

Research that makes a difference

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is easy?

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behaviour course
counsellors

practice globalization
information
decision technology
making health
management learning
leadership
social innovation



THE LEADERSHIP CHALLENGE

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MARCH 4, 2004



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And more...

DEAN'S MESSAGE



THE LAST TEN years has seen the field of management expand into dramatically new horizons. Multidisciplinary approaches are required to understand complex management challenges in an increasingly complex world. Globalization, for example, has opened up whole new issues such as the emergence of international financial markets, cross-cultural management and ethics. Turbulence in the business environment also has increased dramatically. The dotcom era burst forth and then collapsed within a decade. Terrorism has become a way of life and SARS exploded on the scene, paralyzing communities as well as international travel. A single case of mad cow disease crippled the economy of western Canada. To these sudden events are added the long-term structural changes, such as the aging of the baby boomers that is creating an unprecedented crisis in health care. Finally, the emergence of a whole set of new factors is changing the landscape of business. Software development is moving on a massive scale to countries like India. The Chinese economy has skyrocketed, giving us a massive trade deficit and hollowing out the manufacturing heartlands of America and Europe. In this confused world, the role of research is central to finding new solutions to these unprecedented challenges. Researchers at the Faculty are working to push forward the new frontiers of management knowledge. New research and teaching initiatives in international finance, health and innovation are paving the way to help create a new understanding of management in the 21st Century.

Dean Gerald HB Ross

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RESEARCH THAT MA



McGill University uses cross-disciplinary and industry collaboration to connect research, learning and practice. In this article Professor Jan Jorgensen explains how members of McGill's Faculty of Management are exploring new approaches to management research to find the answers to the questions that concern practicing managers.

MCGILL IS UNIQUELY placed at the intersection of a number of different cultures: English/French; North American/European; and "hard" quantitative/"soft" qualitative research methods. This position gives faculty a unique vantage point and helps our researchers to pursue topics from multiple perspectives.

Research that involves interaction with practitioners is rewarding for both parties. Faculty members look to the wider community not only for financial support but also for opportunities to engage in research that makes a difference.

McGill researchers continue to build on decades of research into traditional-management research topics including: globalization (see A global perspective on page 5); decision-making (see New perspectives on decision-making on page 4); leadership (Examining leadership and management on page 3); and information technology (see The new economy on this page).

Collaborative approaches are driving research in the fields of health care, social innovation, regional innovation clusters, sustainable development and addressing the challenges faced by Canada's native communities.

CROSS-DISCIPLINARY COLLABORATION

McGill has six specialized research centres in areas including finance, marketing, and management sciences. Their activities are funded by research grants and endowment funds. More than half the faculty participates in groundbreaking research with our cross-disciplinary consortia,

THE NEW ECONOMY

E-commerce and information technology serve as focal research topics. Faculty members are examining the engineering of consumer experience on the internet; e-commerce impact on competition and unbundling of services; international marketing via the internet; and consumer use of internet information.

Within organizations, the focus is on the impact of information technology on individuals and organizations; the assessment of costs and successes of Enterprise Resources Planning systems; evaluation of the business value of information technology; and accounting issues in evaluating and using information technology.

the health management consortium and the innovation consortium.

HEALTH MANAGEMENT

The health management consortium was launched in 2000 to foster innovative approaches to health care and health management. This led to the development of the McGill Initiative for the Integrative Management of Health, a strategic alliance between the faculties of Management and Medicine.

The alliance is based on the belief that new partnerships are needed in an environment of limited resources, increasing demands, new technologies, new and more accessible information, and dramatic shifts in the health care sector.

These efforts have generated a rich ensemble of activities encompassing

- (a) research on important questions at the interface of management and health;
- (b) education to develop the management and leadership competencies of health professionals; and
- (c) knowledge transfer activities — including workshops and e-learning — to bridge the gap between research and practice.

MAKES A DIFFERENCE

The consortium is undertaking research projects on a broad array of micro-, meso- and macro-level issues. These include e-health integration for chronic disease management and the value of emotional appeals to make health communications more effective. Other projects include evaluating alternatives for integrated health delivery; examining patient-centred models for integrated health care; and improving emergency room health care and the distribution of mammography through optimization models.

Researchers are exploring health professionals' use of e-learning to develop management competencies and ethical leadership in health care. One team is examining the ethical dimensions of environmental health issues by exploring alternative methods to distribute and evaluate risks in society (for example, hazardous materials transportation).

Activities to integrate health management research with learning include the joint MD-MBA program and the annual health challenge workshop. Recent themes include health care for the elderly and strategies to manage obesity and diabetes.

The health management consortium helped organize a think tank on regional health co-ordination and health policy alternatives. Members are participating in VRQ teams to design and offer e-learning for health professionals, which will link to Quebec's new learning corporation:

EXAMINING LEADERSHIP AND MANAGEMENT

Beginning with pioneering research on the manager's job, faculty members have made key contributions to research on charismatic leaders, visionary leaders, and more recently ethical leadership. Research on the attributes and dynamics of global leadership and on women as global leaders is underway. A traditional focus on 'heroic' leaders has even spawned a counter research theme on 'quiet' (but effective) managers.

Corporate scandals have produced research into corporate governance, including the relative roles of leadership, values, information disclosure, regulations, and institutions (boards of directors, financial markets) in promoting better governance.

VSQ Inc (www.vsq.mht.qc.ca) and the World Bank's Global Development Learning Network (www.gdln.org).

Members of the McGill Initiative for the Integrative Management of Health are developing the International Masters in Health Leadership modelled on the International Masters Program in Practicing Management (www.impm.org) to serve professionals and managers engaged in health delivery, administration, and policy.

INNOVATION

The innovation consortium covers social innovation, sustainable development, and technological and social entrepreneurship with special attention to collaborative paradigms that promise to drive business practice in the new century.

Social innovation includes developments across the private, public and voluntary sectors, as well as catalysts and issues surrounding the changing boundaries and roles of these three sectors. Research is being undertaken into the processes that cut across each sector.

These involve:

- the dynamics of interaction between individuals and the larger social context in fostering innovation,
- bridging strategies across the sectors,
- the social impact of innovation,
- knowledge networks and organizational learning,
- implementing innovation in organizations,
- the changing patterns of work-life arrangements in large organizations,
- institutional entrepreneurship,
- innovation in organizational forms,
- and the co-evolution of technology, discourse and institutions.

Within the voluntary sector, there is research on new patterns of social advocacy and service, the balance between advocacy and service delivery, ►

NEW PERSPECTIVES ON DECISION-MAKING

Based on recent advances in research on emotions, McGill researchers are also exploring new social and affective dimensions of decision-making.

- How do appeals to emotions (for example, fear or humour) make communications more or less persuasive, particularly with respect to health behaviour decisions and financial decisions?
- How does the social context (including peer pressure) affect decision-making?
- How might service experiences be engineered, and how does consumer experience shape branding?
- How do shared identity and membership boundary differences affect the decision-making and performance of geographically dispersed "virtual" teams?
- What are the determinants of individual and team creativity?
- How do employees respond (silence/voice) to perceived organizational mistreatment?
- How do decision-making rules (such as quality or safety standards) and discourse co-evolve with new technology?
- What models can assist in dynamic pricing decisions?
- In optimization decision-making, how can uncertainty be incorporated into interior-points methods to aid in complex financial or logistical decisions?
- What are robust risk management models?
- How can capacity and other decisions be made in industry contexts with high levels of uncertainty and frequent discontinuities (for example, airlines)?

◀ processes for responsive evaluation of voluntary sector initiatives, and the dynamics of strategy formation in the voluntary or "non-owned" sector.

Turning to the private sector, research focuses on the role of venture capital in innovation and entrepreneurship, the choice between venture capital markets and within-firm innovation, "insurance" against downside entrepreneurial risk, outsourcing and supply chains in the new economy, valuation and reporting of intangible assets, models for technology choice, social processes in consumer adoption of new and "high-tech" products, innovation and commercialization through alliances, and intellectual property strategy.

Faculty members look to the wider community not only for financial support but also for opportunities to engage in research that makes a difference.

Research related to the public sector includes studies of policy and institutional changes arising from globalization (economic liberalization) and technology (the "new economy"). How do government policies and institutions foster or distort innovation and the growth of knowledge-intensive firms in the "new economy"? How do governments respond to conflicting public pressure to manage policy change in sensitive areas including economic reform, health reform, and AIDS/HIV treatment?

SUSTAINABLE DEVELOPMENT

Faculty members are engaged in wide-ranging research topics linked to sustainable development including:

- commercialization of environmentally-friendly products (electric vehicles),
- network design in remanufacturing and recycling (reverse logistics),
- energy models and climate change,
- the dynamics of product substitution in the economy (as in the campaign to replace DDT),
- hazardous material transportation,
- cross-disciplinary knowledge to address biodiversity issues, and
- the discourse on the "precautionary principle" in sustainable development.

REGIONAL INNOVATION CLUSTERS

The research on regional innovation and clusters explores new perspectives on proximity and innovation.

For example, within the greater St. Lawrence river basin, what are the dynamics of technology innovation across industries as well as within industry clusters? What determines the location of production and distribution within such a region? In a global economy, do co-located clusters outperform geographically dispersed ("virtual") clusters? How do industry clusters facilitate upgrading productive capabilities in poor countries? How do similar industry clusters vary across countries with differing institutions? What incentives cause knowledge-based firms to cluster? What are the patterns and organizational forms in industrial clusters? What is the balance between conformist and contrarian strategies within industry clusters?

HELPING NATIVE COMMUNITIES

Thanks to an on-going collaboration with the Canadian Executive Service Organization, research is being undertaken into challenges affecting native communities, such as economic development strategies or an eco-tourism or adventure-tourism marketing strategy for a particular native community.

THE VIRTUOUS TRIANGLE

Research for its own sake has value, but the role of a professional school is to connect research, learning and practice so that each element strengthens the others.

Management research ultimately leads to improved practice and new learning.

In addition to bringing research findings into the classroom, faculty members supervise doctoral and post-doctoral students who become the next generation of researchers. At any given time, approximately three post-doctoral students are working with faculty members to launch their research careers.

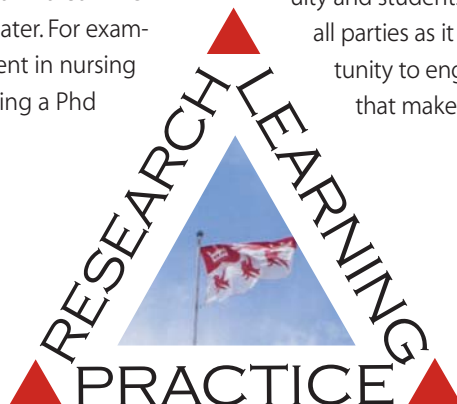
Some research topics arise directly from collaboration with the wider business community to address challenges identified by managers, while other topics emerge within the University and find commercial applications later. For example, the Phd student in nursing who, after attending a Phd

Management research ultimately leads to improved practice and new learning.

Seminar in the management of innovation, is using appreciative inquiry to study and encourage innovative behavior in Oncology units at McGill affiliated hospitals.

Participants in McGill's masters and executive programs for practicing managers raise issues that are later developed into research topics. Masters and undergraduate students undertake independent research projects under the guidance of faculty members to develop their knowledge on specialized topics. These projects often address pressing business issues. For example: What are winning business strategies?; how should a firm manage an acquisition in Russia?; and how can real options improve strategic decision-making? Independent research papers also address entrepreneurship and growth issues faced by start-up and family firms in which the student is involved.

Interaction between practitioners, faculty and students is rewarding for all parties as it creates an opportunity to engage in research that makes a difference. 🍁



A GLOBAL PERSPECTIVE

McGill Management is engaged in cross-disciplinary research on globalization, emerging markets, cross-cultural management, and international entrepreneurship. Complementing research on globalization of financial markets (see article on page 10) and building on two decades of research on cross-cultural and international management, a new generation of researchers is tackling fresh challenges.

- What is the impact of economic liberalization on strategies of domestic and international firms in both industrial and emerging markets, and how do firms individually and in alliances respond to improve their competitive position in global and regional markets?
- How do cross-cultural differences in consumer behaviour affect international branding?
- How do competition, cooperation, and risk management interact in global supply chains?
- What are the issues, approaches and challenges in establishing global account management to serve global corporate customers? What patterns exist in the emergence of "born-global" entrepreneurial firms?
- How does restructuring affect the pattern of industrial conflict and labour relations?



Managing Risks to Your Supply Chain

Any team is only as strong as its weakest link. Any business is only as strong as the weakest link in its supply chain. Since 1999, McGill's Management Science Research Centre and the Master in Manufacturing Management program have sponsored an annual Supply Chain Management Conference. This year the conference focused on risk management. Want to learn more about how others manage risks in their supply chain? Read on.

Speakers at this year's conference, held on September 26, included:

Dr. David Simchi-Levi, Professor of Engineering Systems, MIT;

Debra Elkins, Program Manager, Enterprise Risk Management, General Motors Research & Development Center;

Don Boudier, Manager of Supply Management at John Deere Welland Works;

Steve Bonham, Head of Global Manufacturing Services at BreconRidge Manufacturing Solutions;

James Armstrong, Regional Director at Maersk Logistics Canada;

Keppel Bharath, Manager, PW 600 Program, Pratt & Whitney Canada;

Adam Malkhassian, VP and Chairman of the Risk Evaluation Committee at SNC Lavalin; and

André Brodeur, Engagement Manager at McKinsey & Company.

KEYNOTE SPEAKER DR. David Simchi-Levi stressed the need for global optimization to ensure that all planning functions become collaborative and integrated. A business that focuses on sequential optimization runs the risk of having procurement, manufacturing, distribution and demand planning all function independently. An integrated approach to risk management can protect your supply chain under uncertainty.

With global risk events overlapping, the impacts on business are compounded; dealing with risks has now become a part of every day operations. Debra Elkins explained how General Motors handles supply chain risk with vulnerability analysis. General Motors constantly analyzes business interruption risks as part of a larger set of enterprise risks. This constant analysis means that they are able to instantly prioritize and deal with the biggest supply chain risks.

In original equipment manufacturing, suppliers account for about 70% of product cost. Don Boudier discussed ways to manage supplier financial risk. Original equipment manufacturer's suppliers are absorbing greater risk, as there is no guarantee that the product will be financially viable. John Deere Welland Works provides long and short-term assistance to suppliers because they value supplier partnerships.

Mitigating manufacturing risk can be managed through effective defect detection. Steve Bonham explained that risk management at BreconRidge Manufacturing Solutions involves a holistic approach to test over a product's entire life cycle.

Technology can form the backbone of an integrated supply chain management process. James Armstrong described the impact of terrorism in

logistics and post 9/11 government security initiatives and how the Canadian and US governments are partnering with members of the trade community who have a history of compliance and are committed to the integrity of their supply chain management.

Effective risk management can turn stakeholder worries into managed tasks. Keppel Bharath explained that risk identification and mitigation is a vital to achieving project management excellence. After all calculated

risk is a vital part of an aerospace program launch and is essential to achieving objectives.

Pre-contract risk assessment was the theme of Adam Malkhassian's presentation. He outlined the five stages of risk management (identification, assessment, analysis, mitigation and control) and suggested ways to identify uncertainties, threats, and opportunities, as well as how to make allowances for these risks.

McKinsey & Company master risk in

order to create value explained André Brodeur. He described how his firm focuses on maximizing value in a cyclical or volatile environment.

The Master in Manufacturing Management program is in its seventh year at McGill. The program focuses on the analysis, planning and optimization of manufacturing and supply chain operations, processes and systems. The program offers a practical combination of management and business subjects, as well as industry partnerships. 🍁

THIEN TA TRUNG BCOM 99 BUSINESS BY DESIGN

BEING AN ENTREPRENEUR is a lot of work. People don't see that in the morning you might be driving a truck to pick up fabric samples, cleaning the office then a high level meeting with your banker or buyers.

When I graduated from Brébeuf, I was accepted in Medicine at the Uof M and in Commerce at McGill. I decided to go towards business in English. Everything was new to me so I was learning English and my course content at the same time.

I had three concentrations; finance, accounting and international business, but one of my favourite memories was a class I audited; Peter Johnson's Entrepreneurship course. Even though I was only auditing the course I did do the projects, one which was a business plan for a furniture company.

At McGill I had the opportunity to meet and befriend people from around the world; individuals that I keep in touch with and see in my travels.

My first job was working for two MBAs who had launched a start-up web company. Then the tech market crashed. I got together with some friends with the idea of launching a new restaurant, something different, with style and energy. We weren't able to get it together. That is when I decided to launch Periphère with my sister and focus on our suggestions of good furniture design.

My passion has always involved design, esthetics and architecture. Working in the web required design, the venture into a restaurant would have involved all three, and Periphère is consistent with those interests and passion. You need passion in your work.

My mother still hasn't forgiven me for not becoming a doctor.

www.periphère.com 🍁





André Roy, BCom '77, Benoit La Salle, BCom '76, Daniel Lalonde, BCom '76, Louis Versailles, BCom '76

L'importance

LE SITE WEB Itsnotwhatyouknow.com donne la définition suivante au mot réseautage : «se mettre en contact avec des gens afin de partager des renseignements et des ressources». Il est possible que votre chambre de commerce locale définisse le réseautage comme le fait de «dénicher les clients d'aujourd'hui et de demain».

Daniel Lalonde, président de la promotion de 1976, avoue que le réseautage se bâtit autour des diplômés. L'une des fonctions d'un chef de classe consiste à tenir en contact les diplômés. C'est pour cette raison que lors de sa mise en nomination, M. Lalonde a promis de tenir une rencontre à tous les cinq ans, laquelle se déroule à sa résidence de Hudson, au Québec, le samedi suivant la fête du Travail. Cette tradition attire habituellement quelque 100 camarades de promotion.

«C'est un peu le fruit du hasard si nous sommes demeurés près les uns des autres, puisque ce n'était pas toujours le cas auparavant. Chacun désirait réaliser

ses propres affaires mais, depuis les trois ou quatre dernières années, il semble qu'il s'agisse davantage d'un événement social. Que ce soit pour des raisons d'affaires ou non, nous nous rencontrons souvent par hasard.»

Les rencontres gravitent autour d'un groupe d'amis, la plupart de la promotion de 1976, en plus de quelques-uns des promotions de 1975 et 1977, qui se rassemblent les vendredis en après-midi pour jouer des parties de hockey. Est-il nécessaire de mentionner que ces rencontres sont organisées par Daniel Lalonde? Yves Grou et Benoit La Salle exploitaient un cabinet d'experts-comptables jusqu'à ce qu'ils décident de vendre et de se réorienter vers une carrière d'entrepreneurs. Lorsque M. Lalonde a dû avoir recours à certains services juridiques, il a téléphoné à André Roy, un avocat chez Stikeman Elliott, alors qu'il a communiqué avec M. Grou au moment où l'aide d'un comptable était requise.

M. Lalonde entretient également des liens avec Benoit La Salle. Ainsi, il y a environ huit ans, ils se sont croisés par hasard à l'aéroport Charles-de-Gaules, à Paris, alors qu'ils voyageaient pour des raisons professionnelles. «Je lui ai demandé la raison de sa présence à Paris. Il m'a fait part qu'il était à la recherche d'un financement de 70 millions \$ pour sa société minière d'or cotée en bourse. Je l'ai informé que mon entreprise (Goepel Shields) pourrait lui venir en aide». Un mois plus tard, Goepel Shields devenait l'apéritif pour le compte de Nesbitt Thomson pour le financement. Aujourd'hui, la société produit à profit 75 000 onces d'or.

Edouard Archambault a vendu l'entreprise familiale spécialisée en musique pour ensuite se joindre à François Coutu au sein de la chaîne de pharmacies. MM. Archambault et Coutu, ainsi que quelques autres camarades, se donnent rendez-vous annuellement pour un périple de golf en Floride où ils se retrouvent.

«J'ai gardé le contact», affirme M. Roy. «Nous ne faisons que prolonger les relations que nous avons lorsque nous étions étudiants. Il s'agit surtout d'une amitié qui a su résister aux années.»

M. Lalonde souligne le cas d'un camarade de classe qui, entre deux engagements temporaires, a mis à profit son réseautage dans sa recherche d'emploi. Conseiller en placement à la Banque Nationale, M. Lalonde acquiert de nouveaux clients parce qu'il, du moins il l'espère, effectue adéquatement son boulot.

«Nous recourons davantage au réseautage lorsque nous avons besoin de quelque chose. Au sein de notre groupe, personne n'est là pour profiter de quelqu'un d'autre.»

Des quelque 350 diplômés de la promotion BCom de 1976, peut-être 50 sont demeurés à Montréal. Plusieurs sont retournés dans leur patelin, que ce soit ailleurs au Canada ou à l'étranger, alors que d'autres ont quitté lors du déplorable exode qu'a connu Montréal, alors il n'est pas étonnant que l'on retrouve plusieurs noms francophones au sein du milieu d'affaires canadien de plus en plus biculturel. M. Lalonde a fréquenté le

Bishop's College School et a travaillé durant 12 ans à Toronto. Il reconnaît que de nombreux gradués francophones proviennent de la promotion de 1976.

du

«C'est une sorte de clan, tout comme le Rat Pack», souligne M. Lalonde en s'esclaffant. «Il s'agit peut-être de la prochaine génération du Québec inc. On y retrouve également des anglophones. Frank

Dunn occupe le poste de président de Nortel Networks, alors que John Lucas œuvre avec Benoit Lasalle.»

S'il est un conseil que M. Lalonde peut prodiguer à d'autres personnes désireuses de mettre sur pied ou d'entretenir ce type de réseautage entre anciens camarades de classe, c'est bien celui d'éviter de rendre les choses complexes. Il suggère d'oublier les dîners et les soupers, car les gens sont tout simplement trop occupés. Il faut plutôt favoriser les activités du genre «5 à 7». Faites en sorte que tous invitent leurs amis et ne perdez pas de vue surtout l'attraction principale.

«En étudiant à McGill, nous avons fait une sorte de petite guerre», dit-il en riant. «Nous sommes tous demeurés de bons copains qui continuent à s'entraider. C'est tout sauf les affaires!» 🍁

Réseautage

NETWORKING WORKS

Networking is associated with building business, but the Class of '76 forms a different network.

“It wasn't always so,” says Class President Daniel Lalonde, “but recently we've ended up bumping into each other, business-wise and socially.”

Perhaps 50 of 350 graduates, mostly francophones, have remained in Montreal.

“It's a bit like the Rat Pack,” Lalonde laughs. “There are anglophones. Frank Dunn is President of Nortel Networks. John Lucas works with Benoit Lasalle.”

Lalonde's advice for nurturing their class network is to keep it simple and don't forget the central attraction.

“We did a small war together at McGill. We've all stayed friends. We help each other. It's really not about business.”

AT THE FOREFRONT OF FINANCIAL THINKING



Left to right: Sergei Sarkissian, Kris Jacobs, Francesca Carrieri, Pierre Ruiz, Susan Christoffersen, Jan Ericsson, Mo Chaudhury, Benjamin Croitoru and Peter Christoffersen

MORE THAN A third of the approximately 2,000 MBA and BCom students at McGill choose to major in and pursue careers in finance. The strong demand for finance from our students reflects the importance of financial decision-making in the modern corporation. Financial capital has emerged as the single most important resource required to start-up new or to grow existing businesses.

The ten full time tenure-stream faculty members making up the research core of the finance area at McGill are dedicated to developing cutting-edge financial research, and to effectively communicating this to our students in the classroom. McGill's position as a leading research university in Canada is clearly reflected in the academic excellence and achievements of the finance area.

The research pursued by the finance area spans all areas of modern finance but can be broadly grouped into the three topics introduced below: globalization, corporate governance, and risk management.

The Globalization of Financial Markets

While the globalization of markets for goods and services has been steadily evolving since World War II, the globalization of capital markets is a more recent but equally important phenomenon. The liberalization and deregulation of capital markets have thoroughly transformed financial practice as well as academic thought.

Early work by McGill faculty in the 1970s and 1980s effectively established the field of emerging market finance, which is now a vibrant subfield of finance

▶ McGill's Finance faculty have a long standing tradition of being at the forefront of academic thinking. In this article Peter Christoffersen, Susan Christoffersen and Kris Jacobs outline research being undertaken at McGill University into globalization, corporate governance and risk management, and discuss how the Faculty is responding to the needs of today's business world.

including its own set of conferences and journals dedicated to the subject.

McGill continues to be at the forefront of academic thinking in the area of globalization of financial markets. Research questions under investigation by McGill finance faculty include:

- ▶ How are international investors compensated for taking on currency risk?
- ▶ What are the financial benefits for a company that decides to invest globally?
- ▶ Is it better to focus on country or industry specific factors in portfolio allocation?
- ▶ How can stock market correlations between countries be explained by economic fundamentals?

While some countries have successfully entered into the global financial community, others still impose explicit or implicit barriers to international investments. McGill professors are working to develop an international asset pricing model that takes into account the impact of both the deviations from the law of one price, and explicit barriers to international investment. This research aims to develop a model that will allow an assessment of the importance of currency risk, and its relationship with global or country specific risk in the presence of investment barriers.

Corporate Governance

Recent corporate scandals serve as a reminder of the importance of managerial control and corporate transparency. McGill's research in corporate governance is aimed at identifying the factors that constitute an optimal governance system. Research areas include the relationship between corporate governance and corporate diversification; the role of capital markets in disciplining managers; and the role of institutional investors in corporate governance.

Research on corporate governance at McGill also has a decidedly international flavor. An analysis of whether the tax on dividends from foreign shares significantly reallocates corporate control and how this contributes to the phenomenon of investors preferring to invest in domestic securities. The previous research on portfolio choice analyzes ownership almost exclusively by the right to dividends, ignoring the control rights bundled with the shares. But if the dividend withholding tax encourages investors to invest locally, then it will have an economically significant impact on foreign control of domestic firms.

International corporate governance work by McGill faculty also includes a large-scale study of securities that are listed on multiple exchanges around the world. Keeping a global perspective, the objective of this study is to conduct a more realistic measurement of the cost of capital, and to enable a comparison of stock prices across markets.

Other work by McGill faculty in this area includes studies on corporate governance and its relationship to stock prices, capital market liberalization, market development, and economic growth.

Financial Risk Management

Turbulence in world financial markets has fostered interest from practitioners and academics alike in developing tools

for financial risk management. The financial disasters of Orange County, Barings and LTCM underscore the need for a better understanding of financial risks.

New thinking by McGill faculty, based on statistical techniques, has broadened the traditional analysis of market risk to include other types of financial and non-financial risks. For example, credit risk, operational risk, accounting risk and liquidity risk.

Finance faculty at a glance

- ▶ Over \$2.2 million awarded in grants since 1998
- ▶ 13 top tier publications since 1998 (counted in the *Financial Times* rankings)
- ▶ 10 full-time tenured or tenure-track professors
- ▶ 38 publications in total since 1998
- ▶ 18 PhD students in residence
- ▶ Seven academic awards in the past year including:
 - BSI Gamma Foundation Award 2002
 - Q-Group Award 2002
 - Montreal Exchange Best Paper Award 2003
 - KPMG & University of Illinois Best Paper Award 2003
 - Bank of Canada Research Award 2003
 - Review of Financial Studies Outstanding Referee Award 2003
 - BSI Gamma Foundation Award 2003

For more information on McGill's finance faculty visit www.mfrc.mcgill.ca.

Issues under investigation in the financial risk management area include:

- ▶ How to efficiently evaluate commercial risk management systems?
- ▶ How do credit risk and liquidity risk interact in corporate bond valuation?
- ▶ How does accounting risk influence the valuation of a firm's derivatives?
- ▶ To which degree are asset returns predictable?
- ▶ Which theoretical model best explains observed option prices?

Derivatives are an important tool for managing financial risks. McGill finance researchers are developing new models for option valuation. While the Nobel-prize winning work by Black, Scholes and Merton offers crucial insight into the pricing of basic derivatives securities, their model is typically rejected empirically. Research at McGill is centered on improving our understanding of the factors influencing option prices.

Benefits for Students

Research projects undertaken by McGill faculty are motivated by problems facing today's financial decision makers. We are constantly updating teaching material to reflect the new academic knowledge and to respond to the changing needs of business. Recent additions to our already broad list of finance electives include behavioral finance and market anomalies, fixed-income securities and credit risk management, managing market volatility, and venture capital.

The McGill finance faculty promotes research in finance by supporting a vibrant PhD program. The Faculty dedicates itself to providing full financial support to our PhD students through the numerous grants collected by faculty members (see box on this page).

To ensure that the finance curriculum at McGill is up-to-date and as relevant as possible the Faculty benchmarks teaching material for all finance courses against the requirements of the Certified Financial Analyst and Canadian Securities Institute examinations. We are also developing courses to be taught by high-profile practitioners in a lecture series format.

Responding to the strong student demand for finance, we have developed two new one-year master's programs. One program has been tailored to the needs of the People's Bank of China and will be launched in Beijing. The other is an open-enrolment program to be offered in Montreal. 🇨🇦

DOBSON FELLOWS

The Dobson Centre has announced the nomination of seven new Dobson Fellows, in recognition of a significant contribution to the spirit of entrepreneurship over a meaningful period of time. Dobson Fellows are regular visiting lecturers in classes in entrepreneurship offered through the centre, or have been active in promoting entrepreneurship through programs funded by the Dobson Foundation. The following will be inducted at a special ceremony in January 2004. They will join the six founding Fellows.

René Bellei Bellei has identified a significant market opportunity in the video transmission industry. With more than 12 years experience in the telecommunications, film and broadcasting fields, he co-founded Invidex Inc. in February 2000 and assumed the CEO role. He raised private capital, installed an experienced management team, developed the company's patent pending technology and brought the company to revenue generation. In 2002, he became Chief Operating Officer. In mid-2003, Invidex successfully raised finances and is on its way to becoming a major world player in the video services and technology market. Presently, Invidex customer list includes leading broadcasters such as ABC, APTN, BBC, FOX, Reuters and Televisa.

Charles Crawford After working for several Fortune 500 companies, Crawford worked as a university professor and consultant before setting out on his entrepreneurial career. He has been involved in the start up of five companies in the manufacturing, computer hardware and software industries. Most recently he launched Pinnacle Estates, a rapidly-growing producer of Ice Cider. He is actively involved in community affairs, including as President of Youth Employment Services (YES), and is the founder of the annual YES Entrepreneurship Conference and editor of the Montreal Entrepreneurship Guidebook, now in its third edition.

Dennis Dwyer A Montrealer, Dwyer, author of two books on conflict resolution, "Beyond Jargon" and "This Business of Family", and thrice a graduate of McGill (BCom

'59, BTh '80, MDiv '81) has been a guest lecturer at the Dobson Centre for four years. His background includes 20 years as an investment dealer and counsellor, 14 years as a United Church parish pastor, and 10 years mediating disputes in family-owned businesses.

Robert Gervais A lifelong entrepreneur, Gervais is founder and president of Pre2Post, acclaimed by PROFIT magazine and the National Post as one of Canada's leading emerging growth companies. Involved in the Concordia International MBA Case Competition and the Fondation du Maire pour la Jeunesse, he also sits on the board of the MS Leadership Awards, the Geordie Theatre and Youth Employment Services. A featured expert for Radio-Canada, RDI, The Gazette, Les Affaires, and the National Post, he has lectured at First Tuesday, McGill University and the John Molson School of Business.

Teresa Menzies Dr. Menzies has published national reports, funded by the John Dobson Foundation, in 1998, 1999, and 2002 on entrepreneurship education and entrepreneurship centres in Canada. She was named an eminent authority on entrepreneurship education and development and presented a keynote address at the International Council for Small Business and Entrepreneurship conference in Ireland, 2003. Former President of the Canadian Council for Small Business and Entrepreneurship and advisor to Industry Canada, Dr. Menzies is an associate professor at Brock University and teaches courses in entrepreneurship and family business.

Michael Needham Chairman & CEO of SimEx ! Iwerks in Toronto. Established in 1992 Simex ! Iwerks is a Canadian company that designs and builds special venue attractions that feature large format film technologies; simulation systems; digital film and F/X production. In 2001 SimEx acquired the assets of the RideFilm™ division of Imax Corp and in 2002 all the shares of Iwerks Entertainment of Los Angeles. SimEx ! Iwerks has installed 250 special venues in 30 countries to which it distributes films from its industry leading film catalogue. The SimEx story appears in the Ivey School's Cases in Entrepreneurship, a Canadian Perspective.

Brian Riordan A member of the Quebec Bar and a partner at the firm of Pouliot Mercure in Montreal. Although he considers himself more a litigation lawyer, his practice has evolved to include all aspects of commercial and corporate law and contract negotiation. For the past several years, he

has given a class on partnership and shareholder agreements in Professor David Lank's course on entrepreneurship. He has served on the boards of several charitable organisations, including that of his pet project, the Big Brothers and Big Sisters of Montreal. He has also appeared in over a half dozen fund-raising plays benefiting the Centaur Theatre and the Geordie Theatre Company of Montreal.

The naming of the 2004 Fellows represents a departure from 2003 through geographic expansion: two of the Fellows are based respectively in Toronto and Ste. Catharines. The Dobson Foundation funds entrepreneurial activities in sixteen universities across Canada. The ultimate composition of the Dobson Fellows aims to reflect this fact.

The Fellows form the panel of judges at annual competitions among non-management McGill students for innovative projects deemed to have above average chances of sustained commercialization. 🇨🇦

MMICC: See Tomorrow's Business Leaders Today

Please come and join us in encouraging McGill's team as they compete in the fourth edition of McGill's Management International Case Competition, to be held from March 23rd to March 27th, 2004, against 11 world renowned business schools from all continents!



McGill's Management International Case Competition 2003

In March 2004, McGill University will be hosting 48 students from the world's twelve best business schools for the fourth annual McGill Management International Case Competition. This five-day event allows the business world a sneak peak at developing talent from around the globe.

A team of four students represents each business school. The teams are given a hypothetical situation, a case drawn from real-world problems confronted by a modern business firm. The timers are set and the students have exactly twenty-four hours to prepare a response before presenting their solution to a panel of judges. Judges for the competition include McGill professors and prominent local business executives.

This competition gives students an insight into the challenges that businesses must deal with every working day.

With an increasingly global market, a twenty-four deadline is a business reality, as is competing with the international community.

McGill University's Faculty of Management and the organizing committee extend an open invitation to watch and participate in the McGill Management International Case Competition from March 23, 2004. An event that spotlights the developing talent and helps build the skills of future business leaders of the world. 🇨🇦

For more information please contact Sonali Shah (sonali.shah@mail.mcgill.ca).

PhD News

RESEARCH

Paolo R.S. TERRA successfully defended his thesis entitled, *Three Essays on International Business*, on November 13, 2002. Prof. Jan Jorgensen was his supervisor. Mr. Terra is presently Associate Professor, Graduate Program in Accounting at the Universidad do Vale do Rio dos Sinos in Brazil.

Basma MAJERBI successfully defended her thesis entitled, *Essays in International Asset Pricing and Foreign Exchange Risk*, on September 30th, 2003. Professor Vihang Errunza and Professor Francesca Carrieri were her co-supervisors. Ms. Majerbi is presently a Research Associate at the Faculty of Management (Finance Area) at McGill University.

Ms. Gzara is presently a postdoctoral fellow at the Department of Finance and Management Science, School of Business, University of Alberta in Edmonton, Alberta.

Kunal GUPTA successfully defended his thesis entitled, *A Contingency Approach to Service Reliability and Service Customization: Their Relationship and Role in Customer Evaluations*, on October 6th, 2003. Professor Laurette Dube was his supervisor. Mr. Gupta is presently Senior Consultant, Linkage and Integration Services with Burke Inc. in Cincinnati, Ohio.

Marlei POZZEBON successfully defended her thesis entitled, *The Implementation of Configurable Technologies: Negotiations Between*

Arif N. BUTT successfully defended his thesis entitled, *The Role of Emotions in Dyadic Negotiation: An Empirical Study*, on November 20th, 2003. Professor Alfred Jaeger was his supervisor. Mr. Butt is presently Assistant Professor of Organizational Behavior at Lahore University of Management Sciences in Lahore, Pakistan.

DOCTORAL RESEARCH PROPOSALS

Sylvie MORIN, (Marketing) has successfully presented her thesis research proposal entitled, *Influence du plaisir induit par la musique sur les jugements et comportements d'approche des consommateurs: le rôle médiateur de la perception holistique de l'environnement physique et de la perception focale des membres du personnel*, on August 27th, 2003. Prof. Laurette Dube is her thesis supervisor.

Manish VERMA (Management Science) has successfully presented his thesis research proposal entitled, *An Analytical Approach to Risk Assessment of Railroad Transportation of Hazardous Materials*, on October 10th, 2003. Prof. Vedat Verter is his thesis supervisor.

Xiao-fei LI (Finance) has successfully presented his thesis research proposal entitled, *Three Essays on the Pricing of Fixed Income Securities with Credit Risk*, on December 1st, 2003. Prof. Kris Jacobs is his thesis supervisor.



Jaideep Oberoi (India), Katty Marmenout (Belgium), Li Zhang (China), Yue Zhang (China), Yinghong Guan (China), Christian Keen (Uruguay), Xiaoging Jing (China), Chayawat Ornthalnca (Thailand), Jean-Baptiste Litrico (France), Arcan Nalca (Turkey), Remi Desmeules (Canada), Lei Huang (China)

Fatma GZARA successfully defended her thesis entitled, *Large Scale Integer Programming: A Novel Solution Method and Application*, on October 3rd, 2003. Professor Jean Louis Goffin was her supervisor.

Global Principles and Local Contexts, on November 14, 2003. Professor Alain Pinsonneault was her supervisor. Ms. Pozzebon is presently Assistant Professor, Department of Information Technology at HEC-Montreal.

SEPTEMBER 2003 – NEW ADMISSIONS

For the 2003-2004 academic year, the Doctoral Program welcomed 17 new students. They will be conducting research across the various areas of research in Management Science, Marketing, Finance, Information Systems, Strategy and Organizational Behavior.

Mark BAJRAMOVIC

(Canada – Marketing)

Rémi DESMEULES

(Canada – Marketing)

Yinghong GUAN

(China – Information Systems)

Lei HUANG

(China – Marketing)

Xiaoqing JING

(China – Management Science)

Christian KEEN

(Uruguay – Strategy)

Brian KING

(Canada – Strategy)

Jean-Baptiste LITRICO

(France – Organizational Behavior)

Ji LU

(China – Marketing)

Katty MARMENOUT

(Belgium – Organizational Behavior)

Arcan NALCA

(Turkey – Management Science)

Jaideep OBEROI

(India – Finance)

Chayawat ORNTHANALAI

(Thailand – Finance)

Michael TREASURE

(Canada – Information Systems)

Aiyin WANG

(China – Marketing)

Li ZHANG

(China – Finance)

Yue ZHANG

(China – Management Science)

PHD STUDENTS WELCOME RECEPTION

Once again this year, in keeping with tradition of the Doctoral Program, the second year doctoral students organized a reception to welcome the new incoming class of September 2003 doctoral students. The reception was held on Thursday, November 20th, 2003 and all doctoral students, faculty members and staff were invited to help welcome our new students. Exotic food and good company helped to make the event a success.

PAPERS PRESENTED OR ACCEPTED FOR PUBLICATION

Amelia CLARKE, *Business and the Precautionary Principle: From Divergent Perspectives to an Integrated Framework* This paper was co-authored and co-presented with Prof. Steve Maguire at the Open Meeting of the Human Dimensions of Global Environmental Change Research Community in Montreal, Quebec, October 2003, **AND** at the Greening of Industry Network, in San Francisco, California, in October 2003, **AND** *Precaution's Triple Dividend: Integrating the Precautionary Principle into National Innovation Policy* This paper was co-authored and co-presented with Prof. Steve Maguire at the Environmental Studies Association of Canada in Halifax, Nova Scotia, May 2003, **AND** at the McGill Symposium on Environmental Research, in Montreal, Quebec, in May 2003.

Basma MAJERBI, *Global Price of Foreign Exchange Risk* This paper was co-authored with Prof. Francesca Carrieri and Prof. Vihang Errunza, and presented at the EFMA Annual Meetings in Helsinki, Finland, June 25-28, 2003 and at the NFA 2003 Meetings, in Quebec City, September 19-21, 2003. In addition, her final the-

sis was presented at the Doctoral Student Consortium during the FMA Annual Meetings, in Denver, Colorado, October 8-11, 2003.

Pamela DOHRING, *Women's Career Across Generations* This article appeared in the McGill Centre for Research and Teaching on Women's June newsletter.

Marcelo Braga DOS SANTOS, *Does Corporate International Diversification Destroy Value? Evidence from Cross-Border Mergers and Acquisitions*. This paper was co-authored with Prof. Vihang Errunza and Prof. Darius Miller (Indiana), and presented at the Special PhD-Student Session during the regular Financial Management Association (FMA) program in Denver, Colorado, October 8-11, 2003. Marcelo was also selected to participate in the 2003 FMA Annual Doctoral Student Consortium in Denver, Colorado, October 8-11, 2003. This paper was also accepted for presentation at the 2003 Northern Finance Association in Quebec City, September 19-21, 2003.

Donna SEARS, *From Customer Value to Engineering Pleasurable Experiences in Real Life and Online* This forthcoming paper is co-authored with Prof. Laurette Dubé and Prof. Jordan Le Bel (Concordia), and will be published by Cornell Hotel and Restaurant Administration Quarterly.

AND *Differentiating Hedonic Consumption on the Basis of Experiential Qualities and Emotional Make-Up* This paper also co-authored with Prof. Laurette Dubé and Prof. Jordan Le Bel (Concordia), was presented at the Association for Consumer Research (ACR) poster session, in Toronto, Ontario, October 10, 2003, and was selected for poster presentation at "Breakthroughs", McGill Homecoming, October 18, 2003.

AND *Communicating Experiential Tourism Products on the Web* This paper was presented at the Travel and Tourism Research Association (TTRA) Annual Conference (Canadian Chapter), in Saint John, New Brunswick, October 6, 2003.

Zhenfeng MA, *The Interplay of Gender, Masculinity in Consumer Responses to Emotional Advertising Appeals* This paper was co-authored with Prof. Laurette Dubé, and presented at the Association of Consumer Research Conference in Toronto, Ontario, October 9-12, 2003.

Alper MURAT, *An Integrative Framework for Location Problems with Large-Scale Demand Data* This paper was co-authored with Prof. Vedat Verter, and was presented at the

INFORMS Annual Meeting in Atlanta, Georgia, October 19-22, 2003.

Manish VERMA, *A Risk Assessment Methodology for Railroad Transportation of Hazardous Materials* This paper was co-authored with Prof. Vedat Verter, and was presented at INFORMS 2003 in Atlanta, Georgia, October 19-22, 2003.

Abhijit GHOSH, *Learning in Strategic Alliances: A Vygotskian Perspective* This paper has been accepted to the McMaster World Congress on Intellectual Capital and Innovation in Hamilton, Ontario, January 14-16, 2004.

OTHER AWARDS

Alper MURAT (Management Science) was awarded the Walter Hirschfeld Award (September 2003)

Ines CHAIEB (Finance) was awarded a \$1,000 Travel Grant from the American Finance Association to attend the AFA meetings scheduled on January 3-5, 2004 in San Diego, California

Karim MIMOUNI (Finance) was awarded the Institute de Finance Mathématique de Montréal (IFM2) Doctoral Fellowship in September 2003.

Cheng Hua TZENG (Strategy & Policy) has recently been appointed as an International Scholar by the Society for the History of Technology. Appointments are for two-year terms beginning each January.

Amelia CLARKE (Strategy & Policy) has recently been elected as the President of the Sierra Club of Canada. She is the first woman president. 🇨🇦

Insight into Asia at Hong Kong Case Competition

FROM 22 TO 25 October McGill University took part in the Citigroup International Business Case Competition for undergraduates held by the Hong Kong University of Science and Technology.

Representing McGill University were Trip Allport, Jean-Philippe Coiteux, Aurélie Daoust-Lalande and Abdul Ramadan. Larry Goldsman accompanied the team as team advisor.

In spite of an excellent analysis and presentation, the McGill team did not win the competition.



Through the competition the students experienced Asian culture, first hand, and were given an insight into how cultural influences affect business decision-making processes.



The McGill University team at the Citigroup International Business Case Competition held by the Hong Kong University of Science and Technology (from left) Larry Goldsman (team advisor), Trip Allport, Aurélie Daoust-Lalande, Abdul Ramadan and Jean-Philippe Coiteux.

The event also showcased business and employment opportunities in the Hong Kong and Chinese business communities.



Who Said the Path to Success is Easy?

EARN A BCom in your second language. Lose money with a business plan assignment. Invent a way to raise funds for a faculty event, license it to pay off your debts and build the idea into a world-leading company. Oh, and along the way, sell your company to an e-commerce hotshot and buy it back for a song. Eric Boyko (BCom '92) has definitely taken the road less traveled on his path to success.

Having studied at Notre Dame and Brébeuf, Boyko chose to earn his BCom in his second language at McGill's Faculty of Management. This challenge gave him an experience that differed from his former classmates who went on to study at HEC or Université de Montréal.

"I joined Sigma Chi and made a lot of friends," says Boyko. "McGill is a real campus. The feeling was incredible. The learning was great, but the extracurricular activities, the leadership roles and the experience made such a difference."

It was with one of these friends, Eric Aubertin (BCom '91), that Boyko founded his first business, Campus Gourmet. The two collaborated on a business plan for Professor Peter Johnson's entrepreneurship class. The concept was to create a student restaurant near the McGill campus that sold fresh food, for example lasagna, with a 30-day refrigerator life. The assignment earned an A-plus and the restaurant opened during the summer of 1991.

"I could barely do toast," Boyko admits. "We also served microwaved breakfast, dinner and supper. We'd buy a hundred muffins at 4:30 in the morning, then sell fifty. Our supplier used the wrong materials, so our food only lasted fifteen days. We changed from fresh to frozen food. We had robberies. After four or five months we'd lost all our money."

This venture did not dull Boyko's entrepreneurial spirit. Back at school, Boyko who was also the Vice President of Finance for the Commerce Society, developed a scratch card to raise money for the 1992 Commerce Games. Winners got a 2-for-1 Burger King Whopper. Losers donating up to \$2.50 contributed ten thousand dollars in less than two weeks. The idea was an instant success.

"Everybody wanted to use our card (for fundraising). Each card raised a hundred dollars, so we sold them for twenty each and paid off the restaurant debts."

While earning his CGA at night and interning at KPMG, Boyko and partners started Universal Fundraising Group. After Aubertin opted to launch his own company in California, Universal Fundraising Group went national. The company was rebranded as eFundraising in 1998, and pioneered an Internet niche.

Two years later, Boyko sold eFundraising to ZapMe Corporation

for \$27 million in cash and stock. As the high-tech boom foundered, ZapMe was sold to an Israeli company uninterested in Boyko's business, so he bought it back for \$2 million and flipped it to Reader's Digest for a small profit.

"It's one of my vocations to do everything I can to encourage entrepreneurship in Montreal."

"It was really to save the company," explains Boyko. "We had a hundred employees, and wanted to ensure that we could grow in Montreal. Reader's Digest reaches 26,000 schools, so we have a big market share."

Boyko scoffs at a recent press profile suggesting he plans to retire at 38.

"I'm not the kind of person who will ever retire because I'm really involved with this business and indirectly own four others. It's one of my vocations to do everything I can to encourage entrepreneurship in Montreal. Maybe my goal one day will be to have a chair at McGill." 🍷

International Entrepreneurship: Crossing Barriers and Researching New Frontiers

The McGill International Entrepreneurship Conference series focuses on researching frontiers of entrepreneurship internationally. This research-intensive conference meets at McGill on a biennial basis and is hosted by institutions abroad in the intervening year. From 19 to 22 September 2003, the University of Ulster in Northern Ireland hosted the sixth McGill International Entrepreneurship Conference, *"International Entrepreneurship: Crossing Boundaries and Researching New Frontiers"*.

IN KEEPING WITH the theme, the conference took place at the Magee Campus of the University of Ulster in Londonderry (Northern Ireland) while many of the social events and the plenary session were held in Donegal (Republic of Ireland).

Opening session

The Irish cross-border body emanating from the Good Friday Agreement, InterTradelreland, hosted the opening session highlighting their successful efforts in using university-based research to solve problems in small firms.

Corporate – University collaboration

As one of the conference partners, InterTradelreland sponsored the proceedings and delegate packs to facilitate the crossing of research boundaries.



These packages provided some detailed information on the process of university-industry cooperation, where university research, scholars, scientists students and corporate concerns, cross research fron-



Professors Jim Bell, Jim Allen, Dolores O'Reilly, Hamid Etemad, Trevor Morrow

tiers and political boundaries. The practitioner sessions that followed were dedicated to supporting international entrepreneurship in Ireland.

Presentations by Julie Jordan, Operations Manager, and Peter Grant, Programme Consultant, focused on the activities of the organisation and specifically on Fusion, a cross-border technology-transfer programme involving universities and firms in both parts of Ireland.

Gareth Gallagher, Managing Director of AtlanFish in the Republic of Ireland and Karl Magowan, a research-oriented graduate student, who had worked with the firm during the project and had recently been appointed Environmental Manager, highlighted the benefits the firm had obtained from participating in the Fusion programme.

Elaine Groom, Manager of the QUESTOR Centre (affiliated to Queen's University in Northern



University of Ulster

Ireland), provided the university's perspective on its role in technology transfer. Later, Eileen McGloin, Research Manager at InterTradelreland, used the occasion to officially launch and demonstrate the new Irish entrepreneurship support database developed by Intertradelreland.

Opening reception

Delegates and practitioners were treated in a reception in the Great Hall at Magee Campus, where Professor Jim Allen, Pro-Vice Chancellor of the University, Professor Dolores O'Reilly (Head of the School of International Business) and Professor Jim Bell (the Conference Co-Chair) welcomed delegates.

One could hear and see the cultural diversity in the different groupings of some 85 delegates from over 22 different countries, the largest McGill conference to date, as they enjoyed the social occasion, and took the opportunity to compare notes and catch up one year from the third biennial conference at McGill in Montreal.

Harpist Emma McClelland, a doctoral candidate at Magee and also a delegate at the conference, provided musical accompaniment.

To learn more about the development of Derry and its turbulent past and brighter future, delegates were taken on a mystery tour of the City of Derry and a visit to the Tower Museum. Even the Irish delegates

found the visit very informative and moving.

At the end of a day in the Northern Ireland, the conference bus took the delegates across the border to the conference hotel in Buncrana, and into the Republic of Ireland.

Buncrana is located in Inishowen (Inis Eoghain meaning 'the island of Eoghan'). It is the most northerly peninsula in Ireland – surrounded by Lough Foyle to the east and Lough Swilly to the west while the Atlantic encircles Inishowen's northern shores. Lough Foyle and Lough Swilly are deep sea loughs and both have played pivotal roles in the history of Ireland. For seven centuries the O'Doherty family, who had close alliances with the O'Donnell Clan of West Donegal and the O'Neills of Tyrone, ruled Inishowen. It is an area of outstanding natural beauty that is often described as 'Ireland in Miniature' (to see pictures of some of the amazing scenery visit www.andymcinroy.com/ireland.htm).

Academic sessions

Over the next two days more than 70 competitive papers were presented in the four parallel sessions dedicated to academic presentations and discussion of international entrepreneurship, (see box on page 20).

summaries of all papers were included in the conference programme and a CD-ROM of proceedings contained full versions of all the papers presented.

Doctoral clinic

A new feature of the conference was the doctoral clinic organised by Professor Patrick Ibbotson of the University of Ireland. More than 20 PhD students attended the clinic from the United Kingdom and elsewhere. Many thanks to Professors Marian Jones (University of Glasgow), Hamid Etemad (McGill University), Patrick Ibbotson (University of Ulster) and Rod McNaughton (University of Waterloo) for acting as panellists. Some of the questions and discussion, originating in the clinic, continued on among the doctoral candidates and the panellist through out the conference.

An induction into Irish culture

The conference dinner took place in the Grainan Aileach Visitor Centre, in County of Donegal. Delegates were treated to a tour of the ancient fort located at the top of Grainan Mountain that dates back to 1600 B.C. For more information about the history of this area visit www.inishowen-group.com/t1_Griananofaileach2.htm.



Londonderry

The research-intensive nature of the conference has the potential to be overwhelming; with scholars wanting to benefit from all sessions but only being able to attend one out of four. On the bright side, however,

Delegates enjoyed an evening of Irish cultural activities, which included music, dancing and Guinness tasting. Another local delicacy, Bailey's Irish Cream, was served alongside excellent French wine to facilitate socialization ►

◀ among the delegates. As the evening wore on, some of the delegates even got into the act and entertained us with renditions of Finnish and Irish traditional songs. The occasion served to create new friendships and strengthen the old ones.

Closing sessions

The two closing sessions were held at the Inishowen Gateway Hotel. The day began with a robust, interactive and thought-provoking plenary session, facilitated by a distinguished panel of international entrepreneurship scholars, including:

- Pavlos Dimitratos (University of Strathclyde),
- Hamid Etemad (McGill University),
- Marian Jones (University of Glasgow),
- Gary Knight (University of Florida),
- Rod McNaughton (University of Waterloo),
- Nina Nummela (University of Turku) and
- Richard Wright (University of Richmond).

The panellists focused on frontier issues in international entrepreneurship theory and research. Delegates entered into an interactive, question and answer period discussing issues regarding theory building and directions for further testing.

Research swap shop

Another interactive session, the research swap shop, followed. Researchers who were planning to conduct, or already conducting, multi-disciplinary, or multi-location research for broader applicability, presented their areas of interest and invited other interested researchers to join their team.

As a direct result of this innovative session, many scholars began to discuss

topics of mutual interest and exchange business cards and e-mail addresses for further follow-up.

Over seventy competitive papers were presented at the conference.

Topics included:

- **Competitive strategy, growth and performance, decision making, planning and leadership**
- **Co-operation, networking and industry clusters**
- **Entrepreneurship - MNE interface**
- **Ethnicity, gender and family-ownership issues**
- **Global start-ups and rapid internationalisation issues**
- **International supply chain channels and market entry**
- **Internet, e-enterprise and e-commerce and internationalization of small firms**
- **Knowledge development, research, education and training,**
- **Leveraging external resources and fostering entrepreneurship**

A word of thanks

The conference came slowly to a formal closure. Professor Jim Bell, Conference Co-Chair, recognized his Co-Chair, Professor Trevor Morrow of the University of Ulster, and also a host of others who assisted with bringing the conference to a successful fruition.

"A very special thanks goes to Denise Crossan (a Doctoral Candidate at Magee), who was the real Conference Organiser, and managed to keep both the co-chairs on task and on track all times for most of the time."

"Our gratitude goes to InterTradelreland for all their support and also to Professor Tom Fraser,

Provost of Magee Campus of the University of Ulster, for hosting the opening reception on Friday and supporting the conference affairs throughout the process."

Forthcoming publications

A selected number of papers presented in the conference, have been invited for consideration for number of targeted publications, including special issues of *Journal of International Entrepreneurship*, *International Journal of Entrepreneurship and Innovation Management*, *Journal of Human Resource Management*, as well as an edited volume in the *McGill International Entrepreneurship Series*, published by Edward Elgar Publishing.

Sweden 2005

Professor Hamid Etemad, on behalf of all delegates and McGill International Entrepreneurship Conference Series, thanked conference organizers and scholars for contributing to making such a productive and enjoyable conference. Delegates were invited to McGill University for the Fourth Biennial Conference in Montreal in September 2004.

He used the opportunity to announce the site of the eight McGill International Entrepreneurship Conference to be held at the University of Trollhättan at Uddevalla, Sweden in September 2005.

Professor Etemad then read a message from Dean Rolf Dahlberg inviting delegates to the University of Trollhättan. The Annual Uddevalla Symposium has been addressing some of issues of relevance to international entrepreneurship in parallel and from different perspectives for some time and would be delighted to join forces with McGill for the 2005 conference. 🇸🇪

MBA STUDENT MEETS NEEDS OF COMMUNITY IN CEI PLACEMENT

ADRIENNE ROSENSWIG (BA '99), met Kariann Aarup (BA-ECON '91, MBA '93) and Eric Steedman (MBA '00) through Net Impact, a society which allowed her to pursue and contribute to social awareness in business studies, and through that relationship found out about their Community Experience Initiative (CEI). After discovering CEI's summer internship program, she had only to make her way through the highly competitive application process in order to find herself working for Santropol Roulant – the Montreal Meals on Wheels/intergenerational community where she volunteered as an undergraduate student.

When speaking with Adrienne, I found it easy to see why she was drawn to Santropol Roulant. The atmosphere is dynamic, people laughing and enjoying their work, meetings taking place on sofas in the corner, and volunteers bustling in and out the side door.

Now Adrienne is contributing to that atmosphere in meaningful ways through her internship. As a student interested in Social Marketing, she finds that her interests are often not covered in standard marketing classes. "But a lot of what marketing involves," she said, "are things like developing strategic alliances and communication between businesses, project management, etc."

She said that these are just as important in not-for-profit organizations; it's just that "a lot of not-for-profit organizations simply lack the documentation that most businesses have."

That's where she comes in. Adrienne has come on board at Santropol Roulant to develop its messages and communicate them to different audiences and stakeholders. Additionally, she is spearheading Santropol Roulant's on-line store (which sells Santropol merchandise), developing their web strategy, facilitating communication so that sponsors and funders can donate effectively, and ensuring that the spirit of the Roulant's mission comes through in all of its communications.

"I was delighted to know," she said, "that at the end of the internship I would not just be producing a report, rather I will be able to point to many measurable initiatives that worked to increase the interconnectedness and reach of this organization in the community."

Although her internship has only just begun, she is already seeing the difference she is making. "Adrienne has only been with us a few weeks," said Santropol Roulant executive director Vanessa Reid, "but it seems much longer because of how much we've accomplished already." Although from the tone of her voice, it's clear that she's



Adrienne Rosenswig (CEI intern) with Vanessa Reid (Executive Director of Santropol Roulant) in front of Santropol Roulant's kitchen

not surprised. "The students who applied were all great and it was very hard to decide. But where an MBA might come in and try to change the way we work, Adrienne has joined right in and added value to what we do."

Vanessa, who was approached a couple of years ago to be on CEI's board of directors, was interested in participating in the initiative because of the collaborative approach it encourages between sectors. "It's possible," she said, "to know the language of your sector and not be able to communicate with others. Management doesn't just take place in business. It happens in relationships, governments, the voluntary sector ... The same set of skills can be applied to any relationship or organization."

So the skill set that Adrienne brings to Santropol Roulant is paying off for both of them. For the Santropol Roulant's part, when asked if she would apply for an intern again, Vanessa said, "Absolutely." And Adrienne can't speak highly enough of her experience: "I help in the kitchen when they need it and do at least one delivery route per week. All the roles are integrated and as a result I'm much closer to what I do." And no matter what the job, that means fostering a community environment and impacting cross-sectoral change – precisely the impact CEI is all about. 🍁

Organizational Behaviour Course Counsellors

McGill's Unique Peer Teaching Program

"I hear and I forget...I see and I remember...I do and I understand."

"To teach Latin to Giovanni, I need to know Latin and I need to love Giovanni."

THESE TIMELESS PEDAGOGICAL approaches of Socrates, Confucius, St. Jerome have guided the design of the Organizational Behaviour Course Counsellors (OBCC) Program which Professor Emeritus Rabindra Kanungo initiated in 1975 and nurtured for twenty five years.



Professor Emeritus Rabindra Kanungo

The OBCC program replaced a single professor lecturing to 200 undergraduates with pairs of seniors leading 15-20 frosh students through the processes underlying human behaviour in the workplace – with the small class size that allowed experiential learning to

supplement the more traditional lecture format. Twenty eight Course Counsellors (CCs) are selected from eighty-plus applicants following their first year by a Steering Committee of Manuel Mendonça, colleagues Alfred Jaeger and David Williams and three former CCs. Those chosen in a process



Professor Manuel Mendonça

involving performance in an assessment centre, current CCs' recommendations and grade point averages face a second-year, six-credit course Mendonça describes as brutal.

"The three professors sit with them six hours a week. They do presenta-

tions; we evaluate the rigour of the content. We want them to master the OB concepts, processes and applications not for personal aggrandizement but because they really want to share this knowledge. We cannot do it in a large class."

In the latter half of their second year, CCs teach four hours a week plus preparation and grading and are subject to two surprise evaluation visits from Steering Committee members.

"It's so far back, I can't even remember how I got into it," Mark Hantho (BCom '81) chuckles on the phone from New York where he is Morgan Stanley's Managing Director and Head of North American Capital Markets. "Training was brutal. It was like going into a psychology laboratory and being analyzed, frankly, in a way your parents should have an opportunity to do. It was a rather fascinating experience."

Hantho calls the OBCC Program outstanding and knows of no similar course in which students interact with students while learning an essential skill.



“It was unique and visionary in many respects. Many would agree that it was one of the courses they most enjoyed from the standpoint of really getting a lot out of it. It prepared us well for things to come.”

Things don't seem to have changed much since Hantho's time, according to Brandon Freiman (BCom '03), a CIBC World Markets investment banking analyst in Toronto.

“It was an opportunity to meet an extraordinary group of people and do something you don't find elsewhere, the opportunity to really be a leader. You get to see how you respond to new, challenging situations versus the more passive experiences that you would get in other classes. Applying to the program was the single best decision of my undergraduate career.”

Although just months on the job, problem-solving abilities learned under fire in the classroom are paying off, says Freiman, in effective communication and leadership.

“It's understanding how to deal with problems you don't anticipate, the ability to deal with people and get them to understand what you're trying to get done.”

Catherine Rowe (BCom '86), Director of Major Gifts at Montreal's Centraide,

heard of the program from a friend while in CEGEP. Attracted by teaching, she leaped at the opportunity. Not only did the experience come in handy as a teaching assistant while earning her Masters, it sharpened key management talents.

The OBCC program uses pairs of seniors as course counsellors who lead 15 to 20 frosh through the processes underlying human behaviour in the workplace.

“It definitely helped to develop good oral communication, presentation and evaluation skills, because we had to grade student papers, judging one against another. Those are all ongoing career skills. It's such a benefit.”

Teaching, Rowe says, was exciting and, with Faculty support and her CC partner, she never felt totally alone. There was, she recalls, an extra perk.

“The first years treated us like professors. It was pretty cool.”

There was a different bonus for Brett Miller (BCom '86 and, later, an MBA at Insead, France), Senior Managing Director and Senior Vice President of C.B. Richard Ellis. He liked public speaking and word around campus made OBCC sound like fun. He describes training as intensive, teaching even the more timid to unleash their personalities.

“Now that I've been out of the BCom program for twenty years, probably the most valuable courses were organizational behaviour. Understanding human beings. That's what management's about.”

And about that bonus?

“It's also obviously a great dating service, because that's where I met my wife. The program directors look at the personalities of all twenty eight students and decide which pair would work best together, and they paired me up with my future wife. They did a good job. And we're still together.”

Manuel Mendonça probably wouldn't appreciate the program being called a dating service, so we'll give him the last word.

“The OBCC Program has empowered hundreds of McGill undergraduates over the past twenty eight years to function as professionals with confidence and a spirit of service that places others before self.” 🇨🇦

ON THE MOVE

▶ GRADS ▶ FRIENDS ▶ PARENTS ▶ ASSOCIATES

Sameh Elhossiny (MBA '01) is taking the first step to becoming a financial advisor for life insurance and investment products, by preparing for the Bureau des services financiers of Quebec test, and is also making a PhD application for a marketing MIS.

David A.B. Brown (BCom '66) was elected to Board of Directors to Layne Christensen and Mission Resources Corporation. He chairs five audit committees, and lives in Winchester, Massachusetts.

Guy Auger (BCom '86) has moved his wife and two sons from Paris to Copenhagen to take on the role of General Manager of Dell Denmark. Prior to this he was working in sales development for Dell Western Europe.

Antonio Ariganello (BCom '80) is President and Chief Operating Officer of the Certified General Accountants Association of Canada. Before joining CGA-Canada, he was President of Avon Canada Inc.

Jean-François Champoux (BCom '91), a chartered accountant and chartered financial analyst, has joined Desjardins Securities as an Investment Advisor. A wholly owned subsidiary of Mouvement Desjardins, Desjardins Securities provides brokerage services to its client base of individuals, companies, and institutions.

Valerie Cooper (MMgmt '02) is Executive Director of the Canada Safeway Foundation, located at the Canada Safeway Limited corporate office in Calgary. Canada Safeway Limited is a leading retail supermarket chain in Western Canada, and its parent company, Safeway, is the third-largest supermarket operator in the United States.

Georges Courteau (BCom '77), formerly Vice President of IBM Global Services for Eastern Canada, became President of Le Conseil de l'industrie forestière du Québec (CIFQ) in April.

L. Denis Desautels (BCom '64), Executive Director of the Centre on Governance and Executive-in-Residence in the Faculty of Administration at the University of Ottawa, was honoured with the Institute of Chartered Accountants of Ontario Award of Outstanding Merit in May. The award recognizes conspicuous and sustained service to the profession and is the highest honour that the institute bestows on its members.

Dr. Pierre Filiatrault (MBA '70) has taken on the position of Dean of the École des sciences de la gestion at Université du Québec à Montréal, the university's school of business administration. He is the author and co-author of sixteen books on management, including *Gestion des services*, which received an award of excellence from PricewaterhouseCoopers.

Katherine Ellen Fox (MBA '81) has been promoted to Vice President of Operations, at Nav Canada, a provider of civil air navigation services, including air traffic control, flight information, weather briefings, airport advisory services. She joined Nav Canada in 1996, a year later she became Director of Safety and Quality. In 1999, she served as Director of Air Traffic Services and was appointed Assistant Vice President, Air Traffic Services in 2001.

Jean-Guy Gourdeau (BCom '86; DPA '87) has been appointed Chief Investment Officer at Richardson Financial Group Ltd., a subsidiary of James Richardson & Sons Ltd., a private corporation involved in international grain trade, real estate, oil and gas, and investments. Prior to this, he was a member of the senior management team at Power Financial Corporation, a subsidiary of Power Corporation of Canada.

Carole Lachance (BCom '78) is enjoying her new role as Vice President, Partnerships and Development of Markets, with the Quebec Industrial Research Centre.

Shawn A. Oakley (BCom '87) provides valuation, consulting, realty tax and project management services to public and private clients across Canada as Director, Consulting and Advisory Services, at Colliers International Realty Advisors.

Suresh Thakrar (MBA '80) has been appointed a Commissioner of the Ontario Securities Commission. He is on sabbatical from his position of Vice President, Personal and Commercial Services, at the Royal Bank of Canada and is devoting more time to community work.

Warren K. Walker (BCom '76; MBA '81) has been promoted to the position of Executive Vice President of Global Risk Management at Scotiabank. He joined Scotiabank in 1984 and has held a number of senior positions, most recently Executive Vice President, Electronic Delivery.

Daniel Zbacnik (BCom '85; DPA '87) leaves the position of Treasurer to become President of the Bureau of the L'Ordre des comptables en management accrédités du Québec (217549). He is also the Senior Manager, Risk and Advisory Services, at KPMG LLP.

John Cleghorn, OC FCA (BCom '62) has been appointed a director of Molson Inc. This new role adds to his existing corporate governance responsibilities as Chairman of SNC-Lavalin and Director of several other companies. He is also Chancellor Emeritus of Wilfrid Laurier University, he is a Governor of McGill and Chairman of the Faculty of Management's International Advisory Board.

Ella Plotkin (LLB '93; MBA '93) has moved to Ogilvy Renault as a Partner in its Toronto office after spending several years at McCarthy Tetrault.

Mark J. Proudfoot (BCom '76), formerly Vice President of International Business Development at Emerson Electric Co., is now President and Chief Operating Officer of CFM Corporation, a developer and manufacturer of home products such as hearth and space heating products and air and water purification products in North America and the United Kingdom.

Harry Hopmeyer (BCom '77) has been appointed President and CEO of Kruco Inc., a diversified holding company. He was also awarded the Queen's Golden Jubilee, Governor General's Medal, for his contribution to Canadian Society.

Reva Schlessinger (MBA '91) has joined as Director of Business Development and Marketing for Hurwitz & Associates, a Boston-based IT analyst & consulting firm. She is also teaching at Newbury College, Boston.

Simon Olivier (MBA '97) was recently appointed Country Manager of GE Canada Wind Energy.

Michael Thomas Dos Santos (BCom '84) and **Daniel Zbacnik (BCom '85; DPA '87)** were awarded the distinction of Fellow (FCMA) by the Ordre des comptables en management accrédités du Québec (CMA). 🇨🇦

February 6, 2004

TWENTY-FOURTH ANNUAL MANAGEMENT ACHIEVEMENT AWARDS LUNCHEON



The McGill Management Achievement Awards were established in 1979 in order to honor Canadian business leaders who have made a significant contribution to the Canadian economy and way of life, through their success in the business world and their involvement in the community at large.

The awards have evolved into an annual luncheon attended by over 250 members of the business community. Recipients have inspired young Canadians from all backgrounds to learn more about business and develop their own talents as leaders and entrepreneurs.

Dean Gerald Ross explains, "Looking over the roster of the Management Achievement Award winners, I am struck by how many remain leaders today. Their ability to grow and adapt to changing business conditions are the very qualities we emphasize at McGill."

Visit www.musonline.mcgill.ca/maw/2004recipients.htm, for the complete list of McGill Management Achievement Award recipients for 2004. The Faculty of Management extends an invitation to all alumni to attend the Twenty-Fourth Annual Management Achievement Awards luncheon. To register your interest visit www.musonline.mcgill.ca/maw/register.htm.

MBA-Law: The Best of Both Worlds



THE FIRST YEAR of any graduate program is always the toughest. You arrive in a strange, new building, you meet a group of young, intelligent, and ambitious fellow students, you struggle through the ups and downs of learning complicated, sophisticated material, and finally you write your exams and you're done. Now, imagine repeating the process, all over again. Each year, a group of MBA students does exactly that.

No, they weren't held back or forced to repeat the year. This group of students has chosen to double-up on their education by completing two (or more) degrees at once. For example, I am an MBA-Law student, and after four-and-one-half years at McGill, I will graduate with two law degrees and an MBA.

The MBA-Law program works like this: one full year of MBA, one full year of law, followed by two-and-one-half more years consisting of a bit of each. Rather than requiring five-and-one-half years (the extra half-year is due to the second law degree, which is now mandatory for all McGill law students), which is how long it would take to do

law and an MBA separately, MBA-law students save one year by applying their MBA credits toward their law degree. They take as many core law courses as any other law student, but they take one less semester's worth of MBA courses than the standard MBA program. The theory is that they are exposed to substantial business material through their law studies, which compensates for the difference in number of MBA courses.

It's a challenge, no question. But it's also highly rewarding. Few subjects complement each other as well as the studies of business and law. Part of the challenge is learning to deal with the different cultures. MBA students tend to be an older bunch, with significant life and employment experience, while law students typically have no work experience and much less life experience.

As a result, MBA students tend to be more pragmatic, and law students, by and large, are more idealistic. The two curricula influence each faculty's culture as well. While MBA students spend their days learning to quantify, measure, and take reasonable risks, law students spend their days learning about how to avoid, identify, and indemnify themselves (and their clients) against risk. In other words, it's risk-taking versus risk-avoidance. The joint program student needs to be able to negotiate the different cultures with aplomb. In the best scenario, the student

becomes fully immersed in each culture while retaining a sense of perspective, enriching each experience.

I am often asked why one would want to do both programs at once. While there are many valid reasons, I can only speak about what motivated me. Four years ago, after graduating with a degree in literature from Bard College, in New York, I began teaching at a private school in Montreal. In the eighteen

While MBA students spend their days learning to quantify, measure, and take reasonable risks, law students spend their days learning about how to avoid, identify, and indemnify themselves (and their clients) against risk. In other words, it's risk-taking versus risk-avoidance.

months I spent there I decided I wanted to return to school, so I sent off applications to various law schools. I decided to attend Osgoode Hall, at York University. When the school year ended in June, I had nothing to do, and I had decided that I ought to obtain some corporate experience of some sort before starting to study law. I called a family friend – a stockbroker – and volunteered my services. What began as a two-month internship evolved into a fourteen-month paid tenure.

By the time I left, one year later, I was a fully licensed registered representative, with working financial knowledge. Our business was centred on new issues, so I had a lot of exposure to corporate and public financings. It was that specific set of experiences that made me want to study business in depth. I was a good broker – in one short year I built relationships with clients who were upset when I told them I had to leave. But it was really the new issues that did it – it was the complexity and the mystery of these (often huge) deals that galvanized my desire to learn more. But I couldn't abandon law – I had always wanted to be a lawyer, as long as I could remember.

So, I combined the two pursuits, and set out to find a place where I could do both. Of course, that place turned out to be McGill. While McGill isn't the only

In this post-scandal age, law firms have been telling interviewees that the most important class to take is not private international law, or trusts and equity, or taxation, but accounting, a topic not even offered at the law faculty.

university that offers a joint MBA-Law program, McGill is the only school that offers a joint MBA-Law program with degrees in both common and civil law. That, and there's no other school in the world that poses a challenge to McGill's quality-to-price ratio.

The main challenge with a joint program – besides the workload, which is ample – is finding a way to combine the various degrees in a meaningful and effective manner. Many MBA-Law

students find themselves three years out of school, working in the litigation department of a large firm, having never calculated the value of an option since Elements of Modern Finance II.

The tide is beginning to turn, and aggressive law firms are beginning to realize that a lawyer deeply educated in business is capable of doing things that most contemporary lawyers are unable to do – such as being more than a highly-paid technician, but actually being a trusted advisor and business collaborator. (Ironically, this was the role of the best lawyers in a generation past).

Practical experience confirms this perspective: After the New York law firm interview week this year I was deluged with questions by the interviewees – questions about financial accounting, of all things. It seems that in this post-scandal age, law firms have been telling interviewees that the most important class to take is not private international law, or trusts and equity, or taxation, but accounting, a topic not even offered at the law faculty. Things are changing.

Personally, I expect to combine my studies by focusing on corporate finance. I haven't yet decided whether I will approach the field through law or through investment banking. Well, at least I have lots of time to think about it. Anyway, it's the kind of dilemma I don't mind having. 🐦

Small businesses up for grabs on website

Leo Chrissolor MBA 2004

Prior to starting my MBA, I was interested in buying a small business. After looking through the phone book, the newspaper classifieds and searching the web, I found the whole search process rather cumbersome and unpleasant. What we really needed was a website where all small Quebec businesses for sale would be located.

This summer I teamed up with a professional web developer of 6 years, Paul Horos, to develop Quebec's first website dedicated to bringing buyers and sellers of small businesses together. In September 2003 we launched www.quebeccommerce.com.

We now have well over 200 businesses for sale on the site, posted by business brokers, real estate agents and business owners themselves. In the coming months we

will be promoting the site across Quebec and hope to reach 500+ listings on the site by the end of January 2004.

If anyone is looking to buy a small business in Quebec, come visit our site at www.quebeccommerce.com. If you want to sell your small business on our site, please contact us at info@quebeccommerce.com and we will list it free of charge for McGill Alumni.

APPOINTMENTS & AWARDS



Dr. Mark Mortensen

Dr. Mark Mortensen has joined McGill's Faculty of Management as Assistant Professor of Organizational behaviour. His research focuses on geographically distributed teams and the effects of technology on interpersonal interaction.

Dr. Mortensen's teaching specialities include group dynamics in geographically distributed teams; he is teaching courses in Managing Organizational Teams at both the undergraduate and graduate level.

Dean Ross Receives Corporate Governance Award

At the Montreal Directors' Summit, held on September 22, Gerald Ross, Dean of McGill's Faculty of Management, received the inaugural "Excellence Award in Corporate Governance" from Federated Press, an independent research-based organization.

Dean Ross was awarded this recognition for his contribution to the advancement of corporate governance. As the first president of the Korn/Ferry's jury for the "Revue Commerce Excellence Awards in Corporate Governance," he scrutinized the boards of key corporations in Quebec to determine best practices in corporate governance, in 2002.

"Corporate governance has to reinvent itself entirely," says Gerald Ross. "Being a board member is a much more serious commitment today than it has ever been. Corporate gov-



ernance demands more accountability, and more specialized knowledge. McGill, as an innovative hub, is there to support directors in their life-long learning process."

Gerald Ross sits on the advisory board of the Quebec Chapter of the Institute of Corporate Directors. The institute acts as a resource to all corporate

directors by providing information, education, advocacy and networking. The institute aims to ensure that directors are well-prepared to deal effectively with the responsibilities of their positions, and are informed about the ever-changing demands of corporate governance.

Under Dean Ross' guidance, McGill University's Faculty of Management is developing an innovative approach to address the changing needs of corporate governance, recognising that successful directors learn more about how to be an effective board member from their peers than from professors.

Working with a group of senior directors, McGill's Faculty of Management is developing a new program tailored to the way directors learn. As part of this process, McGill is developing a new Forum on Board Leadership, where directors would learn from each other in a format that suits their highly-charged agendas.

Dr. Michael Avedesian

In September 2003, Michael Avedesian joined the Faculty of Management as Executive-in-Residence and Adjunct Professor, teaching in the undergraduate program. Dr. Avedesian serves on the Board of Directors for companies based in China (Ningxia Huayuan Metallurgical Industry Corp.), Canada (Lab 7 Networks Inc.) and the US (International Magnesium Association).

During his 31-year business career in the fields of operations, business management, and entrepreneurial start-



ups, he has published over 15 papers, received four patents, edited the pro-

ceedings of two conferences, wrote a reference book published by ASM and has also been teaching at McGill's Engineering Faculty since 1981.

He founded and was the President Chief Operating Officer of ITM Inc., a specialist engineering design and prototype foundry for magnesium component parts for the automotive industry worldwide.

Dr. Avedesian has been honoured with the Athlone Fellowship, the Airey Award and the Canada Council Lecturer Award of the ASM.

McGill Entrepreneurs Abroad

EVERY MAY, PETER Johnson, Director of the Dobson Centre for Entrepreneurial Studies, takes a lucky group of students on the course adventure of a lifetime. Professor Johnson began the May Abroad program in 1991. The program takes students abroad for about a month for an intensive scholastic experience.

Professor Johnson conducts a "Starting New Enterprises" course, which is complemented by an "International Business" course taught by Professor Richard Wright. The course material is integrated to offer students a complete 'micro' and 'macro' learning experience.

Students compare new product development in Europe to North America, with a focus on the country they are visiting. They look at the areas of opportunity and determine where the particular country is either ahead or behind North American standards.



This year's course adventure took place in Budapest, Hungary



In the last 12 years, the program has brought students to France, England, Italy, Czech Republic, Germany, Japan, Greece and Hungary. Next year, the plan is to go to San Sebastian, Spain.

Classes are held in the morning, and afternoons are reserved for students to visit the companies they are doing research on.

On every trip, a visit to the Canadian Embassy is made, and students make final presentations on products they take from Europe and bring to North America and what business idea would they take from North America and bring to Europe.

The May Abroad program is intense and provides students with a look at the world outside the classroom. Students learn by doing and seeing, this experience is unique.

DEVELOPMENT & ALUMNI RELATIONS (DAR) CORNER

WELCOME!

This fall, Management Alumni came together in various places around the globe. Whether it was a pub night in London, a cocktail reception in Tokyo or a mentorship event in Montreal, these events all had one thing in common: alumni who are enthusiastic about Management at McGill!

In Montreal, we kicked off this year's CEO and Leading Women Speaker Series, welcomed alumni back home for Homecoming 2003, helped the class of 1948 celebrate their 55-year reunion and looked to the future by working with the Management Career Centre to connect our alumni with students as part of our mentorship program.

Living it up in London

July 10, 2003

The second annual London Pub Night took place at Balls Brothers, Brook Street Wine Bar. Dean Gerald Ross, BCom '66, was joined by 20 alums for an evening of food, prizes and fun! This year, His Excellency, Mel Cappe, the Canadian High Commissioner attended the event.



Dean Gerald Ross, BCom'66 with His Excellency Mel Cappe, Canadian High Commissioner

Thanks to our 'ManUK' volunteer team who helped us organize the event:

Desmond Kingsford, BCom '00,
Rachel Boomgaardt, BCom '01,
Shainila Pradhan, BCom '97,
Deepak Dave, BCom '98 and
Imran Amed, BCom '97.

Thanks to all those who came out. We'll be back in London next year!

John Hartwick Memorial Golf Tournament

July 11, 2003

McGill Management faculty and staff came out to play the Annual John Hartwick Memorial Golf Tournament at Alpine Club de Golf in Ste. Adèle.



Associate Dean Jaeger, coming in from the rain!

A very wet and rainy day was made better with over 50 prizes that were given away!

Thank you to all of our sponsors for making this event possible.

The McGill Faculty of Management is fortunate to be in the midst of one of North America's greatest business communities.



Members of the DAR/Communications Team: Kristine Jones, Josée Bonneville, Colette Vanasse and Kate Maguire

Your generosity serves as an example of the importance of philanthropy and community involvement for future generations of business thinkers.

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Taking on Tokyo

September 12, 2003

Dean Ross hosted about 60 McGill MBA alumni from Japan and Montreal at the Tokyo International House to honour the McGill MBA Japan class of 2003.



Dean Ross, Anne Billyard, Katsura Iwakura, Philip O'Neill, Scott Maltby

Family and friends attended the class of 2003 graduation ceremony, held at the Hotel New Otani, which is directly across from the McGill offices on the Sophia University campus. The celebration featured an address by Dean Ross. Makoto Kuroda, Human Resources Director for Mitsui Corporation gave the convocation address. Scott Matlby, McGill Japan program Director, and Trevor Warner, Student Council President, also delivered speeches. Students received Certificates of Completion of Studies leading to the McGill MBA degree.



Steve Rife, Yasushi Muto, Mari Kobayashi, Kayo Ume (sitting) All MBA Class of 2003.

At the conclusion of the formalities, a photo session, dinner and a "Nijikai" or Second Party were held, at which the Dean, students and guests could interact in a less formal setting.

This event brought together McGill alumni

from across faculties and provided a networking opportunity for McGill alumni from graduating classes spanning decades to connect again in Japan.

Dean Ross took the opportunity to contact business leaders and to help cement McGill's reputation and connections with the business community in Japan.

Consulting "Mentor for a Morning"

September 12, 2003

Development and Alumni Relations in conjunction with McGill's Management Career Centre have organized a series of "Mentor for a Morning" breakfasts. These breakfasts give MBA students the opportunity to talk with alumni from specific industries in a small, informal setting.

On September 12, 2003 the breakfast focused on consulting. Thanks to the following alumni who came out to help our students!

Jean Pierre Rabbath '00, Associate Director, Accelerator Fund, Bell Mobility **Yves Bourret** '97, President & CEO Duo-Vac Inc, **Nathalie Duchesnay** '99, Manager, Deloitte Consulting, Deloitte & Touche, **François Laroche** '87, Premier Associé, Vectis Groupe-Conseil, **Don Melville** '00, Consultant, Secor Consulting, **Joel Roxburgh** '01, Project Manager, RLG Consulting, **Steve Vaccaro** '00, Senior Associate, Mercer Management Consulting.

Networking in Toronto

October 1, 2003

McGill MBA students visited Toronto for the third annual Toronto Road Show on October 1. The road show gives MBA students the opportunity to network with professionals working in the Toronto area; so students can learn from their experiences and discuss how they achieved their successes.



Maged El-Sokkary, MBA '01, Ayo Otitoju, MBA '01, Jocelyne Younan



Alfred Jaeger, David Lakoff, MBA '81, Michelle Di Rocco, MBA '03, Michael McFetridge, MBA '04

Students interested in finance were given the opportunity to tour the Scotiabank Trading Floor, while others enjoyed an intimate discussion with **Nathalie Delmas**, MBA '92, GAP

International, **Chetan Malik** MBA '01, Janssen-Ortho, **David Lakoff**, MBA '81, National Public Relations and **Shila Murley**, MBA '00, Eli Lilly.

The entire group was joined by alumni from over 25 companies for a cocktail reception with comments from Associate Dean, Alfred Jaeger.

Celebrating Homecoming 2003

October 17, 2003

For many alumni, the weekend of October 17 to 19 meant coming home to McGill!

This year's celebrations included a cocktail reception hosted by Dean Ross at the Faculty of Management where graduates had the opportunity to learn about all the exciting initiatives in the Faculty and give feedback about the Faculty's priorities.

Graduates reminisced about their days at McGill over a cocktail with faculty members, other graduates and friends.



Larry Smith sharing his insights!

Renowned motivational speaker, **Larry Smith** (BCL'76), President and Publisher of *The Gazette*, and former President and CEO of the Montreal Alouettes, gave a thought-provoking talk on "The Game of Management" to the delight of the gathered alums.



A cappella group: Soulstice!

Guests also enjoyed a special appearance by a capella group *Soulstice*.

Congratulations to all those who celebrated a reunion year! Hope to see more of you next year!

Colette Vanasse, BCom '85,
Edward Alexander, BCom '53,
Barbara Lewis, BSc '54,
MD '60, Raymond Lewis,
BCom '53, Claudette
Lawand, Donald Badke,
BCom '53, William Lawand,
BCom '53



Alain Fournier, MBA '83,
Leonard Gorski, BCom '78,
MBA '83, Tom Levasseur,
MBA '83, Ed Odecki, BCom '83,
Howard Dolman, BA '81



Fred Moss, BCom '63,
Joe Zalter, BCom '63,
Richard
Donovan, BCom '88



Thanks to all of our Homecoming 2003 volunteers!

Class of '48: 55th Homecoming Reunion

October 16, 2003

The class of 1948 celebrated their 55th reunion with a dinner held at the University Club.

As the first large post-war class, the 176 graduates were, at that time, the largest commerce class in McGill's history.

Most had served in the armed forces during World War II. Those that were too young to serve were in awe of the "men-of -the-world" who had been in the forces. At the time, the 'Faculty of Management' as we know it today did not exist; the class of 1948 were part of McGill's School of

Commerce, which was in the Faculty of Arts and Science. There were only seven women in the class.

Of the 17 graduates (and 14 spouses) that attended the reunion dinner, ten of the grads were from the Montreal area and seven came from out of town. **Gordon Pfeiffer** won the prize for longest distance travelled – coming all the way from Australia! **Bill Falconer** made a special trip from North Carolina. **Dean Gerald Ross** spoke to the group and joined them for dinner.

Thanks to **Robert Munro**, **Edward Wolkove** and **Ilay Ferrier**, members of the organizing committee, for their efforts in making this reunion a great success!



Marketing "Mentor for a Morning"

October 30, 2003

MBA students were joined by alumni working in the marketing industry on October 30 as part of the "Mentor for a Morning" series of events. Thanks to the following alumni who came out to share their experiences with our students!

Paula Badran '01, Marketing Assistant, The Insurance Journal & Magazine Finance, **Nancy Bento** '02, Marketing Analyst/Business Intelligence, Reitmans Canada, **Peter Elenakis** '89, Client Service Director, Mediavation, **Catherine Fortier** '01, Assistant Product Director - New Business, Johnson & Johnson, **Fanny Kuo** '01, Business Analyst, Maple Leaf Foods, **Bonnie Levine** '97, Senior Consultant, PR & Corporate Communications, Communications Meca, **Pascal Prévost** '02, Marketing Support Representative, Future Electronics, **Thomas Savas** '00, Account Manager, Business Development, Mechtronix Systems Inc, **Rima Sawaya** '01, Marketing and Production Manager, B. Kamins Chemist.

Leading Women Speaker Series

October 31, 2003

McGill faculty, staff, alumni and students were pleased to welcome Lisa de Wilde as the first speaker in this year's Leading Women Speaker's Series.



Karl Moore, Antonia Maioni, Director McGill Institute for the Study of Canada, Lise de Wilde, Colette Vanasse

Recognized as one of Canada's most influential corporate women in the Financial Post's "Power 50" in 2001, Lisa de Wilde was President and CEO of Astral Television Network from 1994 to 2001. Lisa shared her views on the Canadian film industry.

Born in Winnipeg, Lisa holds a Bachelor of Arts degree in Political Science and a Bachelor of Common Law degree from McGill University. Lisa is also a member of our Faculty of Management International Advisory Board.

Honouring John Dobson and Paul Desmarais Jr.

November 3, 2003

John Dobson and Paul Desmarais, Jr. were awarded miniatures of the James McGill statue by Dean Ross at a cocktail reception on November 3rd in recognition of their exceptional support and leadership to the Faculty of Management.

John Dobson was the driving force behind the inception of the Dobson Centre for Entrepreneurial Studies in 1989.

Every year, the Centre involves students in consulting projects with start-up companies across Canada. His passion for



Paul Desmarais Jr., BCom '77, John Cleghorn, BCom '62, John Dobson, BCom '49, Gerald Ross, BCom '66

entrepreneurship training has expanded to more than 20 universities and colleges.

While John Dobson was one of the founder of the Executive

Institute, Paul Desmarais, Jr. was instrumental in developing its image and international presence and played a key role in the renovations of the 6th floor. Demarais was Chairman of the Faculty's board from its inception in 1991 up to 2001. With his keen business acumen and international business perspective, he played an instrumental role in further developing the Faculty's strong international activities around the world, making McGill's Faculty of Management the leading international business school in Canada.

The statue was a project developed by the McGill Associates and executed by talented UK sculptor, David Roper-Curzon. To date, there have only been a total of 15 miniatures produced. Among the recipients are former Premier Lucien Bouchard and former Principal Bernard Shapiro.

CEO Speaker Series

November 14, 2003

Robert Rabinovitch, President and Chief Executive Officer of CBC/Radio-Canada and Chair of the Board of Governors of McGill University came to the Faculty of Management to talk to students, faculty and alumni about the CBC's challenges and strategies for the future.



Karl Moore, Robert Rabinovitch, Gerald Ross

Mr. Rabinovitch is a graduate of McGill University (BCom '64) and University of Pennsylvania, where he earned an M.A. and a Ph.D. in Economics and Finance. Mr. Rabinovitch has been a member of the Board of Governors of McGill University since January 1, 1997. He was appointed Chair of the Board on July 1, 1999, and his term runs until December 31, 2004. He is also a member of the Advisory Board of the Sauvé Scholars Foundation (McGill University) and of the Nunavut Trust Investment Advisory Committee.

CA Awards

November 18, 2003



Alain Paris, Amélie Houle, BCom '02, Vania Santella, BCom '02, Annie Lapointe, BCom '01, Daniel Storelli, BCom '01, Paul Huynh, BCom '02, Philippe Levy, Gerald Ross

On November 18th, 2003, the Faculty of Management held an intimate awards reception for six students, their families, and faculty members for the presentation of the CA Awards. There were two sets of awards, the first set, awarded by McGill University included the Kenneth Byrd Prize in Accounting and went to **Daniel Storelli**, and the second, the Douglas Miller Prize went to **Paul Huynh** and **Moshe Deutsch**.

The second set of prizes are direct-fund prizes based on academic merit for graduate students registered in the Graduate Diploma in Public Accountancy. These 'Order of Chartered Accountants' prizes are set up by the Fondation des comptables agréés du Québec to recognize and promote academic achievement by students at McGill University. These prizes were presented by Alain Paris, the representative of the Fondation des comptables agréés du Québec, awarded to five students: **Daniel Storelli**, **Paul Huynh**, **Amélie Houle**, **Annie Lapointe** and **Vania Santella**.

Congratulations to all!

**LEADERSHIP
BRINGS OUT
THE BEST**

"MCGILL IS MORE THAN AN EDUCATIONAL INSTITUTION, IT IS A PERMANENT STAMP ON MY RESUMÉ THAT I SPEAK OF PROUDLY TO COLLEAGUES AND CLIENTS AROUND THE WORLD. NOT ONLY DO I FEEL THAT MY CONTRIBUTIONS TO THE ALMA MATER FUND HELP ENSURE FUTURE GENERATIONS RECEIVE THAT SAME HIGH-QUALITY EDUCATION THAT I RECEIVED, BUT THAT THEY WILL HELP GUARANTEE MCGILL REMAINS THE WORLD-RENOWNED UNIVERSITY IT HAS ALWAYS BEEN."

RICHARD SCHWARTZ, MBA '01

Leapfrogging Theory: A Canadian Advantage

November 19, 2003

Gerald Ross delivered an interactive session in Toronto with Professor Reuven Brenner, REPAP Chair in Economics.

An expert on monetary issues and corporate finance, Dr. Brenner is a world-renowned speaker, problem solver and an expert on how risk taking and innovation should be at the center of our economic theories.

The event highlighted how McGill's Faculty of Management can play a leadership role in delivering business education that maintains and improves our high quality of life.



Dean Ross, BCom '66, Elko Kleinschmidt, MBA '73 and his wife Barbara Williams, Reuven Brenner, Kirk Benson, MBA '73, Charles Chang, BCom '98 and Astrid Bouchard, BCom '85

For your agenda

The Faculty of Management invites all alumni and friends to attend our upcoming events.

Heather Munroe-Blum

Principal and Vice-Chancellor of McGill University,
January 23, 2004, 12pm to 1pm,
Bronfman Building, Room 620

Greg Chamandy

CEO, Gildan Activewear,
February 13, 2004, 12pm to 1pm,
Bronfman Building, Room 426

LuAn Mitchell

Chairperson, Board of Directors,
Mitchell's Gourmet Foods Inc.,
March 19, 2004, 12pm to 1pm, Room 426

Henry Mintzberg

The Canadian Society of New York/ Canadian Consulate
General of Canada Border Breakfast
February 10, 2004

Toronto Alumni Event

April 22, 2004, speaker and location TBA

Toronto Leacock Luncheon

Fairmont Royal York Hotel
Canadian author Will Ferguson
April 23, 2004

Awards for tomorrow's business leaders

The Faculty of Management is proud to announce the establishment of four new student awards.

Shirin Yeganegi Memorial Scholarship: This award was established by Bahram Yeganegi and Shekoufeh Farin to honour the memory of Shirin Yeganegi, BCom '00. Awarded to an outstanding undergraduate student on the basis of high academic standing and outstanding involvement in extra-curricular activities who has completed one year of the BCom degree.

Peter S. Wise Memorial Prize in Accounting: Established by **Richard M. Wise**, BCom '62, FCA, **Jack S. Wise**, BSc '65, MDCM '69 and Ronald B. Wise in memory of their father **Peter S. Wise**, BCom '29, FCA. Awarded to a graduating undergraduate student in Accounting with high academic

standing who plans to pursue studies towards the Chartered Accountant designation.

Great West Life and London Life: Awarded to an outstanding undergraduate in their last year, on the basis of high academic standing as well as involvement in extra-curricular or community activities.

Avmor Prize for Social Responsibility: Avrum Morrow, BEng '47, founder and Chairman of Avmor, has funded an annual prize for the best study proposal submitted by undergraduate students on behalf of a not-for-profit organization.

NOTE: Every effort has been made to ensure the accuracy of the listing of names and information. If there has been an oversight in your listing or a change in your employment information please advise us by phone at 514-398-3150, fax at 514-398-5116 or email at alumni.mgmt@mcgill.ca so that we can make the necessary corrections! 🐦

ALMA MATER FUND REPORT

We are proud to report that as of December 15, 2003 gifts made by Management Graduates (Alumni) to the Alma Mater Fund amounted to \$191,193. Of that total amount, \$29,547 (15%) went directly to some of Management's designated projects such as student awards, Case Competitions, the MBA Program, and class reunion gifts to name but a few. \$122,393 (64%) are unrestricted funds that will be used for the Faculty of Management's newest and greatest needs.

Sign up now for

Alumnilife

The online community that reconnects graduates with McGill University!



The McGill Alumni Association now offers you many new tools for reconnecting with the University and with old friends.

Alumnilife features (all free!)

- ▶ McGill email for life/eforwarding
- ▶ News and listings of alumni events
- ▶ Look up graduates from around the world
- ▶ Listings of events and travel worldwide
- ▶ Send a McGill "e-postcard"
- ▶ All in a password-protected community

Graduates who have an email address on file with the Alumni Association will be emailed a signup code for quick and easy registration.

If you don't have an email address on file with the Alumni Association, or you just can't wait to sign up, you can go to www.alumni.mcgill.ca, click on "I want to become a member" and insert the ten-digit number on your McGill News mailing label when you are prompted to enter an ID.



If you have any comments or questions, please contact us at community.alumni@mcgill.ca.

Faculty Highlights 2003-2004

▶ The 2003 *Financial Times* survey of 100 MBA programs in the world gives the McGill MBA Program a high ranking for international mobility of its graduates: first in North America and in the top ten worldwide.

▶ In the 2003 *Beyond Grey Pinstripes* survey conducted by the Aspen Institute and the World Resources Institute, the McGill MBA is among the 36 MBA programs selected from 100 schools around the world for their contribution to social responsibility.



▶ *Enhancing the Educational Experience (E³)* embarks on its third year, redesigning how McGill delivers business education. Two new classrooms were built in Spring 2003 with interactive state-of-the-art design and technology.



▶ The Faculty is presently developing innovative programs in health and environmental leadership, modeled after Dr. Henry Mintzberg's world renowned *International Masters in Practicing Management* Program.

▶ The McGill MBA offers unprecedented flexibility: students enrolled in the full-time, part-time, executive-format, and MBAJapan programs may transfer between any of these programs to suit their changing career needs.

What can your gift to management accomplish this year?

- ▶ **Improve** career development services for students and alumni by increasing the number of internship and mentorship programs.
- ▶ **Expand** the Faculty's entrepreneurship programs offered to students in Law, Engineering, Science, Arts and Music.
- ▶ **Expose** more students to the real-world issues facing today's business and community leaders



by involving prominent alumni in program delivery.

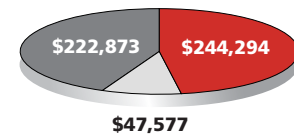
- ▶ **Develop** a new forum on board leadership, where directors discuss current corporate governance issues.

Unrestricted gifts are important

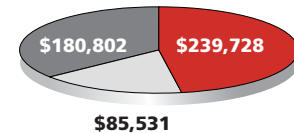
The Faculty of Management relies on its donors' support, especially unrestricted gifts designated to the Faculty, to take advantage of new opportunities quickly.

Breakdown of donations made by Management graduates to the Alma Mater Fund in the last two years

2001-02: **\$514,744**



2002-03: **\$506,061**



- Unrestricted gifts to the Faculty
- Designated to projects inside the Faculty
- Designated to projects outside the Faculty

Unrestricted gifts allow the Faculty to direct money where it is needed most. These donations are essential to maintain our competitive edge. The next time you make a gift to McGill University, please designate an unrestricted gift to the Faculty of Management.

Your support does make a difference.

For more information, please contact Josée Bonneville at (514) 398-1073 or josee.bonneville@mcgill.ca

1001 Sherbrooke Street West,
Montreal, Quebec, Canada H3A 1G5

www.management.mcgill.ca

Faculty Members: 75 Endowed Faculty Chairs: 8 Research Centres: 7

Our Students	Undergraduate	Graduate	Doctoral
Total	2077	651	75
% Women	54	27	37
% Men	46	73	63
% Canadian	76	50	28
% International	24	50	72

McGILL ALMA MATER FUND Your gift does so much



Gifts from graduates designated to the priorities of the Faculty of Management ensure that our students can participate in and learn from exciting projects that provide excellent educational opportunities and foster friendships that endure beyond the years spent here. If you have not made your 2002-2003 Alma Mater Fund gift – or if you have never given – please take this opportunity to send a gift with this form. With your help, we will continue to offer an education that is well beyond the ordinary. Thank you!

Here's my gift of \$ _____ CDN\$ US\$

Please direct my gift to the following area of need:

- The priorities of the Faculty of Management
- McGill's greatest needs (00100)
- Scholarships and Student Aid (02100)
- Libraries (02119)
- Athletics (02121)

My cheque payable to McGill University is enclosed.

You may charge my gift to my credit card: Visa MasterCard

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Signature _____ Expiry Date: ____ / ____

MATCHING GIFTS:

If you are a current employee, retired or the spouse or widow(er) of an employee, or a member of the Board of Directors for a company with a matching gift program, the company could be waiting to match your gift to McGill. Please write the name of your employer below.

EMPLOYER:

Our MATCHING GIFTS coordinator (514-398-3580) can advise you if your organization is a matching donor. Gifts are eligible for tax credits in Canada and the U.S.A.

PERMISSION:

McGill welcomes the opportunity to thank donors by printing their names in University publications.

- I permit McGill to include my name in such lists
- I do not permit McGill to include my name in such lists

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Phone : (514) 398-5000

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I would like information on:

- volunteering opportunities with the BCom Alumni Network
- volunteering opportunities with the MBA Alumni Association
- assisting in student recruiting
- becoming an alumni contact
- creating a scholarship or bursary
- making a bequest or other planned gift to the Faculty
- making a gift in honour/in memory of an individual



Send to:

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