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1 The Faculty

1.1 Location

Samuel Bronfman Building
1001 Sherbrooke Street West
Montreal, QC H3A 1G5
Canada

Telephone: (514) 398-4068

Website: www.management.mcgill.ca

1.2 Administrative Officers

Gerald H. B. Ross; B.Com.(McG.), M.Sc.(UBC),
Ph.D.(W.Ont)

Dean

Richard G. Donovan; B.Com.(M

newspaper and magazine, a yearbook and a Graduation Ball. The MUS is also the umbrella organization under which the McGill Investment Club, the Information Systems Club, the Marketing Network, the International Management Society and the McGill Accounting Society all operate. Each club organizes career information sessions, guest speakers, peer tutorial programs, social activities as well as other activities that complement regular classes.

3 B.Com. Program Requirements

3.1 Academic Requirements for Graduation

A student is graduated upon satisfactory completion of the full number of credits indicated in the letter of acceptance, subject to the curriculum requirements. For students entering with a CEGEP Diploma, the number of credits will generally be 90. Students from outside the province of Quebec who have not completed the equivalent of CEGEP graduation will normally be required to complete 120 credits.

All students are expected to conform to the curriculum set out below. It is the student's responsibility to make sure his/her course of study conforms with the curriculum requirements as described. A student wishing to depart from that program must obtain written permission from the Associate Dean.

A student who has transferred with advanced standing to the Faculty of Management from another faculty within this University or from another university, is normally required to complete a minimum of 60 credits while registered in the Bachelor of Commerce program, including such required courses as are deemed necessary, to become eligible for the degree of Bachelor of Commerce.

Completion of the 90-credit degree requirements normally will require three years of study. A maximum of five years is permitted, however, for completion of the requirements for the degree. In exceptional circumstances, this maximum requirement may be extended by the Associate Dean.

3.2 Academic Advising

Students entering the Faculty for the first time are required to attend an Orientation and Advising Session during the last week of August, at which the Associate Dean and advising staff (Helen van Eyk, Giulia Campofredano and Ron Critchley) from the B.Com. Office provide information on all aspects of the B.Com. program. Students who have had difficulty registering for their courses have the opportunity to resolve the problem at this session.

Counselling is available throughout the year with area coordinators to discuss study plans and potential career paths. Appointments may be made after the first week of class to discuss such issues.

In February or March, an Information Session takes place which enables the student to select a course of study.

In April, students continuing in the B.Com. program plan their studies for the following year by completing a Study Plan Form, using the requirements as listed in the Calendar as a guide to their course selection, calling upon their Area Adviser or other faculty members for advice where appropriate. Students then register online using Minerva at www.mcgill.ca/minerva. The Study Plan Form must be signed by one of the Advisers, Helen Van Eyk, Ron Critchley or Giulia Campofredano.

Students in Stream I choosing to do a Minor in another Faculty as their second area of study should meet with the appropriate department adviser to plan their courses and obtain an authorized Faculty of Management Minor Approval Form. Students in Stream I custom designing their own sequence of six courses as "structured electives" in their second area of study must get approval from the Area Coordinator of their Concentration before

Satisfactory / Interim Satisfactory Standing

Students in satisfactory standing may continue in their program.

- New students are admitted to satisfactory standing.
- Students with a CGPA of 2.00 or greater are in satisfactory standing.

Probationary / Interim Probationary Standing

Students in probationary standing may continue in their program, but must carry a reduced load (maximum 14 credits per term) and raise their TGPA and CGPA to return to satisfactory standing (see above). They should see their departmental adviser to discuss their course selection.

Students in interim probationary standing may continue in their program, but should evaluate their course load and reduce it as appropriate. They are strongly advised to consult a departmental adviser, before the withdrawal deadlines, about their course selection for the winter term.

- Students who were previously in satisfactory standing will be placed in probationary standing if their CGPA falls between 1.50 and 1.99.
- Students who were previously in probationary standing will remain in probationary standing if their CGPA falls between 1.50 and 1.99 and their TGPA is 2.50 or higher, although the TGPA requirement will not apply to the summer term.
- Students who were previously in interim unsatisfactory standing will be placed in probationary standing if their CGPA falls between 1.50 and 1.99 and their TGPA is 2.50 or higher.
- Students who were previously in unsatisfactory standing and who were readmitted to the Faculty by the Associate Dean or the Committee on Student Standing will be placed in probationary standing if their CGPA is less than 2.00, but if they satisfy relevant conditions specified in their letter of readmission.

Readmitted Unsatisfactory Standing

Students who were previously in unsatisfactory standing and who were readmitted to the Faculty by the Associate Dean or the Committee on Student Standing will have their standing changed to readmitted unsatisfactory standing. Their course load is specified in their letter of readmission as are the conditions they must meet to be allowed to continue in their program. They should see their departmental adviser to discuss their course selection.

Unsatisfactory / Interim Unsatisfactory Standing

Students in interim unsatisfactory standing may continue in their program, but should evaluate their course load and reduce it as appropriate. They are strongly advised to consult a departmental adviser, before the withdrawal deadlines, about their course selection for the winter term.

their program. They should see their departmental adviser to discuss their course selection.

A grade of C or better is required for all Core courses. If a D is obtained in a Core course, the grade must be improved during the following term.

The distribution of Core courses over years differs depending upon whether the student is in the 90-credit program (3 years) or the 120-credit program (4 years). (Students who have completed the CEGEP program enter the 90-credit program; students from outside Quebec who have been accepted on the basis of high school completion, enter the 120-credit program.)

5.1 90-credit Program, Core Course Distribution

U1 Required Courses (30 credits)

U2 Required Courses (18 credits)

U3 Required Course (3 credits)

Program Footnotes:

1. Students considering the Faculty Program in International Management should take MGCR 382 in U1 and MGCR 213 in U2.
2. Students considering a Major or Minor in Mathematics replace MGCR 271 and MGCR 272 with MATH 323 and MATH 324. Students considering an Honours or Joint Honours Program in Economics replace them with ECON 257D1/ECON 257D2.
3. Students entering an Economics program replace MGCR 293 in U1 with either ECON 230D1/ECON 230D2 (for the Majors program) or ECON 250D1/ECON 250D2 (for the Honours Program); and replace ECON 295 in U2 with either ECON 330D1/ECON 330D2 (for the Majors program) or ECON 352D1/ECON 352D2 (for the Honours Program) taken in U2.

Also note that:

- A maximum of 6 credits will be permitted within the B.Com. program for MGCR 293 and ECON 230D1/ECON D2 or ECON 250D1/ECON 250D2.
- A maximum of 6 credits will be permitted within the B.Com. program for ECON 295 and ECON 330D1/ECON 330D2 or ECON 352D1/ECON 352D2.

5.2 120-credit Program, Core and Freshman Course Distribution

Students admitted to a program requiring 97-120 credits (four years) register in a Freshman Year in which they must complete MATH 130 and MATH 131 (or equivalents) as well as the 15 credits of Complementary Courses specified below.

The Freshman and Core courses are distributed as follows:

U0 Required Courses (12 credits)

U0 Complementary Courses (15 credits)

U0 Elective Course (3 credits)

U1 Required Courses (27 credits)

U2 Required Courses (15 credits)

U3 Required Courses (3 credits)

Freshman Social Sciences/Sciences Courses List

Any course at the 100 or 200 level with these Subject Codes:

ANTH (Ant)TJ1.1852 0.0032 Tw[0.05]s.00t(des:)75u50D1 Tc-0.00 in which they mE[
NTH (Ant)TJ1.1852 0.TT4 1 Tf21.4222 75.5(Ar75uArt H Tfohic, CA47 T989/TT4

FINE 444	(3)	Risk Management and Insurance
FINE 445	(3)	Real Estate Finance
FINE 448	(3)	Derivatives and Risk Management
FINE 480	(3)	Global Investments
FINE 482	(3)	International Finance 1
FINE 492	(3)	International Finance 2
FINE 541D1	(1.5)	Applied Investments
FINE 541D2	(1.5)	Applied Investments
FINE 645	(3)	Money and Capital Markets

6.4 Information Systems Concentration

Adviser: Professor K. Leitch

Two concentration streams are offered in Information Systems. The Systems Analysis stream provides the foundation for systems analyst, some design, IS project management, implementation and support positions. The Business Systems Design stream provides the foundation necessary for positions as systems designers and developers. Students are introduced to four different programming languages, and various design concepts, including event-driven, structured and object oriented design.

An IS Concentration differs from the Major in that it focuses on a restricted set of activities rather than the broader set of skills required of students intending to pursue careers in the information systems field.

Due to prerequisites, at least three terms are required to complete an IS Concentration.

SYSTEMS ANALYSIS AND IMPLEMENTATION STREAM

Required Courses (15 credits)

INSY 333	(3)	Systems Analysis and Modeling
INSY 341*	(3)	Business Systems Design 1
INSY 432	(3)	Information Systems Administration
INSY 436	(3)	Telecommunications Management
INSY 437	(3)	Data and Database Management

BUSINESS SYSTEMS DESIGN STREAM

Required Courses (15 credits)

INSY 333	(3)	Systems Analysis and Modeling
INSY 341*	(3)	Business Systems Design 1
INSY 342*	(3)	Business Systems Design 2
INSY 422	(3)	Object Oriented Design
INSY 438	(3)	Graphical Development Environments

* Students who have already taken COMP xxx (Computer Science) courses must see the adviser.

Students seeking an elective in IS without pursuing a Concentration or Major should consider INSY 333 and INSY 341.

6.5 International Business Concentration

Adviser: Professor H. Etemad

The objective of this Concentration is to help the student develop conceptual and analytical skills needed to formulate feasible and effective management policies in an international setting. With economic and business activity becoming increasingly internationalized, the program provides useful preparation for careers in a variety of organizations, including local business firms with international trade, licensing or financial arrangements; headquarters or subsidiaries of multinational companies; banks and other international financial institutions; and various governmental organizations.

Required Course (3 credits)

MGPO 383	(3)	International Business Policy
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Complementary Courses (12 credits)

four of:

BUSA 391	(3)	International Business Law
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6.6 Labour-Management Relations Concentration

Adviser: Professor R. Hebdon

The objective of this Concentration is to provide a general understanding of the factors affecting employer-employee relations, both at the micro-level and in relation to the socio-economic context in which they occur. Students interested in more intensive study of this area are urged to consider the Major Program in Labour-Management Relations.

Required Courses (6 credits)

Complementary Courses (9 credits)

6.7 Management Science Concentration

Advisers: Professors J.L. Goffin, R.J. Loulou, and G.A. Whitmore

This Concentration prepares students for careers as management scientists, systems analysts and applied statisticians in business, government and consulting firms. Most courses in the Concentration are currently offered jointly to MBA students.

Management Science courses stress conceptual and problem-solving skills and familiarize students with modern mathematical and computational decision-making tools. The use of computers and spreadsheets is extensive. Students in other management areas who wish to complement their studies with valuable analytical training might consider these courses –

Marketing students: MGSC 632, MGSC 676;

Finance students: MGSC 675, MGSC 679;

IS or Operations Management students: MGSC 678.

(Concentration revision awaiting University approval)

Required Courses (6 credits)

Complementary Courses (9 credits)

6.8 Marketing Concentration

Advisers: Professors L. Dube, L. Gialloredo, A. Mukherjee, E. Sarigollu, and V. Vaupshas

This Concentration prepares the student for a wide variety of career opportunities. Marketing graduates historically have found employment in the field of product management, advertising, sales management, marketing management, pricing, marketing

research, distribution and retailing. The Marketing Concentration provides a balance between courses focusing on fundamental, theoretical and "need to know" material, and courses with a strong practical and applied orientation.

Required Courses (12 credits)

- MRKT 354 (3) Marketing Management 2
- MRKT 357 (3) Marketing Planning 1
- MRKT 451 (3) Marketing Research (to be taken in U2)
- MRKT 452 (3) Consumer Behaviour

Complementary Course (3 credits)

one of:

- MRKT 351 (3) Marketing in Society
- MRKT 355 (3) Services Marketing
- MRKT 365 (3) New Products
- MRKT 438 (3) Brand Management
- MRKT 455 (3) Sales Management
- MRKT 456 (3) Industrial Marketing
- MRKT 459 (3) Retail Management
- MRKT 461 (3) Advertising Practicum
- MRKT 483 (3) International Marketing Management
- MRKT 557 (3) Marketing Research 2

6.9 Operations Management Concentration

Advisers: Professors T. Boyaci, S. Li, and V. Verter

This Concentration prepares the student for a variety of career opportunities. Graduates typically begin their career in one of three kinds of jobs: 1) line positions involving production and materials management; 2) operations analyst positions at the corporate or strategic planning level, analyzing programs and investment options involving operations; or 3) consulting positions. The OM Concentration provides rigorous analytical training and links different functional areas in business with areas in operations such as technology management, production planning, inventory control, distribution systems, quality management, etc. Most courses in the Concentration are currently offered jointly to M.B.A. students.

(Concentration revision awaiting University approval)

Required Courses (9 credits)

- MGSC 601 (3) Management of Technology in Manufacturing
- MGSC 605 (3) Total Quality Management
- MGSC 631 (3) Analysis: Production Operations

Complementary Courses (6 credits)

two courses chosen from:

- MGSC 434 (3) Topics in Management Science
 - MGSC 600 (3) Applications: Operations Management
 - MGSC 602 (3) Manufacturing Strategy
 - MGSC 603 (3) Logistics Management
 - MGSC 671 (3) Statistics for Business Decisions
 - MGSC 675 (3) Applied Time Series Analysis Managerial Forecasting
 - MGSC 678 (3) Simulation of Management Systems
 - MGSC 679 (3) Applied Deterministic Optimization
 - MGSC 680 (3) Applied Sequential Optimization
- and approved courses in other Areas or faculties.

6.10 Organizational Behaviour and Human Resource Management Concentration

Adviser: Professor M.D. Lee

This Concentration provides an opportunity for students to increase their awareness of behavioural issues encountered in job and organizational settings, and prepare themselves for graduate study in the behavioural sciences or for careers in general management or human resource management.

Complementary Courses (15 credits)

five of:

- ORGB 321 (3) Leadership
- ORGB 380 (3) Cross Cultural Management

- ORGB 420 (3) Managing Organizational Teams
- ORGB 421 (3) Managing Organizational Change
- ORGB 429* (6) Organizational Behaviour for Course Counsellors
- ORGB 434 (3) Advanced Topics in Organizational Behaviour
- ORGB 435 (3) Women as Global Leaders and Managers
- ORGB 525 (3) Compensation Management

* If ORGB 429 is taken, only 3 credits will count towards the Concentration, the other 3 will be counted as elective.

6.11 Strategic Management Concentration

Advisers: Professors M. Graham and J. Jorgensen

This Concentration provides students with an understanding of an organization in its economic and social context. The economic context is concerned with the study of how organizations compete and collaborate in their industries or domains. The organization at the macro level (rather than from the point of view of a particular function or department) is the focus of this Concentration, which explores how strategies are formed to deal with opportunities and threats in the environment, how strategies can be realized, and how change processes are managed. The social context looks at how business interacts with the larger society of which it is a part. This focus explores the historical and ethical development of modern capitalist society, and the various difficulties and dilemmas that business and other organizations face in acting in a socially responsible manner.

Complementary Courses (15 credits)

at least one of:

- MGPO 469 (3) Managing Globalization
- MGPO 470 (3) Strategy and Organization

the remaining credits to be chosen from:

- BUSA 400 (3) Independent Studies in Management
- BUSA 462 (3) Management of New Enterprises
- BUSA 464 (3) Management of Small Enterprises
- MGPO 383 (3) International Business Policy
- MGPO 434 (3) Topics in Policy
- MGPO 440 (3) Strategies for Sustainability
- MGPO 450 (3) Ethics in Management
- MGPO 460 (3) Managing Innovation
- MGPO 468 (3) Managing Organizational Politics
- MGPO 562 (3) Seminar in Organizational Strategy
- MGPO 567 (3) Business in Society

7 Minors

B.Com. Program Minors Adviser: Ron Critchley

The Minor programs offered in the Faculties of Arts and Science may be taken in conjunction with any B.Com. program.

Students doing a Minor program must have a Faculty of Management Minor Approval Form, listing the courses being applied to the Minor, signed by the Minor adviser.

The Minor in Mathematics and the Minor in Statistics are detailed below. For all other Minors, please refer to the Arts and Science Faculty sections.

For the Minor in Economics, students must complete 18 credits of material which does not overlap with Management course content. **A maximum of 6 credits will be permitted within the B.Com. program for MGCR 293 and ECON 230D1/D2 or ECON 250D1/D2, and a maximum of 6 for ECON 295 and ECON 330D1/D2 or ECON 352D1/D2.** Students interested in this Minor must obtain approval from Ron Critchley in the Student Affairs Office.

Students should begin the Minor in Mathematics and the Minor in Statistics no later than the penultimate year and should immediately consult the appropriate adviser in the Department of Mathematics and Statistics.

Students planning to take the Minor in Mathematics or the Minor in Statistics are advised to substitute MATH 323 and MATH 324

will be required to make up any deficiencies in these courses over and above the credits specified in the Major. Students entering the 120-credit Management program would take these courses in place of MATH 130 and MATH 131 in U0, counting 6 credits as Freshman Program credits and the remaining credits as Freshman Complementary.

Required Courses (30 credits)

Organizational Psychology Option

Consumer Psychology Option

Complementary Courses (24 credits)

Note: Due to COMP 202, which is prerequisite to both MATH 317 and MATH 343, this Major requires 93 credits to complete.

8.7 Major in Psychology for Management Students

Adviser: Professor M.D. Lee

This Major is comprised of 30 credits – 24 credits in Psychology and 6 credits to be taken in Management.

The Faculty of Management in collaboration with the Psychology Department, Faculty of Science, offers programs of study in organizational and consumer psychology leading to the B.Com. degree. These programs concentrate on providing an education in the fundamentals of experimental and social psychology. In view of rapid changes in practical methods and professional techniques employed by managers and professional consultants, broad training in such fundamentals is seen as excellent preparation for graduate school in psychology and management as well as for a successful managerial career.

[Program revisions are under consideration for September 2003. Go to www.mcgill.ca (Course Calendars) in July for details.]

Required Courses (12 credits)

Complementary Courses (18 credits)

9 Honours

B.Com. Program Honours Adviser: Ron Critchley

An Honours program is available in Accounting and in Economics, as well as Joint Honours programs in Economics and Accounting, and in Economics and Finance.

B- in any Required course will have to repeat that course; if a grade of less than B- is received for a Complementary course, it may be repeated or another Complementary course taken in its place.

Graduation with an Honours standing requires a minimum CGPA of 3.00 (B) in each year of the Honours Program (U2 and U3) and an average of 3.00 (B) in the specified courses of the program

Required Courses (18 credits)

Notes:

1. 3 of the 6 credits for Introduction to Economic Theory are counted in the Core, where it replaces MGCR 293.
2. 3 of the 6 credits for Economic Statistics are counted in the Core, where it replaces MGCR 271 and MGCR 272.
3. 3 of the 6 credits for Macroeconomics are counted in the Core, where it replaces ECON 295.

Complementary Courses (18 credits)

Complementary Courses (18 credits)

9.3 Joint Honours in Economics and Accounting

9.2 Honours in Economics for Management Students

Advisers: Professors S. Banerjee, G. Grantham, R. Rowley, and N. Turdaliev, Department of Economics, Faculty of Arts

Please consult the Economics Department Website at www.mcgill.ca/economics

This program is comprised of 42 credits of Honours Economics courses (12 credits of which are counted as Core credits).

To remain in the Honours program, students must obtain a grade of at least B- in ECON 250D1/ECON 250D2.

Graduation with an Honours standing requires a minimum CGPA of 3.00 and an average of 3.00 in the specified courses of the program.

Required Courses (24 credits)

9.4 Joint Honours in Economics and Finance

Adviser: Professor V. Errunza

Please consult the Economics Department Website at www.mcgill.ca/economics

This Joint Honours program is comprised of 30 credits of Honours Economics courses (12 credits of which are counted as Core credits) and 18 credits in Finance.

This program is designed to take advantage of both McGill's Finance and Economics course offerings to produce a student who is well trained in these two complementary areas. It is particularly attractive to those planning careers in finance, economics or financial economics posts in both industry and government. The program is a demanding one and its potential rewards are correspondingly high.

To earn the Honours designation, a CGPA of 3.00 is required in the Economics credits and a grade of B- or better with a CGPA of 3.00 in all Finance courses.

Economics Required Courses (24 credits)

Notes:

1. 3 of the 6 credits for Introduction to Economic Theory are counted in the Core, where it replaces MGCR 293
2. credits for this course are counted in the Core, where it replaces MGCR 271 and MGCR 272.
3. 3 of the 6 credits for Macroeconomics are counted in the Core, where it replaces ECON 295.

Economics Complementary Courses (6 credits)

Finance Required Courses (12 credits)

Finance Complementary Courses (6 credits)

All students admitted into the full time B.Com. program are eligible for this course of study. Students considering the Faculty Program should take MGCR 382 in U1 to help them decide.

In order to fulfill the requirements of this option in the three or four years typically taken to complete a B.Com. degree, students should select their region of specialization by the Spring of their U1 year. An adviser from the Faculty will be appointed to each of the interdisciplinary regional areas of study to help students plan their programs of study.

Regional Interdisciplinary Areas of Specialization

Three areas of study are offered to all students: Latin America and the Caribbean, East Asia, and Western Europe (Germany, Italy, France, or Spain). Two additional areas of study (Canada and the United States) are offered for foreign students who come to McGill from other countries.

Students must complete 9 to 12 credits of language study appropriate to their regional area of study, unless they can demonstrate proficiency, in which case they must substitute courses taught in the language of their chosen region.

In addition to language study, a minimum of 15 to 18 credits of

10 Faculty Program in International Management

B.Com. Faculty Program Adviser: Giulia Campofredano

Students who choose this course of study take the standard 51 credits of Core courses but, instead of choosing a Major, Honours or Concentration, they focus on gaining knowledge of a specific geographical region of the world by taking a minimum of 27 credits of courses in an interdisciplinary area of study in the Faculty of Arts. The program also includes a minimum of 9 credits of 300 or higher level courses on integrative or international topics in management.

10.1 Latin American and Caribbean Studies

LANGUAGE COMPONENT (12 credits)

12 credits of Spanish language courses at the level deemed appropriate for the student or, with the approval of the Area adviser, of courses taught in Spanish from the Hispanic Studies Department list below.

Spanish Language Courses List

LANGUAGE COMPONENT (9 credits)

9 credits of First Level Korean, Chinese or Japanese language or, with the approval of the Area Adviser, of courses taught in one of those languages by the East Asian Studies Department.

East Asian Languages Courses List

Students with a prior knowledge of an Asian language may substi-

Other Hispanic Studies Department Courses List

AREA FOCUS COMPONENT (15 credits)

Required Courses (6 credits)

Complementary Courses (9 credits)

** if HIST 464D1/HIST 464D2 is taken, only 3 of the 6 credits will count towards the Option, the other 3 will be counted as elective.

10.2 East Asian Studies

Note: All students taking the East Asian Studies option must take BUSA 394 Asia/Pacific Management as part of the Integrative/International Topics in Management Component.

The East Asian Studies option combines the study of either Chinese or Japanese with related courses in culture and history as follows:

10.3.2 GERMANY
LANGUAGE COMPONENT (12 credits)

German Language Courses List

Students are encouraged to choose courses related to their language study although alternative programs are acceptable after consultation with an adviser.

10.3 Western European Studies

The Western European Studies Focus combines the study of a European language with related courses in culture, history, and economics. Students choose one of the four geographical areas listed below in which to concentrate their studies.

10.3.1 FRANCE

LANGUAGE COMPONENT (12 credits)
12 credits of French language courses at the level deemed appropriate for the student or, with the approval of the Area adviser, of courses taught in French by the French Languages and Literature Department.

French Language Courses List

AREA FOCUS COMPONENT (15 credits)
(Program revisions awaiting University Approval)
Required Courses (6 credits)

Complementary Courses (9 credits)

10.3.3 ITALY

LANGUAGE COMPONENT (12 credits)
12 credits of Italian language courses at the level deemed appropriate for the student or, with the approval of the Area Adviser, of courses taught in Italian by the Italian Studies Department.

AREA FOCUS COMPONENT (15 credits)
Complementary Courses (15 credits)

10.3.4 SPAIN

LANGUAGE COMPONENT (12 credits)

12 credits of Spanish language courses at the level deemed appropriate for the student or, with the approval of the Area adviser, of courses taught in Spanish by the Hispanic Studies Department.

Spanish Language Courses List

AREA FOCUS COMPONENT (15 credits)

Complementary Courses (15 credits)

Bockenholt, Ulf; Diploma-Psych./Comp.Sc.(U. Oldenburg,
Germany), Ph.D.(Chic.), Ph.D.(U.Oldenburg, Germany)
Professor Marketing