedback about the quality of their 'in and outside' classroom experience directly to the MBA Director and through open forums such as the Town Hall held each term. As well, the MBAA provides students with experiential learning opportunities that go beyond the formal academic environment.

The MBAA also offers a host of opportunities to lead and engage in conferences as both participants and organizers. Past large-scale events hosted by the MBAA and its clubs have included the DeGroot Inter-professional Health Leadership Conference (DIHLC), an Annual Marketing Conference and MBA Games – a national competition across all Canadian MBA Schools, which DeGroot completes in each year. Each year in November, DeGroot also hosts its own national case competition (DeGroot Case Competition) focusing on digital innovation.

## **Professional Development**

In concert with other internal stakeholders, the MBAA and its various clubs maintain relationships with DeGroot alumni, partners, employers and the community. Through these relationships, the MBAA offers students the opportunity to connect with alumni through networking events while providing career-related resources and information through various club-hosted events. Examples of workshops have included Excel Modeling workshops, in-school case competitions, and panels/discussions with a broad range of industry experts.

## **Social**

The MBAA hosts marquee annual events such as the MBA Formal and alumni events. As well, every term the MBAA provides students with unique activities such as intramural sports leagues, holiday celebrations, professional sports games and day trips to sporting events.

## **Corporate Social Responsibility**

As future business leaders, DeGroot MBA students embrace their role as responsible citizens within their communities. Students donate their time and efforts to organizations such as Habitat for Humanity and Ronald McDonald House.

### **Contact**

DeGroot MBA Association (MBAA)

RJC 259 ext. 24206

<http://mbaa.degroot.mcmaster.ca>

# Facilities and Services at McMaster University

MBA students have access to a variety of services at the Ron Joyce Centre in Burlington and at the McMaster main campus in Hamilton.

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## **RON JOYCE CENTRE – BURLINGTON CAMPUS**

4350 South Service Road  
Burlington, ON L7L 5R8  
905-525-9140

For a complete list of services and building hours, please visit the Ron Joyce Centre website: <https://rjc.degroote.mcmaster.ca>

### **BUILDING INFORMATION, ASSISTANCE, LOST AND FOUND**

RJC Concierge Services Front Desk ext.  
20536

### **COUNSELLING SERVICES**

Brenda Scott  
(by appointment)  
[brendascottconsulting@gmail.com](mailto:brendascottconsulting@gmail.com)  
905-334-9605

### **EVENT PLANNING/CATERING SERVICES**

Kassandra Jones Black & McDonald  
RJC 266 ext. 20534  
[KJones@blackandmcdonald.com](mailto:KJones@blackandmcdonald.com)

### **FACILITY MANAGER**

Linda DeSantis Black & McDonald  
RJC 257 ext. 20535  
[ldesantis@blackandmcdonald.com](mailto:ldesantis@blackandmcdonald.com)

### **IT/AV Services**

Aubrey Millard  
RJC 108 ext. 26549

### **LIBRARY & RESEARCH SERVICES**

Jeannie An  
RJC 253 ext. 20561  
<https://rjc.degroote.mcmaster.ca/library/>

### **PARKING**

Online Permit Sales  
<https://rjc.degroote.mcmaster.ca/services/parking/>

### **RELIGIOUS AMENITIES**

Interfaith & Spiritual Centre  
RJC 265

### **SHUTTLE SERVICE**

<https://shuttle.degroote.mcmaster.ca>

### **SECURITY**

RJC Security Services  
Front Desk ext. 20536  
**In case of emergency, dial 911**

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## MCMASTER UNIVERSITY - MAIN CAMPUS

1280 Main St. West  
Hamilton, ON L8S 4L8  
905-525-9140

### BOOKSTORE

McMaster Campus Store  
GH-B101 ext. 24751  
<https://campusstore.mcmaster.ca>

### FINANCIAL AID

Office of Student Financial Aid & Scholarships GH-120  
ext. 24319  
<http://sfas.mcmaster.ca>

### HOUSING (OFF-CAMPUS)

Off-Campus Resource Centre MUSC-  
B112 ext. 24086  
<http://macoffcampus.mcmaster.ca>

### HUMAN RIGHTS ISSUES

Equity and Inclusion Office MUSC-212  
ext. 27581  
<http://www.mcmaster.ca/hres>

### INTERNATIONAL STUDENT SERVICES

GH-110 ext. 24254  
<https://iss.mcmaster.ca>

### MEDIA PRODUCTION SERVICES

Design Group: Mills Memorial Library, 1st Floor Print  
Group: DSB-B111 <http://media.mcmaster.ca>

### OMBUDS

MUSC-210 ext. 24151  
<http://www.mcmaster.ca/ombuds>

### PARKING SERVICES

Security and Parking Services  
ET Clarke Centre-102 ext. 24232  
<http://parking.mcmaster.ca>

### POLICY STATEMENTS

University Secretariat GH-210,  
ext. 24337  
<http://www.mcmaster.ca/univsec/>

### RECREATION CARD

McMaster Athletics and Recreation  
DBAC WG-101 ext. 24464  
<https://rec.mcmaster.ca>

### RELIGIOUS SERVICES

Chaplaincy Centre  
MUSC-231 ext.  
24207  
<http://www.mcmaster.ca/chaplain>

### SECURITY ON CAMPUS

Security and Parking Services  
ET Clarke Centre-201 ext. 24281  
**In case of emergency,**  
**Dial "88" from any campus phone**  
<http://security.mcmaster.ca>

### STUDENT ACCOUNTS AND CASHIERS

GH-209 ext. 24478  
<http://www.mcmaster.ca/bms/student/index.htm>

### STUDENT HEALTH EDUCATION CENTRE (SHEC)

MUSC-202 ext. 22041  
<https://www.msumcmaster.ca/shec.htm>

### STUDENT SUPPORT AND STUDENTS WITH DISABILITIES

Student Accessibility Services MUSC-B107 ext. 28652  
<http://sas.mcmaster.ca>

### TRANSCRIPTS

Office of the Registrar (Admissions and Records)  
GH-108 ext. 24796 or 905-525-4600  
<http://registrar.mcmaster.ca/category/services/transcripts/>

### WALK HOME SERVICE

Student Walk Home Attendant Team  
(SWAT) MUSC-204 ext. 27500  
<http://www.msumcmaster.ca/swhat.htm>