



# MBA Program Handbook | 2021-22

**BRIGHTER WORLD**

**DeGroot**  
SCHOOL OF BUSINESS  
EDUCATION WITH PURPOSE

**McMaster**  
University



# Table of Contents

---

- [The Canadian MBA Oath](#)
- [Welcome from the Dean](#)
- **The Student Experience Team**
  - [Overview & Service Standards](#)
  - [How Student Experience Supports You](#)
  - [Career & Professional Development](#)
- **Structure of the MBA Program**
  - [Program Duration](#)
  - [Vacation](#)
  - [Summary of Program Requirements](#)
  - [Mandatory Online Modules](#)
- **Specializations of the MBA Program**
  - [General MBA](#)
  - [Accounting and Financial Management Services](#)
  - [Business Analytics](#)
  - [Finance](#)
  - [Health Services Management](#)
  - [Strategic Business Valuation](#)
  - [Strategic Marketing](#)
- [Registration Information](#)
- [Course Load](#)
- [Ontario Visiting Graduate Students \(OVGS\)](#)
- [Auditing Courses](#)
- [Evaluation](#)
- [Academic Policies](#)
- [Fees, Awards and Financial Assistance](#)
- [Additional Co-op Student Requirements](#)
- [International Experience](#)
- [The DeGroote MBA Association \(MBAA\)](#)
- [DeGroote Directory](#)

# 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 DeGroot MBA students hereby take this Oath,  
as professional business leaders.**



# Welcome

---



An MBA from the DeGroote School of Business will be a transformative experience in your life.

Over the months ahead, DeGroote will challenge you academically. You will encounter business problems that have no clear solutions. You will develop life-long friendships that will serve as the basis of your professional network in the future.

Each MBA student was hand-selected because you aligned with our values. As a faculty, DeGroote will provide you with the tools to help you transform business and society.

Whether in-person or virtual, we believe that learning can happen anywhere and is not limited by the physical boundaries of a classroom. The modern workplace values skills such as communication, critical thinking, innovation, and flexibility. Borders do not limit business, it is local, national, and global in scope, and we will do our best to prepare you for this future.

You will work closely with the faculty. They are your partners – pushing you to think critically, acquire essential management knowledge, and apply your learning. Staff will be your cheerleaders, guiding you through the program and supporting your development. Our DeGroote alumni worldwide are your advocates – mentoring you, hiring you, and endorsing you.

Your MBA from DeGroote will equip you 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 forge positive change.

Our mission is to deliver Education with Purpose and provide you with all the necessary resources, tools, and opportunities to deliver on this mission. We wish you all the best as you complete your MBA at DeGroote.

A handwritten signature in black ink that reads "Khaled Hassanein".

**Dr. Khaled Hassanein**  
Dean, DeGroote School of Business

# The Student Experience Team

---

## What is Student Experience (SE)?

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 specializations, which courses to take, or how to best leverage your skills with your career search, the Student Experience team is **here to help**.

## Service Standards

---

The Student Experience team strives to deliver the best possible student experience to you every day. Generic email accounts are reviewed several times each business day.

**We encourage students to use the [SE Team Directory](#) to direct their questions to any member of the Student Experience team. Given the current virtual environment, we recommend you contact team members via email.**

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

# How Student Experience Supports You

The SE team is made up of both **Academic** and **Career & Professional Development (CPD)** team members, who work together to provide you with the best possible student experience, support and resources.

## Academic

### MBA Program Recruitment

- Educational information sessions to get prospects excited about the DeGroote MBA
- One-on-one appointments to learn more about what's important to students and their individual needs
- Guidance and support to applicants to choose the program that best suits their experience and goals

### Admissions

- Applicant support throughout entire application process
- Offer letters and retention activities to engage incoming students through to the start of the program

### Program (in-course) Support

- Individual academic advising appointments
- Accommodations requests
- Course registration support
- Experiential learning opportunities
- Student wellness initiatives and programming
- Information regarding academic & institutional policies
- Student academic performance review through to graduation

From the moment you consider joining the DeGroote family, to when you walk across the stage with your degree, the SE Academic team **will answer your questions** and **support your experience**.

## Career & Professional Development (CPD)

### Career Development

- Provides personalized career development through one-on-one coaching sessions
- Delivers programs to equip students with the toolkit necessary to confidently promote their brand and execute on a successful job search strategy
- Create opportunities to develop insights into job functions and industries
- Offer a variety of online tools to support students with their career development goals
- Offer a variety of industry-specific technical training

### Strategic Employer Partnerships

- Establishes and maintains strategic employer, alumni and association partnerships
- Connects student to summer, new grad and co-op opportunities on DSB specific job boards
- Hosts a variety of networking events for students to connect with external stakeholders
- Creates ongoing student-alumni connections

### Experiential Learning (MBA Co-op)

- Manage all aspects of the co-op program
- Offer various simulation activities for students
- Support industry and alumni engagement within curricular experiential courses

CPD is excited to be a part of your MBA career journey at DeGroote and looks forward to supporting your career and professional development experience.

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

Career inquiries: [recruit.degroote@mcmaster.ca](mailto:recruit.degroote@mcmaster.ca)  
Co-op inquiries: [mbacoop@mcmaster.ca](mailto:mbacoop@mcmaster.ca)

# Career & Professional Development (CPD)

---

## 1. Career Development

The CPD team 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. Their 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 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. 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.

Learn more about the CPD team at <https://cpd.degroote.mcmaster.ca/>

# Structure of the MBA Program

## Program Duration

### MBA

Students in the DeGroote 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.

DeGroote 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.

# Structure of the MBA Program

## Program Duration (cont'd)

### MBA with Co-op

Students in the DeGroote 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, MBA Programs.

### 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:

- **Fall 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
- **Winter term\*:** There is a break in mid-February (see below for details). As well, there is time following exams and/or completion of the Integrating Project (generally last 2-3 weeks of April)
- **Summer term:** Following exams (for upper year students) and/or completion of the Integrating Project (for first year students). This is generally the last 2-3 weeks of August.
- **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.

# Structure of the MBA Program

## Vacation (cont'd)

**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.

Vacations and holidays are not permitted outside of 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

#### REQUIRED:

<b>L624/L625</b>	Foundations 2
<b>A650</b>	Accounting for Decision Makers
<b>F650</b>	Firms and Markets
<b>L626</b>	Integrating Project

+

#### PLUS 3 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

\*BUS WT01, BUS WT02, BUS WT03 are required in addition to the above for all Co-op students

# Program Requirements

---

## Mandatory Online Modules

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

### SGS 101 / Academic Research Integrity and Ethics

- All graduate students, including part-time must complete and pass the course [SGS 101 Academic Research Integrity and Ethics](#) within the first month **of their program in graduate studies at McMaster.**
- **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. All students are required to take and pass SGS 101.
- Students may not graduate or register in subsequent academic terms without having successfully completed this course.

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

- All graduate students are required to complete appropriate training required to complete their research and studies (health and safety training, ethics training, biosafety training, etc.), as determined by their home Department or Program. All graduate students also are required to complete and [pass SGS 201 Accessibility for Ontarians with Disabilities Act \(AODA\)](#), which [can be completed online](#)
- 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.

**Students may not graduate or register for subsequent terms in their program until they have completed this 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
- Business Analytics
- Finance
- Health Services Management
- Strategic Business Valuation
- Strategic Marketing

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

## General MBA

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

### Required:

P700	Business, Government and the Global Environment
P720	Strategic Management

**Plus eight 700-level courses**

# Accounting & Financial Mgmt Services

---

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)

# Accounting & Financial Mgmt 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
A733	Canadian Taxation II
A745	Assurance
A750/F717/V701	Financial Statement Analysis
A718/28/38	Selected Topics in Accounting

## PLUS THREE ELECTIVES

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

# Business Analytics Specialization

---

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.

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

## Required:

P700	Business, Government and the Global Environment
P720	Strategic Management
K723	Data Mining and Business Intelligence
0701	Modelling and Analytics Using Spreadsheets
0711	Predictive Modelling and Analytics

**The following pages contain information on the specific Business Analytics Tracks available.**

# Business Analytics Tracks

## Required Courses:

K723	Data Mining and Business Intelligence
O701	Modelling and Analytics Using Spreadsheets
O711	Predictive Modelling and Analytics
P700	Business, Government and the Global Environment
P720	Strategic Management

## Two Electives From:

### Highly Recommended:

E714	Business and Economic Forecasting
F741	Introduction to FinTech
F743	Big Data in Finance
K735	Managing the Implementation of Enterprise Systems
KXXX*	Business Applications of Data Analytics/AI
eHealth 746	Healthcare Analytics
M731	Marketing Research
M733	Marketing Analytics
M734	Strategic Marketing Analysis
O715	Simulation for Business Analytics
O7XX*	Data Analytics Using Python

### Other Electives:

F715	Portfolio Theory and Management
F735	Financial Modelling
O721	Inventory Management and Production Planning
O734	Supply Chain Management
O735	Strategic Procurement
D719*	Independent Research Project in Business Analytics

\* Indicates a new course

# Finance Specialization

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](#) or visit the [Program Website](#).

## 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*
F702	Sustainable and Social Finance
F703	History of Finance
F710	Financial Economics and Quantitative Methods
F711	Financial Institutions
F712	Applied Corporate Finance

(continues on next page)

# Finance Specialization (cont'd)

---

F713	Security Analysis*
F714	Options and Futures: Theory and Applications
F715	Portfolio Theory and Management
F716	International Financial Management
F717/A750/V701	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/V705	Venture Capital and Private Equity
F725	Personal Financial Management
F726/V702	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/V703	Financial Modelling
F736	Ethics and Professional Practice in Finance*
F741	Introduction to FinTech
F743	Big Data in Finance
F718/28/38	Selected Topics in Finance

## PLUS THREE ELECTIVES

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

# Health Services Management

---

## **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.

## **Careers:**

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 DeGroote 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/>

# Health Services Mgtm (cont'd)

---

## Required:

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

## And 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
C755	Analytics and Decision Making in Health Care

## PLUS THREE ELECTIVES

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

# Strategic Business Valuation

DeGroote 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.

## Required:

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

## PLUS THREE ELECTIVES

## And THREE of the following:

F712 Applied Corporate Finance  
F713 Security Analysis  
F721 Mergers, Acquisitions, and Corporate Control  
V701/A750/F717 Financial Statement Analysis  
V702/F726 Behavioural Finance  
V703/F735 Financial Modeling and Valuation  
V705/F724 Venture Capital and Private Equity

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

# Strategic Marketing

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.

## Required:

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

## PLUS THREE ELECTIVES

## And FOUR of the following:

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  
M752 Digital Marketing  
P715 Entrepreneurship  
P731 Crisis Management and Communications  
M718/28/38... Selected Topics in Marketing

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

# Registration Information

---

Registration for the MBA program is completed on-line through [Mosaic](#). Eligible students may access Mosaic from any computer.

For a complete list of important dates and deadlines, please visit the [MBA Program Current Students website](#).

## Before commencing registration in Mosaic:

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

Contact an [MBA Academic Advisor](#) if you require academic advising.

## Important Registration Reminders

- First-year MBA and MBA with Co-op students will be enrolled in all required courses by the department for their first academic term.
- Students are enrolled in work term courses by the academic team.
- 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 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.
- Students enrolled in the MBA program may not be enrolled in any other program of studies simultaneously.
- 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 (of 5 for full-time or up to 2 for part-time students) per term should submit the “[Petition for Special Consideration](#)” form 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 (‘overloading’) in their second academic year are reviewed on a case-by- case basis by the Academic Advisors and Manager, MBA (Academic).

## Important Course Load Considerations

- 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 first work term. Students may ask for special consideration to enroll in one course during 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-time course load, and therefore full-time tuition and fees apply, regardless of whether or not they have paid for a course taken off sequence. For further information, please contact an [MBA Academic Advisor](#).

## 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.’ Please note this is not the same as ‘overloading’ (see above). 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)

---

It is possible for a graduate student registered at McMaster University to take a graduate course at another Ontario university for credit toward the McMaster degree. To do so, the student must review the Information Booklet, complete the form for an Ontario Visiting Graduate Student (both available on the Council of Ontario Universities website <http://cou.on.ca/key-issues/education/graduate-education/ontario-visiting-grad-students>) and describe the course to be taken, the term in which it will be taken, and the reasons for taking the course.

Approval of the student's Department Chair, MBA Program Director and Academic Advisor are required before the form is submitted for approval to the School of Graduate Studies, which will send it to the host university. The course selected must be required for the student's program, must be a graduate level course, and must not be available at McMaster University. Auditing of courses or registration for "extra" courses is not permitted.

## 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 – MBA Programs 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](#) and submit it to [Student Experience – MBA Programs](#).
- Tuition for the course is paid to McMaster University.

## Courses Taken Outside of Ontario (do not fall under OVGS)

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 – MBA Programs 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

---

Graduate Students may request permission to audit Graduate courses only. This requires a completed form, signed by the instructor and an Academic Advisor at both the beginning and end of the course. The application form can be found on our website at:

<https://mbastudent.degroote.mcmaster.ca/files/2013/03/Request-to-Audit-MBA-Course.pdf>

Please submit this application to Student Experience. Upon completion of the course, and subject to confirmation from the instructor that their expectations regarding the student's participation were met (i.e. that the student attended at least 80% of the class), the course will be formally added to the transcript and a grade of "AUD" will be assigned. No other grade will be assigned.

Please also note the following:

- Registered, second-year MBA students are eligible to audit courses.
- Students must have successfully completed the prerequisites for the course.
- When students audit a course, they attend classes but do not complete assignments or write the final exam.
- While auditing, students may be able to register for credit in the course if you contact the Student Experience – Academic office before the registration deadline.
- Audited courses have no academic credit and an audited course may not be retaken for credit.
- Fees may apply (please see an [Academic Advisor](#) for details).

## Evaluation

---

### Midterm 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

# Evaluation (cont'd)

---

## Missed Midterm 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 [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 – MBA Programs 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 – MBA Programs 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 – MBA Programs 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.

# Evaluation (cont'd)

---

## Missed Midterm Examinations / Tests / Class Participation

- 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 visit the [DeGroote Exam Page](#).
- 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 Exam Page](#).

# Evaluation (cont'd)

---

## Missed Final Examinations (cont'd)

- 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.
- 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 University wishes to assist students with legitimate difficulties. It also has the responsibility to ensure that degree, program and course requirements are met in a manner that is equitable to all students. Please note that academic accommodation requests related to a disability are processed under the Academic Accommodation of Students with Disabilities policy. This includes accommodation requests for Permanent Disability, Temporary Disability, and Retroactive Accommodation.
- In those instances where a student acknowledges that the rules and regulations of the University have been applied fairly, but is requesting that an exception be made because of special circumstances (compelling medical, personal, or family reasons) the student may submit, in a prompt and timely manner, a Petition for Special Consideration. The appropriate form is available on the School of Graduate Studies website. The student's supervisor and Associate Chair are normally required to provide their independent assessments of the student's statement in the petition. Supporting documentation will be required but will not ensure approval of the petition. The authority to grant petitions lies with the School of Graduate Studies and is discretionary. It is imperative that students make every effort to meet the originally scheduled course requirements and it is a student's responsibility to write examinations as scheduled.

# Evaluation (cont'd)

---

## Missed Final Examinations (cont'd)

- In accordance with the Student Appeal Procedures, decisions made on Petitions for Special Consideration cannot be appealed to the Senate Board for Student appeals. Where any student feels there may have been discrimination on grounds in a protected social area as outlined in the Ontario Human Rights Code, they may contact the Equity and Inclusion Office to discuss initiating a complaint (Room 212 of the McMaster University Student Centre). In Health Sciences, Graduate Students should also consult the Advisor on Professionalism in Clinically Based Education.

## 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

---

## McMaster University Policy for Academic Accommodation of Students with Disabilities (Excerpt)

- McMaster University is committed to excellence in teaching and learning. The University strives to ensure every student is afforded an academic environment that is dedicated to the advancement of learning and is based on the principles of equitable access and individual dignity. At McMaster we nurture and support a culture of acceptance, inclusion and the celebration of diversity. Creating a learning environment that is accessible to all students is a value embedded within the University's fabric as well as our policies, services and practices.
- Students must meet University and program/degree requirements, including participation in classes, tutorials, group work, presentations, etc. Students seeking an Academic Accommodation are required to participate fully in the Academic Accommodations process.
- This participation includes:
  - a) when the student is aware of their disability and the need for Academic Accommodation, contacting Student Accessibility Services Office before classes or academic work begins;
  - b) providing the information required so that Student Accessibility Services can assess the duty to accommodate and develop Accommodation Plans;
  - c) after the approval of the Accommodation Plan, should the student have any questions they may choose to speak with their instructor, SAS advisor or Student Experience Office to review steps for the implementation of the Accommodation Plan;
  - d) notifying Student Accessibility Services of any changes that may impact already established Accommodation Plans in a timely fashion.
- Student Accessibility Services requires adequate time to review requests and coordinate needed arrangements. Some accommodations take longer to arrange than others (e.g. sign language interpreters and transcriptions), and students with these types of requests should be particularly cognizant of the timing of their requests. Failure to make a request or supply the required documentation in a timely manner may delay the approval and/or implementation of the requested accommodation.
- New students are encouraged to contact Student Accessibility Services and submit their accommodation request as soon as possible after they receive their offers of admission, or by August 1<sup>st</sup> of the academic year, whichever comes first.
- The complete Academic Accommodation of Student with Disabilities Policy, which includes Roles & Responsibilities, Guidelines and Procedures, Appeals and related legislation [can be found here](#).
- Workplace Accommodations for graduate students who have Teaching Assistantships and other campus employment are processed through Human Resources. For the related policy, requests, and procedures, refer to Human Resources. [For more information visit the SAS Website](#).

# Academic Policies

---

## Failing Grades & Continuation

- All MBA programs follow McMaster’s policy on Failing Grades and Incomplete Grades (section 2.6.8 of the Graduate Calendar).
- “The minimum passing grade in a graduate course is a B-. Failure in either a course or a milestone is reviewed by the appropriate Faculty Committee on Graduate Admissions and Study or the Associate Dean. 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 or milestone. A failing grade in a Certificate, Diploma, Master’s or Doctoral course remains on the transcript. Students who fail a second course or milestone will not normally be allowed to continue in the program”.
- 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 – MBA Programs](#).

## 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.
- 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. Students should seek remedies for their grievances as promptly as possible and must do so within the time limitations set out in the Student Appeal Procedures.

# Academic Policies

---

## Appeal Procedures (cont'd)

- MBA students wishing to address a specific concern relating to a course are encouraged to:
  - Speak privately with their professor to express their concern and offer possible informal resolutions
  - If the matter is not resolved, you may contact an [Academic Advisor in the Student Experience – MBA Programs office](#) to discuss formal options for resolution
  - Students are requested to speak with the University Secretariat regarding a complaint before submitting an application.
- For more information, review the full [Student Appeal Procedure](#).

## 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:
  1. A disregard for the norms of scholarly integrity, without necessarily intending to deceive
  2. Academic dishonesty, which is an intentional disregard for the norms of scholarly integrity
- Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage.
- Wherever in this policy an offence is described as depending on “knowingly,” the offence is deemed to have been committed if the person ought reasonably to have known.
- Students and applicants to graduate programs are responsible for being aware of and demonstrating behaviour that is honest and ethical in their academic work. Such behaviour includes:
  - adhering to the principles of academic integrity when submitting application materials
  - following the expectations articulated by instructors for referencing sources of information and for group work;

# Academic Policies

---

## Academic Integrity (cont'd)

- asking for clarification of expectations as necessary;
  - identifying testing situations that may allow copying;
  - preventing their work from being used by others, e.g., protecting access to computer files; and
  - adhering to the principles of academic integrity when conducting and reporting research.
- Students are responsible for their behaviour and may face penalties under the Academic Integrity or Research Integrity policies if they commit academic dishonesty or research misconduct.
  - Graduate students, having been deemed admissible to higher studies, are expected to be competent in the acknowledgement of other people's work, whether that work is in print or electronic media.
  - Graduate students are expected to understand the demands of ethical conduct of research and reporting research results and behave ethically and responsibly in conducting and reporting research. All graduate students are responsible for familiarizing themselves with the definition of research misconduct in the University's policy, namely, "a researcher must be honest in proposing, seeking support for, conducting, and reporting research; a researcher must respect the rights of others in these activities."
  - 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](#).

# Academic Policies

---

## Withdrawal and Leaves

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:

### 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 applies and appropriate documentation is submitted:
  - a) Medical issues (doctor's certificate required)
  - 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)
- Under special circumstances, students may submit a [Petition for Special Consideration](#) to request a late withdrawal.

### 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.

# Academic Policies

---

## Leave of Absence (cont'd)

- Students applying for a leave of absence for personal reasons must normally have completed at least one year of full-time graduate studies.
- It is understood that when a student takes a LOA, the duration of the leave will not be counted as time towards the time limits in which the student is required to complete or make progress in his or her graduate studies program. On occasion a student may take a leave of absence starting mid-term. This may have impacts on tuition, pay and term count, students should contact their program office or the School of Graduate Studies for more information. If a leave begins after the drop and add period of the term, the [MBA Cancellation Schedule](#) will be followed.
- Students should be aware that a leave of absence may affect scholarship eligibility including external funding.
- LOA affecting Teaching Assistantship duties are covered by the Collective Agreement with Local 3906 (Unit 1) of the Canadian Union of Public Employees. Please refer to the [collective agreement](#) for additional information

## Reasons for a Leave of Absence

- 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
- 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 – MBA Programs office
- 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
- **Completion of the Accelerated MBA program is limited to four years.**

# Academic Policies

---

## 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](#) (Section 2.5.7)
- MBA students wishing to take a Maternity or Parental Leave are encouraged to submit a [Maternity or Parental Leave form](#) and consult with an Academic Advisor in the Student Experience – Academic office to review the details of the Policy

## 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 – MBA Programs office <http://mbastudent.degroote.mcmaster.ca/files/2013/03/MBA-Change-of-Status-form.pdf>
- Students who have withdrawn from the program may petition for readmission, provided they do so within five years of the date of withdrawal (Co-op excluded).
- Students who have not completed courses within two academic terms and have not been approved for a leave of absence or have failed to return from a leave of absence will be withdrawn from the MBA program.

## 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 – MBA Programs 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.

# Fees, Awards & Financial Assistance

---

## Tuition Fees

- Please refer to the [McMaster's Registrar's Office 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.

## Awards and Financial Assistance

- 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.

## Financial Assistance Opportunities

- Internal MBA Awards
- External Awards
- Teaching Assistantships
- External Financial Assistance

# Fees, Awards & Financial Assistance

---

## Internal MBA Awards:

### MBA Admission Awards

- Received an offer of admission to one of DeGroot's full-time MBA programs; Scholarship included in offer letter
- Automatically considered for scholarships at the time of application
- Admission Scholarships are awarded based on a holistic assessment of the applicant's profile and range from \$1,000 – \$10,000

### DeGroot MBA Admission Scholarship Competition

- Recognizes high achieving outstanding prospective and incoming students who have received an offer of admission before March 23, 2021
- Based on assessment of application file
- Must be in Full Time or Full Time with Co-op Programs
- By invitation-only competition
- Competition involves video submission and panel interview with DeGroot MBA Alumni
- Awards range between \$2,000 to \$15,000

### MBA Donor Scholarships, Bursaries & Academic Grants

- 40-50 awards, awards range from \$500 to \$10,000 (award amounts vary)
- Non-repayable funding, which means you don't need to pay it back!
- Bursaries and Academic Grants take into account financial need based on OSAP. International Students are not eligible.
- Some awards are solely for first year students (Entrance Awards)
- AwardSpring portal opens in August, matches you with awards you may be eligible for. Webinar in late July/Early August.
- Part-Time students not eligible

# Fees, Awards & Financial Assistance

---

## External MBA Awards:

### OGS – Ontario Graduate Scholarships

- Invitations sent in May, administered by McMaster
- Must be Canadian Citizen or Permanent Resident
- Multiple Winners, awards of \$10,000 over 2 study terms

### McMaster University-Wide Scholarships and Bursaries

<https://registrar.mcmaster.ca/aid-awards/scholarships-and-bursaries/>

### McMaster Graduate Students Only:

<https://gs.mcmaster.ca/current-students/scholarships/>

### Other:

<https://mbarecruit.degroote.mcmaster.ca/finances/>

## 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.

# Fees, Awards & Financial Assistance

---

## External Financial Assistance:

### 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. MBA students apply for OSAP on a term-by-term basis during work terms and study periods. Visit the [OSAP website](#) for more information.
- Students apply for OSAP online at least six to eight weeks prior to the start of their 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. Visit [McMaster's OSAP Page](#) for more information.
- A financial plan is an essential part of a university career. It can be helpful to consult with family members, a banking representative or financial aid counsellor to research financial options. Graduate students who are eligible are encouraged to apply for OSAP. Please visit [McMaster's Government Aid Page](#) and the [OSAP Website](#) for more information.

### Banking Institutions/Lines of Credit

- TD Canada Trust has partnered with McMaster University to provide selected students with the opportunity to apply for lines of credit through their regular business processes.
- Students who have OSAP tuition/book shortfalls are encouraged to reach out to the Student Services team within the Office of the Registrar. Following a consultation, McMaster's Student Services Professionals will fill out a referral form and direct students to a recommended contact.
- Students who are enrolled in a non-OSAP eligible program, such as DeGroot's part-time Accelerated MBA program, are encouraged to reach out to the local branch of their bank directly to inquire into loans or lines of credit.
- In special circumstances, students in non-OSAP eligible programs may also apply for emergency supports through [Student Services](#).

# Fees, Awards & Financial Assistance

---

## External Financial Assistance (cont'd):

### Loan Companies

#### ***MPOWER Financing***

MPOWER Financing is the leading provider of no-cosigner loans to students from around the world. MPOWER loans are based on a student's career potential and can cover tuition and other education-related expenses.

#### ***HDFC Credilia***

HDFC Credilia offers a completely customized product for Indian nationals who opt to pursue their university/college education in Canada.

Students from the United States are encouraged to seek private sources of loan and grant funding through alternate means such as Sallie Mae , 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 McMaster's OSAP Page and click on the Out of Province/Country tab.

# Additional Co-op Student Requirements

---

## MBA Co-op Program

- Students enrolled 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 co-op preparation delivered throughout their program including; individual career coaching, self-assessments, information sessions, workshops, group meetings and employer and alumni engagement opportunities.
- Students must be active participants in all aspects of the preparation and 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 Terms and Conditions 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.
- 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 (chart on next page)

# Additional Co-op Student Requirements

## Co-Op Sequencing Options (cont'd)

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 DeGroote 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 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 receiving a grade of fail for their work term course 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.
- Students unable to secure a work term following two recruitment cycles will not be permitted to continue in the program, and will be transferred to a Full-time MBA.

## 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. (cont'd on next page)

# Additional Co-op Student Requirements

---

## Co-op Program Fees (cont'd)

- 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 full-time 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

---

Recent business trends make it increasingly important for individuals and organizations to be able to compete in the international marketplace. The DeGroot 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. 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 McMaster MBA rates. 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.

## Eligibility

### MBA Students:

- Successfully 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)

# International Experience

---

## Eligibility (cont'd)

### 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 more information, please contact [mba.studentexperience@mcmaster.ca](mailto:mba.studentexperience@mcmaster.ca)

# The DeGroote MBA Association (MBAA)

---

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

- DeGroote MBA Marketing Association (DMMA)
- Health Services Management Association (HSMA)
- MBA Operations Management Club (MBAOM)
- DeGroote Women in Management Association (WMA)
- DeGroote Entrepreneurs Association
- MBA Finance Association (MBAFA)
- DeGroote MBA's for Impact (DMI)
- DeGroote Consulting Association (DCA)
- DeGroote Human Capital Association (DHCA)
- MBA EDI Working Group (new in 2020)

## Academic

The MBAA works as a liaison among students, faculty and administration ensuring student needs are reflected in DeGroote's academic curriculum. This includes presenting continuous feedback about the quality of their 'in and outside' classroom experience directly to the MBA Program 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 DeGroote Inter-professional Health Leadership Conference (DIHLC) and MBA Games – a national competition across all Canadian MBA Schools, which DeGroote competes in each year. In past years, DeGroote hosted its own national case competition focusing on digital innovation.

## Professional Development

In concert with other internal stakeholders, the MBAA and its various clubs maintain relationships with student experience, DeGroote alumni, partners, employers and the community. Through these relationships, the MBAA offers students the opportunity to connect with alumni through networking events while providing skill-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.

# The DeGroote MBA Association (MBAA)

---

## Social

The MBAA hosts marquee annual events such as the MBA Formal and Diversity Day 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, DeGroote 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.

### General Contact Information

RJC 259 ext. 24206

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

# DeGroote Directory

---

## Office of the Dean, Faculty of Business

<b>Dean</b> Khaled Hassanein <a href="mailto:deanbus@mcmaster.ca">deanbus@mcmaster.ca</a>	<b>Associate Dean (Graduate Studies and Research)</b> Gillian Mulvale <a href="mailto:hassank@mcmaster.ca">hassank@mcmaster.ca</a>
<b>Associate Dean (Faculty Affairs and Accreditation)</b> Anna Danielova <a href="mailto:adbusfa@mcmaster.ca">adbusfa@mcmaster.ca</a>	<b>Director, MBA Program</b> John Medcof <a href="mailto:medcofj@mcmaster.ca">medcofj@mcmaster.ca</a>
<b>Associate Dean (Academic)</b> Sue McCracken <a href="mailto:smccrac@mcmaster.ca">smccrac@mcmaster.ca</a>	<b>Director of Finance &amp; Administration</b> Susan Mitchell <a href="mailto:mitchel@mcmaster.ca">mitchel@mcmaster.ca</a>

## Faculty Area Chairs

<b>Accounting and Financial Management Services</b> Khalid Nainar <a href="mailto:nainar@mcmaster.ca">nainar@mcmaster.ca</a>	<b>Human Resources Management</b> Catherine Connelly <a href="mailto:connell@mcmaster.ca">connell@mcmaster.ca</a>	<b>Operations Management</b> Manish Verma <a href="mailto:mverma@mcmaster.ca">mverma@mcmaster.ca</a>
<b>Finance and Business Economics</b> Trevor Chamberlain <a href="mailto:chambert@mcmaster.ca">chambert@mcmaster.ca</a>	<b>Information Systems</b> Maryam Ghasemaghahi <a href="mailto:ghasemm@mcmaster.ca">ghasemm@mcmaster.ca</a>	<b>Strategic Marketing</b> Nick Bontis <a href="mailto:nbontis@mcmaster.ca">nbontis@mcmaster.ca</a>
<b>Health Policy and Management</b> Glen Randall <a href="mailto:randalg@mcmaster.ca">randalg@mcmaster.ca</a>	<b>Marketing</b> Sourav Ray <a href="mailto:sray@mcmaster.ca">sray@mcmaster.ca</a>	

# Student Experience Directory

Please note: During this time, please reach out to all staff members via email for quicker response time.

<b>Director, Student Experience</b> Jennifer McCleary  <a href="mailto:jmcclea@mcmaster.ca">jmcclea@mcmaster.ca</a>	<b>Communications Specialist</b> Emily Cestra  <a href="mailto:cestrae@mcmaster.ca">cestrae@mcmaster.ca</a>	<b>Student Experience Associate</b> Megan Carvalho  <a href="mailto:veleym@mcmaster.ca">veleym@mcmaster.ca</a>
--	--	---

## Academic Team | Student Experience

<b>Manager, Student Experience – Program Management (MBA)</b> Chris Longtin <a href="mailto:longtinc@mcmaster.ca">longtinc@mcmaster.ca</a>	<b>Program Lead, MBA</b> Melanie Pulling <a href="mailto:pullingm@mcmaster.ca">pullingm@mcmaster.ca</a>	<b>MBA Program Officer</b> Sandra Clark <a href="mailto:askmba@mcmaster.ca">askmba@mcmaster.ca</a>
<b>MBA Academic Advisor</b> Carolyn Colwell <a href="mailto:askmba@mcmaster.ca">askmba@mcmaster.ca</a>	<b>MBA Academic Advisor</b> Madalena (Maddy) Burley <a href="mailto:askmba@mcmaster.ca">askmba@mcmaster.ca</a>	<b>Manager, Student Experience – MBA Recruitment and Admissions</b> Jennifer Dunk <a href="mailto:dunkjc@mcmaster.ca">dunkjc@mcmaster.ca</a>
<b>Recruitment &amp; Admissions Manager</b> Matthew Vonk <a href="mailto:mbainfo@mcmaster.ca">mbainfo@mcmaster.ca</a>	<b>Admissions Officer</b> Ryan Shoot <a href="mailto:mbadmis@mcmaster.ca">mbadmis@mcmaster.ca</a>	<b>Graduate Recruitment &amp; Retention Officer</b> Chandani Sheth <a href="mailto:mbasshp@mcmaster.ca">mbasshp@mcmaster.ca</a>
<b>MBA Admissions Coordinator</b> Kerry Donovan <a href="mailto:mbadmis@mcmaster.ca">mbadmis@mcmaster.ca</a>		

# Student Experience Directory (cont'd)

---

## CPD Team | Student Experience

<b>Manager, Career &amp; Professional Development</b> Cynthia Bishop <a href="mailto:cynthia.bishop@mcmaster.ca">cynthia.bishop@mcmaster.ca</a>	<b>CPD Program Lead, MBA</b> Caroline Roberts <a href="mailto:caroline@mcmaster.ca">caroline@mcmaster.ca</a>	<b>Relationship Manager</b> Jacquie Gomes <a href="mailto:gomesj3@mcmaster.ca">gomesj3@mcmaster.ca</a>
<b>Relationship Manager</b> Lisa Keenan <a href="mailto:keenanl@mcmaster.ca">keenanl@mcmaster.ca</a>	<b>Relationship Manager</b> Melanie Wyndowe <a href="mailto:wyndowem@mcmaster.ca">wyndowem@mcmaster.ca</a>	<b>Associate, Recruitment Programs &amp; Events (MBA)</b> Pamela Lauren <a href="mailto:pamela@mcmaster.ca">pamela@mcmaster.ca</a>
<b>Manager, Employer Development</b> Arina Levko <a href="mailto:levkoa@mcmaster.ca">levkoa@mcmaster.ca</a>		

**Ron Joyce Centre (RJC) DeGroot School of Business  
McMaster University**

4350 South Service Road Burlington, ON L7L 5R8

Telephone: 905-525-9140 ext. 20511

Fax: 905-634-4985

RJC Concierge Services: 905-525-9140 ext. 20536

[www.degroot.mcmaster.ca](http://www.degroot.mcmaster.ca)

*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](#). 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.