

HEC MONTRÉAL

OFFICIAL DESCRIPTION 2025-2026

MASTER'S PROGRAMS

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A low-angle photograph of a modern building's exterior. The image features several large, white, cylindrical columns that support a dark, overhanging upper floor. The building's facade is composed of light-colored, rectangular panels. A small, square window is visible on the upper right. The sky is a clear, pale blue. The text "MASTER OF LAWS, TAX OPTION (LLM)" is overlaid in a bold, blue, sans-serif font on the left side of the image.

MASTER OF LAWS, TAX OPTION (LLM)

1. GENERAL INFORMATION

1.1. Program Details

The Master of Laws – Tax Option program is for people who hold an undergraduate degree in law, accounting or another relevant field and who wish to:

- acquire in-depth knowledge of tax law
- develop their critical thinking skills
- develop a high level of professional autonomy.

The Master of Laws – Tax Option program is a professional master's degree (LLM) offered jointly with Université de Montréal's Faculty of Law. It comprises 45 credits and leads to a university degree.

1.2. Program Offered

The Master of Laws – Tax Option program is a professional program that gives students solid training in tax law.

The structure and main characteristics of the Master of Laws – Tax Option are described in the appendices of this document.

1.3. Program Objective

The purpose of the Master of Laws – Tax Option program is to train students to work as tax specialists.

1.4. Learning Goals and Objectives

The Master of Laws – Tax Option program is aligned with the HEC Montréal program approach. The courses and academic activities of this professional master's program enable students to develop relevant knowledge, skills and abilities that are complementary to concrete, cohesive and integrated lessons targeting specific goals and objectives.

Learning objectives in the Master of Laws – Tax Option (LLM) program:

1. Acquire and master knowledge and skills that are specific to the field of taxation
2. Acquire the necessary skills to apply knowledge and methodology that are specific to the field of taxation
3. Demonstrate the skills needed as a taxation specialist
4. Grasp the importance of ethical reasoning and conduct for practicing in the specialized field of taxation.

1.5. Related Office

Office of the Graduate Diplomas Programs (D.E.S.)

2. ADMISSION CRITERIA

2.1. Regular Students

2.1.1. Prior Studies in Canada

To be eligible as a regular student in the Master of Laws - Tax Option program, the applicant must:

- Hold an undergraduate degree, preferably in law, accounting sciences or economics, comprising at least 90 credits
- Have earned a cumulative GPA of at least 3.0 out of 4.3 or equivalent for all undergraduate studies⁽¹⁾
- Have completed at least 6 undergraduate credits in taxation in Canada (FISC 30951 and FISC 30952 or [equivalent](#))
- Demonstrate their proficiency in French, in keeping with the Regulation on Language Requirements at HEC Montréal.

Relevant work experience in taxation is an asset.

⁽¹⁾ An equivalent refers to the minimum GPA required by that university to admit its own applicants to a master's program.

2.1.2. Prior Studies Abroad

To be eligible as a regular student in the Master of Laws - Tax Option program, the applicant must:

- If educated in the French system or comparable systems:
 - hold a general license or bachelor's degree⁽²⁾ accredited by the Ministry of Higher Education in a three-year university-level program (180 ECTS) in law, accounting or economy with at least a 12/20 average or a comparable average, depending on the country's grading system⁽³⁾
 - have completed at least 6 undergraduate credits in taxation in Canada (FISC 30951 and FISC 30952 or [equivalent](#)).
- If educated abroad, not under the French system
 - hold an undergraduate degree accredited by the Ministry of Higher Education in law, accounting, or economics after three years of university studies (180 ECTS) in law, accounting or economics, with an average of 12/20 or a comparable average, depending on the country's grading system^(Erreur ! Signet non défini.)
 - have completed at least 6 undergraduate credits in taxation in Canada
- Demonstrate their proficiency in French, in keeping with the Regulation on Language Requirements at HEC Montréal.

Relevant work experience in taxation is an asset.

2.2. Accelerated Admission from the *D.E.S.S. en fiscalité* to the Master of Laws – Tax Option

Students who have received or are on track to receive (minimum of 24 credits) a *D.E.S.S. en fiscalité* from HEC Montréal with a cumulative GPA of 3.0 out of 4.3 or higher can submit a short admission form to the Master of Laws – Tax Option program. Admission is not automatic. Prior learning in the *D.E.S.S. en fiscalité* program will be recognized based on the structure of the master's program in place when they applied.

3. PROGRAM CONTENT

The structure of the Master of Laws – Tax Option is presented in the appendices of this document.

⁽²⁾ RNCP certifications, the bachelor universitaire de technologie (BUT) and license degrees that include a technical degree (BTS or DUT) are not eligible.

⁽³⁾ Bachelor's or licenciate degrees including a technical degree (BTS, DTS, or DUT) are not eligible.

APPENDIX – STRUCTURE AND MAIN CHARACTERISTICS OF THE PROGRAM

A professional master's program offered jointly with Université de Montréal's Faculty of Law.

PROGRAM STRUCTURE – 45 CREDITS

COMPULSORY COURSES - 39 CREDITS

FISC	40990	Droit et fiscalité [DRT6210]* (compulsory course for applicants without an undergraduate degree in law)
<i>and/or</i>		
FISC	40905	Comptabilité et fiscalité (compulsory course for applicants without an undergraduate degree in law)
FISC	40901	Jurisprudence et doctrine récentes en fiscalité (1 credit) [DRT6235] Erreur ! Signet non défini. (FISC 40910 and FISC 40915 Co)
FISC	40902	Provision pour impôt (1 credit) (FISC 40905)
FISC	40908	Fiscalité et décisions (FISC 40915)
FISC	40909	Aspects fiscaux des transactions internationales (FISC 40913 and FISC 40914)
FISC	40910	Méthodologie de recherche en droit fiscal
FISC	40913	Principes fiscaux I
FISC	40914	Principes fiscaux II
FISC	40915	Principes fiscaux III (FISC 40913, FISC 40914, FISC 40990 Co and FISC 40905 Co)
FISC	40917	Taxes à la consommation
FISC	40919	Politique de taxation (1 credit)
FISC	40925	Fiscalité américaine
FISC	40939	Litige fiscal [DRT6230] Erreur ! Signet non défini. ⁽⁴⁾
FISC	40991	Droit fiscal administratif [DRT6215] Erreur ! Signet non défini.
FISC	40992	Planification successorale [DRT6220] Erreur ! Signet non défini. ⁽⁵⁾

ELECTIVES – 6 CREDITS

FISC	40903	Sujets spéciaux en fiscalité (FISC 40913, and FISC 40914 Co)
FISC	40996	Recherche supervisée [DRT6250] Erreur ! Signet non défini. ⁽⁶⁾ <u>or</u>
INDV	40928	Recherche supervisée ⁽⁶⁾
STAG	40927	Stage de pratique exclusive en fiscalité ⁽⁷⁾ <u>or</u>
STAG	40995	Stage de pratique exclusive en fiscalité [DRT6240] Erreur ! Signet non défini. ⁽⁷⁾

* Course offered at UdeM.

⁽⁴⁾ Students must complete at least 3 credits before registering for this activity.

⁽⁵⁾ Courses reserved for students in the *D.E.S.S. en fiscalité* or the LLM programs who have completed at least 15 credits, including the courses FISC 40910 and FISC 40915.

⁽⁶⁾ Students must complete at least 30 credits before registering for this activity.

⁽⁷⁾ Students must complete at least 15 credits before registering for this activity.

A low-angle photograph of a modern building's exterior. The image features several large, white, cylindrical columns that support a structure. A metal truss system is visible between the columns. In the upper right, a portion of a building with a light-colored brick facade and a small window is visible. The background is a clear blue sky. The text 'MASTER IN MANAGEMENT OF CULTURAL ENTERPRISES (MM)' is overlaid in blue on the left side of the image.

**MASTER IN MANAGEMENT
OF CULTURAL ENTERPRISES (MM)**

1. GENERAL INFORMATION

1.1. Program Details

The Master in Management of Cultural Enterprises is a graduate program primarily targeting people who hold an undergraduate degree in a cultural or artistic field and who wish to:

- learn about management in addition to their prior training in a cultural or artistic discipline
- master the skills and competencies needed to practise management in the arts and culture sector.

The Master in Management of Cultural Enterprises program includes 45 credits and leads to a university degree.

1.2. Program Offered

The Master in Management of Cultural Enterprises program is a professional program offering solid training in the management approaches and practices specific to the arts and culture sector. This master's degree is linked to the *D.E.S.S. en gestion des organismes culturels*. The structure and main characteristics of the Master in Management of Cultural Enterprises program are described in the appendices of this document.

1.3. Program Objectives

The Master in Management of Cultural Enterprises aims to meet the training needs of professionals in the arts and culture sector. The main purpose of this program is to train managers to be able to understand, analyze, act and use their skills and abilities in arts and culture management in their line of work.

1.4. Learning Goals and Objectives

The offering of the Master in Management of Cultural Enterprises program is aligned with the HEC Montréal program approach. The courses and academic activities enable students to develop relevant knowledge, skills and abilities that are complementary to concrete, cohesive and integrated lessons targeting specific goals and objectives.

Learning objectives for the Master in Management of Cultural Enterprises program:

1. Have a strong understanding of the latest information in arts and culture management
2. Be able to apply the main tools and techniques that make it possible for organizations in the arts and culture sector to operate
3. Master the skills and abilities needed to take on management roles in arts and culture sector enterprises.

1.5. Related Office

Office of the Graduate Diploma Programs (D.E.S.)

2. ADMISSION CRITERIA

2.1. Regular Students

2.1.1. Prior Studies in Canada

To be eligible as a regular student in the Master in Management of Cultural Enterprises program, the applicant must:

- Hold an undergraduate degree in an artistic or cultural field.
- Have earned a cumulative GPA of at least 3.0 out of 4.3 or equivalent for all undergraduate studies⁽⁸⁾
- Demonstrate their proficiency in French, in keeping with the Regulation on Language Requirements at HEC Montréal.

Relevant work experience for a cultural or artistic organization is an asset.

2.1.2. Prior Studies Abroad

To be eligible as a regular student in the Master in Management of Cultural Enterprises program, the applicant must:

- If educated in the French system or comparable systems:
 - hold a general license or bachelor's degree⁽⁹⁾ accredited by the Ministry of Higher Education from a three-year university-level program (180 ECTS) in the arts and culture field, with at least a 12/20 average or a comparable average for all university studies
- If educated abroad, not under the French system
 - hold an undergraduate degree accredited by the Ministry of Higher Education after three years of university studies (180 ECTS) in the arts and culture field, with an average of 12/20 or a comparable average, depending on the country's grading system⁽¹⁰⁾
- Demonstrate their proficiency in French, in keeping with the Regulation on Language Requirements at HEC Montréal.

Relevant work experience for a cultural or artistic organization is an asset.

⁽⁸⁾ An equivalent refers to the minimum GPA required by that university to admit its own applicants to a master's program.

⁽⁹⁾ RNCP certifications, the bachelor universitaire de technologie (BUT) and license degrees that include a technical degree (BTS or DUT) are not eligible.

⁽¹⁰⁾ Bachelor's or licenciate degrees including a technical degree (BTS, DTS, or DUT) are not eligible.

2.2. Accelerated Admission from the *D.E.S.S en gestion des organismes culturels* to the Master in Management of Cultural Enterprises (MM)

Students who have received or are on track to receive (minimum of 24 credits) a *D.E.S.S. en gestion des organismes culturels* with a cumulative GPA of 3.0 out of 4.3 or higher can submit a short admission form to the Master in Management in Cultural Enterprises program. Admission is not automatic. prior learning in the *D.E.S.S. en gestion, option organismes culturels* will be recognized based on the structure of the master's program in place when they applied.

3. PROGRAM CONTENT

The program structure is presented in the appendices of this document.

APPENDIX – STRUCTURE AND MAIN CHARACTERISTICS OF THE PROGRAM

PROGRAM STRUCTURE – 45 CREDITS

COMPULSORY COURSES - 9 CREDITS

- COMP 40940 La gestion comptable dans les entreprises artistiques
- MARK 40140 Le marketing des organismes culturels
- MNGT 40405 Management des entreprises culturelles

OPTIONAL COURSES – MIN. 21 CREDITS, MAX. 24 CREDITS

- DRAF 40445 Le contexte juridique dans le domaine culturel
- FISC 40921 Fiscalité de la philanthropie
- MARK 40102 Marketing et sources de revenus des entreprises artistiques (MARK 40140 Co)
- MARK 40120 Décisions marketing et exploitation de données
- MARK 40139 Les politiques culturelles
- MARK 40143 Relations médias des entreprises culturelles (MARK 40140)
- MNGT 40443 Philanthropie et management des entreprises culturelles
- PROJ 40520 Logistique des événements culturels
- STAG 46044 Stage supervisé en gestion des arts et de la culture⁽¹¹⁾

OPTIONAL COURSES – MIN. 3 CREDITS, MAX. 6 CREDITS

Courses from another graduate diploma program, Campus Abroad, or HEC Montréal or UdeM graduate program that has been approved by the appropriate directors.

INTEGRATION – 9 CREDITS

- INDV 46008 Projet d'intégration⁽¹²⁾
- MNGT 40480 Gestion stratégique des organisations culturelles⁽¹²⁾

⁽¹¹⁾ Courses reserved for students who are enrolled in the *D.E.S.S. en gestion – option organismes culturels* program or the Master in Management of Cultural Enterprises (MM) program and who have already completed at least 12 credits of compulsory or optional courses.

⁽¹²⁾ Students must have completed at least 30 credits before registering for this activity.

A low-angle photograph of a modern building's exterior. The image features several large, white, cylindrical columns that support a structure. A metal truss system is visible between the columns. In the upper right, a portion of a building with a light-colored brick facade and a small window is visible. The sky is a clear, pale blue. The overall composition is clean and architectural.

MASTER IN SPORTS MANAGEMENT (MM)

4. GENERAL INFORMATION

4.1. Program Details

The Master in Sports Management is a graduate program primarily targeting people who hold an undergraduate degree and who wish to:

- learn about sports management in addition to their prior training
- master the skills and competencies needed to practice management in the sports industry.

The Master in Sports Management (MM) program includes 45 credits and leads to a university degree.

4.2. Program Offered

The Master in Sports Management (MM) program is a professional program offering solid training in the management approaches and practices specific to the sports industry. This master's program is linked to the *D.E.S.S. en gestion - option management du sport*. The structure and main characteristics of the Master in Sports Management program are described in the appendices of this document.

4.3. Program Objectives

The Master in Sports Management program aims to meet the training needs of professionals in the sports industry. The main purpose of this program is to train managers to be able to understand, analyze, act and use their skills and abilities in sports management in their line of work.

4.4. Learning Goals and Objectives

The offering of the Master in Sports Management program is aligned with the HEC Montréal program approach. The courses and academic activities enable students to develop relevant knowledge, skills and abilities that are complementary to concrete, cohesive and integrated lessons targeting specific goals and objectives.

Learning objectives for the Master in Sports Management:

1. Have a strong grasp of knowledge that is specific to sports management
2. Conduct a major project in the field of sports management
3. Develop performance management strategies in sports management
4. Demonstrate autonomy and professionalism
5. Communicate effectively.

4.5. Related Office

Office of the Graduate Diplomas Programs (D.E.S.)

5. ADMISSION CRITERIA

5.1. Regular Students

5.1.1. Prior Studies in Canada

To be eligible as a regular student in the Master in Sports Management (MM) program, the applicant must:

- Hold an undergraduate degree
- Have earned a cumulative GPA of at least 3.0 out of 4.3 or equivalent for all undergraduate studies⁽¹³⁾
- Demonstrate their proficiency in French, in keeping with the Regulation on Language Requirements at HEC Montréal.

Relevant work experience in the sports industry is an asset.

5.1.2. Prior Studies Abroad

To be eligible as a regular student in the Master in Sports Management (MM) program, the applicant must:

- If educated in the French system or comparable systems:
 - hold a general license or bachelor's degree⁽¹⁴⁾ accredited by the Ministry of Higher Education from a three-year university-level program (180 ECTS), with at least a 12/20 average or a comparable average for all university studies
- If educated abroad, not under the French system
 - hold an undergraduate degree accredited by the Ministry of Higher Education from a three-year university-level program (180 ECTS) with at least a 12/20 average or a comparable average, depending on the country's grading system⁽¹⁵⁾
- Demonstrate their proficiency in French, in keeping with the Regulation on Language Requirements at HEC Montréal.

Relevant work experience in the sports industry is an asset.

5.2. Accelerated Admission from the *D.E.S.S en gestion, option management du sport* and the Master in Sports Management (MM)

Students who have received or are on track to receive (minimum of 24 credits) a *D.E.S.S. en gestion, option management du sport*, with a cumulative GPA of 3.0 out of 4.3 or higher can submit a short admission form to the Master in Sports Management program. Admission is not automatic. Prior learning in the *D.E.S.S. en gestion, option management du sport*, will be recognized based on the structure of the master's program in place when they applied.

⁽¹³⁾ An equivalent refers to the minimum GPA required by that university to admit its own applicants to a master's program.

⁽¹⁴⁾ RNCP certifications, the bachelor universitaire de technologie (BUT) and license degrees that include a technical degree (BTS or DUT) are not eligible.

⁽¹⁵⁾ Bachelor's or licenciate degrees including a technical degree (BTS, DTS, or DUT) are not eligible.

6. PROGRAM CONTENT

The program structure is presented in the appendices of this document.

APPENDIX – STRUCTURE AND MAIN CHARACTERISTICS OF THE PROGRAM

PROGRAM STRUCTURE – 45 CREDITS

COMPULSORY COURSES – 15 CREDITS

ECON	40802	Enjeux économiques du monde du sport
MARK	40100	Marketing du sport
MNGT	40430	Leadership et sport
MNGT	40436	Management du sport : stratégies et pratiques de gestion des organisations sportives
MNGT	40437	Sport et société

OPTIONAL COURSES – MIN. 15 CREDITS, MAX. 21 CREDITS

COMP	40906	Comptabilité financière et outils de gestion pour les organisations sportives
DRAF	40406	Aspects juridiques des organisations sportives
ENTR	41010	Gestion de l'innovation dans les organisations sportives
MATH	40603	Analytique du sport
MNGT	40421	Gestionnaire du sport : milieux et pratique
MNGT	40481	Gouvernance et éthique du sport (MNGT 40436)
PROJ	40404	Gestion des événements sportifs
RHRT	40300	Performance et mobilisation des employés dans les organisations sportives

ELECTIVES – MAX. 6 CREDITS

Courses from another graduate diploma, Campus Abroad, or a graduate program at HEC Montréal or UdeM that have been approved by the appropriate directors based on the list of proposed courses.

INTEGRATION – 9 CREDITS

INDV	46008	Projet d'intégration ⁽¹⁶⁾
MNGT	40415	Défis et enjeux contemporains des entreprises sportives (MNGT 40436)

⁽¹⁶⁾ Students must complete at least 30 credits before registering for this activity.

A low-angle photograph of a modern building's exterior. The image features several large, white, cylindrical columns that support a structure. The columns are positioned in the foreground and middle ground, creating a sense of height and scale. The building's facade is made of light-colored, rectangular panels. A small, square window is visible on the upper right side of the building. The sky is a clear, pale blue. The overall composition is clean and architectural.

**MASTER IN MANAGEMENT
AND SUSTAINABLE
DEVELOPMENT (MM)**

1. GENERAL INFORMATION

1.1. Program Details

The Master in Management and Sustainable Development is a graduate program primarily targeting people who hold an undergraduate degree and who wish to:

- Acquire and deepen knowledge about the topics and tools specific to the management of sustainable development
- Develop the managerial skills needed to reflect on key issues and to adapt and apply the appropriate knowledge and tools to management of sustainable development
- Be able to apply the recognized core decision-making skills as relates to sustainable development
- Be able to implement and even transform a business strategy with a view to sustainable development.

The Master in Management and Sustainable Development comprises 45 credits and leads to a university degree.

1.2. Program Offered

The Master in Management and Sustainable Development (MM) is a professional program that aims to provide solid training on the management approaches and practices specific to the field of sustainable development. This master's program is linked to the *D.E.S.S. en gestion – option développement durable*.

The structure and main characteristics of the Master in Management and Sustainable Development program are described in the appendices of this document.

1.3. Program Objectives

The Master in Management and Sustainable Development is aimed at meeting the training needs of professionals in the sustainable development field. The program's main objective is to produce competent managers in sustainable development who are capable of formulating, implementing, deploying and even transforming business strategies with a view to sustainable development.

1.4. Learning Goals and Objectives

The Master in Management and Sustainable Development program is aligned with the program approach adopted by HEC Montréal. The courses and academic activities enable students to develop relevant knowledge, skills and abilities that are complementary to concrete, cohesive and integrated lessons targeting specific goals and objectives.

Learning objectives for the Master in Management of Sustainable Development:

1. Acquire and deepen knowledge about the topics and tools specific to the management of sustainable development
2. Develop the managerial skills needed to reflect on key issues, and to adapt and apply the appropriate knowledge and tools to management of sustainable development.
3. Be able to apply the recognized core decision-making skills as relates to sustainable development
4. Be able to implement and even transform a business strategy with a view to sustainable development.

1.5. Related Office

Office of the Graduate Diplomas Programs (D.E.S.)

2. ADMISSION CRITERIA

2.1. Regular Students

2.1.1. Prior Studies in Canada

To be eligible as a regular student in the Master of Management and Sustainable Development program, the applicant must:

- Hold an undergraduate degree
- Have a cumulative GPA of at least 3.0 out of 4.3 or equivalent for all undergraduate studies⁽¹⁷⁾
- Demonstrate their proficiency in French, in keeping with the Regulation on Language Requirements at HEC Montréal.

Work experience may be an asset.

⁽¹⁷⁾ An equivalent refers to the minimum GPA required by that university to admit its own applicants to a master's program.

2.1.2. Prior Studies Abroad

To be eligible as a regular student in the Master in Management and Sustainable Development program, the applicant must:

- If educated in the French system or comparable systems:
 - hold a general license or bachelor's degree⁽¹⁸⁾ accredited by the Ministry of Higher Education from a three-year university-level program (180 ECTS) with at least a 12/20 average or a comparable average for all university studies
- If educated abroad, not under the French system
 - hold an undergraduate degree accredited by the Ministry of Higher Education from a three-year university-level program (180 ECTS) with at least a 12/20 average or a comparable average, depending on the country's grading system⁽¹⁹⁾
- Demonstrate their proficiency in French, in keeping with the Regulation on Language Requirements at HEC Montréal.

Work experience may be an asset.

2.2. Accelerated Admission from the D.E.S.S. en gestion – Option développement durable to the Master in Management and Sustainable Development

Students who have received or are on track to receive (minimum of 24 credits) a Specialized Graduate Diploma (D.E.S.S.) in Gestion – Option développement durable with a cumulative GPA of 3.0 out of 4.3 or higher can submit a short admission form to the Master in Management and Sustainable Development program. Admission is not automatic. Prior learning in the *D.E.S.S. en gestion – option développement durable* will be recognized based on the structure of the master's program in place when they applied.

3. PROGRAM CONTENT

The program structure is presented in the appendices of this document.

⁽¹⁸⁾ RNCP certifications, the bachelor universitaire de technologie (BUT) and license degrees that include a technical degree (BTS or DUT) are not eligible.

⁽¹⁹⁾ Bachelor's or licenciate degrees including a technical degree (BTS, DTS, or DUT) are not eligible.

APPENDIX – STRUCTURE AND MAIN CHARACTERISTICS OF THE PROGRAM

PROGRAM STRUCTURE – 45 CREDITS

COMPULSORY COURSES - 9 CREDITS

- DDRS 40402 Développement durable et gestion: enjeux et pratiques
- DDRS 40506 Gestion des opérations et développement durable
- DDRS 40801 Analyse économique des enjeux environnementaux

OPTIONAL COURSES – MIN. 18 CREDITS

- DDRS 40101 Approche marketing et enjeux de développement durable
- DDRS 40403 Responsabilité sociale des entreprises
- DDRS 40419 Économie circulaire
- DDRS 40484 Leadership climatique: Cours à vélo vers une économie net zéro
- DDRS 40934 Développement durable et performance financière
- DDRS 48003 Design stratégique de produits et services durables [DIN6001]*
- DDRS 60442 La décroissance soutenable: théorie et pratiques
- ECON 40105 Réglementation et enjeux en énergie
- ECON 40606 La chaîne de valeur de l'énergie
- FINA 40200 Finance durable
- MNGT 40418 Modèles de gestion en innovation sociale
- STAG 40416 Stage supervisé en gestion et développement durable⁽²⁰⁾

ELECTIVES – MAX. 6 CREDITS

Courses from another graduate diploma, Campus Abroad, or a graduate program at HEC Montréal or UdeM that have been approved by the appropriate directors.

INTEGRATION – 12 CREDITS

- DDRS 40429 Séminaire d'intégration en développement durable et transitions⁽²¹⁾
- INDV 46008 Projet d'intégration⁽²¹⁾ (6 credits)
- MNGT 40460 Gestion du changement stratégique

* Courses offered at UdeM.

⁽²⁰⁾ Students must complete 12 credits of compulsory or optional courses before registering for this internship.

⁽²¹⁾ Students must have completed at least 30 credits before registering for this activity.

HEC MONTRÉAL

MASTER OF SCIENCE (MSC)

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1. GENERAL INFORMATION

1.1. Program Details

HEC Montréal's Master of Science program is for people with a bachelor's degree in business administration or an undergraduate degree with equivalent training, and who wish to specialize in a particular field of management and develop the special skills needed to apply scientific analysis techniques to specific management problems. It is aimed at training high-level specialists in professions or disciplines that are specific to management.

The Master of Science program is a graduate program. It comprises 45 credits and leads to a university degree. It offers two streams:

- Thesis stream, comprising:
 - 21 course credits and 24 research credits, or
 - 24 course credits and 21 research credits, or
 - 27 course credits and 18 research credits.
- Supervised project stream, comprising 36 course credits and 9 individual project credits.

1.1.1. Course Loads

Course loads depend on the stream:

- Thesis stream: Students enrolled in the thesis stream of the MSc program are considered to be full time. They are automatically enrolled in a “thesis” activity every term starting from initial registration until the end of their studies.
- Supervised project stream: Students enrolled in the thesis stream of the MSc program are considered to be full time if registered for at least 9 credits for fall and winter terms. Preparatory courses for the specialization are subject to the same rule.

1.1.2. Specializations Offered

There are many specializations in the program, several of which are offered in French and in English. The structures of each specialization are described in the appendices of this document:

1. Affaires internationales / International Business
2. Commerce électronique
3. Comptabilité – Contrôle – Audit
4. Développement organisationnel
5. Économie appliquée
6. Économie financière appliquée / Applied Financial Economics
7. Innovation-Entrepreneuriat
8. Expérience utilisateur / User Experience
9. Finance / Finance (English)

10. Gestion des opérations et logistique / Operations and Supply Chain Management
11. Gestion des ressources humaines
12. Gestion de l'innovation sociale
13. Ingénierie financière / Financial Engineering
14. Intelligence d'affaires
15. Management
16. Marketing
17. Science des données et analytique d'affaires / Data Science and Business Analytics
18. Secteurs privé et public
19. Stratégie
20. Transformation numérique des organisations

1.2. Program Mission

The Master of Science program is designed to train specialists to apply a scientific approach in producing, analyzing and using information needed to develop policies and strategies, make decisions and take the right actions to solve management issues.

Students enrolled in the MSc program share a marked interest in rigorously analyzing management problems. The program prepares them for careers as advisors, analysts, researchers and specialized managers.

1.3. Learning Goals and Objectives

The MSc program offers a cohesive learning process geared toward the fulfillment of well-defined goals and objectives.

1. Acquire thorough knowledge in a field of specialization in management
2. Systematically carry out a thorough scientific process.
3. Demonstrate ethical and responsible conduct research and in business practices.
4. Demonstrate critical thinking skills.
5. Work independently to complete a major work.
6. Communicate effectively.

1.4. Related Office

Office of the Master of Science (MSc) Program.

2. ADMISSION CRITERIA

Admission to the MSc program is based on undergraduate studies in management or a related discipline. Applications will be evaluated based on the excellence of the applicant's file. Not all eligible applicants are accepted.

Applicants to the MSc program must indicate which specialization they would like to enter. In this same application for admission, they can also indicate a second choice in the event that they are not accepted to the desired specialization. The second choice must be received before the application deadline. Applicants must also specify whether they wish to pursue a thesis or supervised project stream.

Applicants deemed to have insufficient basic knowledge may be required to complete a qualifying program (preparatory phase).

2.1. Admission Criteria for Regular Students

2.1.1. Prior Studies in Canada

To be eligible as a regular student in the MSc program, the applicant must:

- Hold a Bachelor of Business Administration, an undergraduate degree in a related field or a degree deemed equivalent by the program administration
- Have earned an undergraduate GPA of at least 3.0/4.3, or the minimum required GPA for admission to a graduate program at that university, if higher
- Show that they have sufficient fluency in the language of instruction for the specialization to meet the requirements of the *Regulation on Language Requirements at HEC Montréal*.

2.1.2. Prior Studies Abroad

- **Prior studies abroad in the French system (or in a system inspired by the French system):**

To be eligible as a regular student in the MSc program, applicants must hold a general license or bachelor's degree⁽¹⁾ accredited by the Ministry of Higher Education with at least a 12/20 average for all university studies, or a comparable average based on the country's grading system.

⁽¹⁾ RNCP certifications, the bachelor universitaire de technologie (BUT), and bachelor's or license degrees that include technical degrees (BTS or DUT) are not eligible.

- **Prior studies abroad, not in the French system:**

To be eligible as a regular student in the MSc program, applicants must hold a university degree that meets admissions requirements for a master's program at that university, with an average of at least 12/20 or equivalent⁽²⁾ for all university studies.

- Regardless of the system of study from which an applicant comes, they must provide the result of one of the following graduate school admission tests, if required for the intended specialization:
 - Test d'Aptitude aux Études de gestion (TAGE-MAGE)
 - Graduate Management Admission Test (GMAT)
 - Graduate Record Examinations (GRE).

Applicants who have earned at least 45 undergraduate-level credits in Canada or at least 30 graduate-level credits in Canada before the application deadline are exempt from taking these tests.

The official results from any of these tests must be submitted with the candidate's application. The program administration will not consider test results prior to the validity date for each test.

- Applicants must show that they have sufficient fluency in the language of instruction for the intended specialization to meet the requirements of the *Regulation on Language Requirements at HEC Montréal*.

2.2. Accelerated Admission from other HEC Montréal Programs

2.2.1. Accelerated Admission from a Short Graduate Program

Students enrolled in a short graduate program embedded in a master's-level specialization and who have a cumulative GPA of 3.0/4.3 or higher from at least 9 short graduate program credits can ask for accelerated admission to that specialization. Admission is automatic for most accelerated admission tracks.

The following is a list of short graduate programs and the corresponding specializations:

Short Program	Specialization
Amélioration de la performance opérationnelle	- Gestion des opérations et logistique – cheminement projet supervisé - Operations and Supply Chain Management – Supervised Project stream
Logistique / Logistics	- Gestion des opérations et logistique – cheminement projet supervisé - Operations and Supply Chain Management – Supervised Project stream

⁽²⁾ An equivalent of 12/20 is the minimum GPA required by that university to admit its own students to a graduate program.

2.2.2. Accelerated Admission from the Graduate Diploma (D.E.S.S.)

Students who have received or are on track to receive (minimum of 24 credits) a Graduate Diploma (D.E.S.S.) from HEC Montréal shown in the table below with a cumulative GPA of 2.7 out of 4.3 or higher can apply for accelerated admission to the MSc with the corresponding specialization. Admission is not automatic. Prior learning in the Graduate Diploma (D.E.S.S.) will be recognized based on the structure of the MSc program specialization in place when they applied.

D.E.S.S.	MSc
D.E.S.S. en gestion, option affaires internationales	Maîtrise en gestion (M. Sc.) – Affaires internationales
Graduate Diploma in Management, International Business Option	Master of Science (MSc) – International Business Specialization
D.E.S.S. en gestion, option expérience utilisateur	Maîtrise en gestion (M. Sc.) – Expérience utilisateur
Graduate Diploma in Management, User Experience Option	Master of Science (MSc) – User Experience Specialization
D.E.S.S. en gestion, option innovation sociale	Maîtrise en gestion (M. Sc.) – Gestion de l'innovation sociale
D.E.S.S. en gestion, option intelligence d'affaires	Maîtrise en gestion (M. Sc.) – Intelligence d'affaires
D.E.S.S. en gestion, option science des données et analytique d'affaires	Maîtrise en gestion (M. Sc.) – Science des données et analytique d'affaires.
Graduate Diploma in Management, Data Science and Business Analytics Option	Master of Science (MSc) – Data Science and Business Analytics Specialization
D.E.S.S. en gestion, option transformation numérique	Maîtrise en gestion (M. Sc.) – transformation numérique.

2.2.3. Accelerated Admission from the D.E.S.S. en comptabilité professionnelle

To meet the conditions for pursuing an MSc in the *Comptabilité – Contrôle – Audit* specialization, the applicant must have obtained a *D.E.S.S. en comptabilité professionnelle* with a cumulative GPA of at least 3.0 out of 4.3, or the required GPA for admission to a graduate program at that university.

The condition for transferring D.E.S.S. credits to the MSc are as follows:

- 30 credits will be transferred if the student has taken two MSc-level courses.
- 27 will be transferred if the student has taken one MSc-level course.
- 24 credits will be transferred if the student has not taken any MSc courses.

2.2.4. Accelerated Admission from the *D.E.S.S. en gestion – option commerce électronique*

Students who have received or are on track to receive (minimum of 24 credits) the *D.E.S.S. en gestion - option commerce électronique* from HEC Montréal with a cumulative GPA of 3.0 out of 4.3 or higher can apply for accelerated admission to the MSc with the specialization *Commerce électronique* – supervised project stream. Admission is not automatic. Prior learning in the *D.E.S.S.* will be recognized based on the structure of the intended MSc program in place when they applied.

2.2.5. Accelerated Admission from the *D.E.S.S. en gestion – option secteurs privé et public*

Students must hold an undergraduate degree and have received or are on track to receive (minimum of 24 credits) the *D.E.S.S. en gestion - option secteurs privé et public* from either HEC Montréal or ENAP with a cumulative GPA of 3.2 out of 4.3 or higher can apply for accelerated admission to the MSc with the specialization *secteurs privé et public*. Admission is not automatic. Prior learning in the *D.E.S.S.* will be recognized based on the structure of the intended MSc program in place when they applied.

2.2.6. Possibility for PhD Students to Obtain a Master's Degree

Students admitted to a PhD program can obtain a master's degree if they:

- a) Pass all doctorate-level courses (30 credits) with at least a 2.7/4.3 average
- b) Take the comprehensive exam and received at least a C grade (written and oral components)
- c) Withdraw from their PhD program and forfeit their attestation of doctoral studies.

In such cases, students must submit a justified request to the MSc Program Office and comply with the administrative procedures set by HEC Montréal. The MSc Program Office determines the procedures students must follow in order to obtain a master's degree. This may include requiring them to complete a 15-credit research activity.

3. PROGRAM CONTENT

3.1. Structure

The structure of each specialization is presented in the appendices of this document.

3.2. Compulsory Research or Capstone Activities

3.2.1. Thesis Stream

The thesis is a written work explaining the results of a research project conducted as part of a graduate program. It is, by nature, a public document.

3.2.2. Supervised Project Stream

A person enrolled in a specialization with a supervised project stream must have completed at least 12 MSc program courses before registering for the supervised project.

3.3. Qualifying Program (Preparatory phase)

Applicants who have a background in a discipline other than that of their chosen MSc specialization may be required to take preparatory courses. They have up to one year to pass this course. A non-exhaustive list of preparatory courses is presented in Appendix 1.

Appendix 1. Preparatory Courses by Specialization

AFFAIRES INTERNATIONALES

INTE	20086	Environnement mondial des affaires
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INTERNATIONAL BUSINESS

INTE	20086A	Global Business Environment
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COMMERCE ÉLECTRONIQUE

MARK	20102	Communication marketing
MARK	20104	Marketing numérique avancé
MARK	20109	Gestion de la stratégie marketing
MARK	20110	Gestion de produits et marques
MARK	20112	Marketing de détail
MARK	20118	Marketing numérique
MATH	20605	Analyse de données structurées: traitement et visualisation
MATH	20694	Modèles de décision non linéaires
TECH	20695	Web analytique
TECH	20709	Poser un diagnostic et élaborer des solutions numériques
TECH	20711	Développer un produit numérique
TECH	20712	Créer et exploiter les bases de données

COMPTABILITÉ – CONTRÔLE – AUDIT

COMP	20910	Certification I – Évaluation des contrôles
COMP	20911	Certification II – Exécution de l'audit et autres missions
COMP	20916	Compatibilité financière – enjeux sociaux et environnementaux
COMP	20921	Comptabilité financière – regroupements
COMP	20925	Comptabilité financière – instruments financiers
COMP	20929	La gestion des coûts
COMP	20930	Contrôle et gestion de la performance
FISC	20902	Impôts I
FISC	20922	Impôts II
TECH	20735	Organisation et technologies de l'information pour l'expertise comptable

DÉVELOPPEMENT ORGANISATIONNEL

COMP	40900	Information comptable: états financiers et outils de gestion
MNGT	40400	Comportement humain au travail
MNGT	40435	Le management: les milieux et la pratique
PROJ	40414	Fondements en gestion de projets
RHRT	40330	Gestion des ressources humaines

ÉCONOMIE APPLIQUÉE

ECON	20806	Introduction à l'économétrie
ECON	20851	Microéconomie
ECON	20852	Macroéconomie

ÉCONOMIE FINANCIÈRE APPLIQUÉE

ECON	20806	Introduction à l'économétrie
ECON	20851	Microéconomie
FINA	20201	Placements
FINA	20205	Gestion financière

APPLIED FINANCIAL ECONOMICS

ECON	20806A	Introduction to Econometrics
ECON	20851A	Microeconomics
FINA	20201A	Investment
FINA	20205A	Financial Management

FINANCE

ECON	20806	Introduction à l'économétrie
FINA	20210	Options et contrats à terme

FINANCE (ENGLISH)

ECON	20806A	Introduction to Econometrics
FINA	20210A	Futures and Options

GESTION DES OPÉRATIONS ET LOGISTIQUE

OPER	20525	Logistique
OPER	40530	Gestion des operations

OPERATIONS AND SUPPLY CHAIN MANAGEMENT

OPER	20525A	Logistics
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GESTION DES RESSOURCES HUMAINES

DRAF	20351	Les gestionnaires et les lois du travail
RHRT	20332	Relations de travail
RHRT	40330	Gestion des ressources humaines

INGÉNIERIE FINANCIÈRE

FINA	20203	Gestion de portefeuille
FINA	20205	Gestion financière
FINA	20210	Options et contrats à terme
MATH	20602	Modèles probabilistes et stochastiques de la gestion
MATH	20607	Mathématiques appliquées I
MATH	20609	Mathématiques appliquées II
MATH	60699	Mathématiques pour ingénierie financière

FINANCIAL ENGINEERING

FINA	20203A	Portfolio Management
FINA	20205A	Financial Management
FINA	20210A	Future and Options
MATH	60699A	Mathematics for Financial Engineering

INTELLIGENCE D’AFFAIRES

TECH	20712	Créer et exploiter des bases de données
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MARKETING

MARK	20107	Comportement du consommateur
MARK	20124	Consultation en recherche en marketing

STRATÉGIE

COMP	30900	Comprendre les états financiers
FINA	40230	Finance

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AFFAIRES INTERNATIONALES

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 6 CREDITS INTE 60006 Contexte et enjeux des affaires internationales INTE 60012 Internationalisation de l'entreprise	COMPULSORY SPECIALIZATION COURSES – 6 CREDITS INTE 60006 Contexte et enjeux des affaires internationales INTE 60012 Internationalisation de l'entreprise
COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60013 Méthodes de recherche en affaires internationales	COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60013 Méthodes de recherche en affaires internationales
OPTIONAL METHODOLOGY COURSE - MIN. 3 CREDITS MATH 60033 Méthodes quantitatives de recherche en affaires internationales METH 60018 Exploitation et exploration des données géospatiales	OPTIONAL METHODOLOGY COURSE - MIN. 3 CREDITS MATH 60033 Méthodes quantitatives de recherche en affaires internationales METH 60018 Exploitation et exploration des données géospatiales
OPTIONAL SPECIALIZATION COURSES – MIN. 6 CREDITS ECON 60017 Entreprises multinationales, développement et politiques ENTR 81001A Regional innovation, clusters and networks* INTE 60001 Perspectives des parties prenantes en affaires internationales INTE 60010 Innovation et ses contextes local et mondial INTE 60016 Gestion des réseaux d'affaires internationaux INTE 60019 Risques géopolitiques et affaires internationales INTE 60032 Stratégies concurrentielle et commerciale des multinationales INTE 60037 Dynamiques spatiales et stratégies de localisation INTE 60038 Gouvernance mondiale et diplomatie économique INTE 80001A Global Value Chains* INTE 80011A Theories of the multinational organization* INTE 80013A Special Topics in International Business* INTE 90002 Campus international 2e cycle RHRT 60015 Entreprise internationale, cultures et ressources humaines * Offered in English only	OPTIONAL SPECIALIZATION COURSES – MIN. 15 CREDITS ECON 60017 Entreprises multinationales, développement et politiques FINA 60052 Gestion des investissements internationaux INTE 60001 Perspectives des parties prenantes en affaires internationales INTE 60002 Outils d'intervention en affaires internationales (Pr.: 12 completed credits) INTE 60010 Innovation et ses contextes local et mondial INTE 60016 Gestion des réseaux d'affaires internationaux INTE 60019 Risques géopolitiques et affaires internationales INTE 60032 Stratégies concurrentielle et commerciale des multinationales INTE 60037 Dynamiques spatiales et stratégies de localisation INTE 60038 Gouvernance mondiale et diplomatie économique INTE 90002 Campus international 2e cycle MARK 60123 Marketing et mondialisation RHRT 60015 Entreprise internationale, cultures et ressources humaines
ELECTIVE COURSE – MAX. 3 CREDITS Graduate or PhD course at HEC Montréal. A maximum of one course (3 credits) can be taken at another university, subject to approval by the academic advisor for the specialization.	ELECTIVE COURSE – MAX. 3 CREDITS Graduate courses at HEC Montréal. A maximum of one course (3 credits) can be taken at another university, subject to approval by the academic advisor for the specialization.
COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 21 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0 cr.) RECH 66217 Mémoire (21 cr.) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

INTERNATIONAL BUSINESS

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 6 CREDITS INTE 60006A Landscape and Challenges of International Business INTE 60012A Internationalization of the Firm	COMPULSORY SPECIALIZATION COURSES – 6 CREDITS INTE 60006A Landscape and Challenges of International Business INTE 60012A Internationalization of the Firm
COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60013A Research Methods in International Business	COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60013A Research Methods in International Business
OPTIONAL METHODOLOGY COURSE – MIN. 3 CREDITS MATH 60033A Quantitative Methods in International Business Research METH 60018A Exploitation and Exploration of Geospatial Data	OPTIONAL METHODOLOGY COURSE – MIN. 3 CREDITS MATH 60033A Quantitative Methods in International Business Research METH 60018A Exploitation and Exploration of Geospatial Data
OPTIONAL SPECIALIZATION COURSES – MIN. 6 CREDITS ECON 60017A Multinational Enterprises, Development and Policy ENTR 81001A Regional innovation, clusters and networks INTE 60001A Stakeholder Perspectives in International Business INTE 60010A Innovation in a Local and Global Context INTE 60016A Managing International Business Networks INTE 60019A Geopolitical Risks and International Affairs INTE 60032A International Competitive and Corporate Strategy INTE 60037A Spatial dynamics and location strategies INTE 60038A Global Governance and Economic Diplomacy INTE 80001A Global Value Chains INTE 80011A Theories of the multinational organization INTE 80013A Special topics in international business INTE 90002A Campus Abroad – Graduate RHRT 60015A International Firms, Cultures and Human Resources	OPTIONAL SPECIALIZATION COURSES – MIN. 15 CREDITS ECON 60017A Multinational Enterprises, Development and Policy FINA 60052 Gestion des investissements internationaux* INTE 60001A Stakeholder Perspectives in International Business INTE 60002A Intervention Tools in International Business (Pr.: 12 credits) INTE 60010A Innovation in a Local and Global Context INTE 60016A Managing International Business Networks INTE 60019A Geopolitical Risks and International Affairs INTE 60032A International Competitive and Corporate Strategy INTE 60037A Spatial dynamics and location strategies INTE 60038A Global Governance and Economic Diplomacy INTE 90002A Campus Abroad – Graduate MARK 60123A Marketing and Globalization RHRT 60015A International Firms, Cultures and Human Resources * Offered in French only
ELECTIVE COURSE – MAXIMUM 3 CREDITS Graduate courses or postgraduate courses at HEC Montréal. A maximum of one course (3 credits) may be taken at another university, subject to approval by the academic advisor.	ELECTIVE COURSE – MAXIMUM 3 CREDITS Graduate courses at HEC Montréal. A maximum of one course (3 credits) may be taken at another university, subject to approval by the academic advisor.
COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401A Comparative Perspectives on Societal Issues and Business Organisations	COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401A Comparative Perspectives on Societal Issues and Business Organisations
COMPULSORY ACTIVITIES – 21 CREDITS ETHI 66201A Responsible Conduct of Research: From Norms to Practice (0 cr.) RECH 66217A Thesis (21 cr.) RECH 66248A Research Workshop (0 cr.) (Pr: ETHI 60113A Co or ETHI 66201A Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200A Responsible Conduct of Research: From Norms to Practice (0 cr.) INDV 66202A Supervised Project (9 cr.) (Pr: ETHI 66200A Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219A Expertise in Information and Data Research (0 cr.) ATEL 66242A How to Cite Properly your Sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219A Expertise in Information and Data Research (0 cr.) ATEL 66242A How to Cite Properly your Sources (0 cr.)

COMMERCE ÉLECTRONIQUE

SUPERVISED PROJECT STREAM

COMPULSORY SPECIALIZATION COURSES – 9 CREDITS

TECH 40725	Développement d'applications Web
TECH 60110	Web analytique
TECH 60700	Transformation numérique

COMPULSORY METHODOLOGY COURSE – 3 CREDITS

METH 60772	Méthodologie d'intervention en commerce électronique
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OPTIONAL SPECIALIZATION COURSES – MIN. 18 CREDITS

ECON 40870	Économie numérique
ETHI 60409	Éthique des organisations à l'ère du numérique
MARK 40170	Marketing électronique
MARK 60105	Analyse des bases de données en marketing
MARK 60106	Commerce de détail sur Internet
MATH 60600	Techniques d'exploitation de données (Data Mining)
MNGT 40467	Stratégie et e-business
MNGT 60415	La consultation en gestion
OPER 60551	Logistique du commerce électronique
PROJ 40798	Gestion de projets en commerce électronique
TECH 60704	Design UX
TECH 60711	Réalisation d'applications d'intelligence artificielle
TECH 60712	Protéger les données dans l'univers numérique
TECH 60714	Responsabilité numérique des organisations
TECH 60765	Développement et commercialisation d'applications mobiles (1.5 cr.)
TECH 60768	Commerce électronique: défis technologiques (1.5 cr.)
TECH 60771	Tableaux de bord et gouvernance des données

ELECTIVE COURSE – MAX. 3 CREDITS

Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.

COMPULSORY PROGRAM COURSES – 3 CREDITS

GEST 60401	Regards croisés sur les grands enjeux de société et l'entreprise
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COMPULSORY ACTIVITY – 9 CREDITS

ETHI 66200	La conduite responsable de la recherche: des normes à la pratique (0 cr.)
INDV 66202	Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)

STRONGLY RECOMMENDED ACTIVITIES

ATEL 66219	Expertise en recherche d'informations et de données (0 cr.)
ATEL 66242	Comment citer ses sources (0 cr.)

COMPTABILITÉ – CONTRÔLE – AUDIT – ACCELERATED ADMISSION FROM THE D.E.S.S. CPA ISSUED BY HEC MONTRÉAL

Add 15 to 21 credits to your *D.E.S.S. en comptabilité professionnelle – CPA* degree based on the *Comptabilité - controle - audit* courses you have taken:

- Complete 15 credits if you have taken two MSc-level courses.
- Complete 18 credits if you have taken one MSc-level course.
- Complete 21 credits if you have not taken any MSc-level courses.

SUPERVISED PROJECT STREAM

COMPULSORY METHODOLOGY COURSE – 3 CREDITS

METH 60929 Méthodologie d'intervention en comptabilité

OPTIONAL SPECIALIZATION COURSES – 0 TO 6 CREDITS

COMP 60915 Les mesures de performance organisationnelle
 COMP 60918 Comptabilité de management à l'ère numérique
 COMP 60923 Qualité de l'information comptable, gouvernance et fraude financière
 COMP 60924 Enjeux comptables de l'évaluation
 COMP 60926 Mesure et reddition de comptes en développement durable
 COMP 60927 Recherche en audit: qualité, profession et société
 COMP 60928 Recherche en comptabilité financière: théories et pensée critique
 MATH 60925 Audit et mégadonnées

COMPULSORY PROGRAM COURSES – 3 CREDITS

GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise

COMPULSORY ACTIVITY – 9 CREDITS

ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.)
 INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)

STRONGLY RECOMMENDED ACTIVITIES

ATEL 66219 Expertise en recherche d'informations et de données (0 cr.)
 ATEL 66242 Comment citer ses sources (0 cr.)

COMPTABILITÉ – CONTRÔLE – AUDIT – ACCELERATED ADMISSION FROM THE D.E.S.S. CPA ISSUED BY ANOTHER QUEBEC UNIVERSITY

If you have a Graduate diploma or *D.E.S.S. - CPA* issued by another Quebec university, you can add 24 credits to your program to obtain a Master of Science (MSc).

SUPERVISED PROJECT STREAM	
COMPULSORY METHODOLOGY COURSE – 3 CREDITS	
METH 60929	Méthodologie d'intervention en comptabilité
OPTIONAL SPECIALIZATION COURSES (MIN. 6 CREDITS, MAX. 9 CREDITS)	
APPROFONDISSEMENT EN ÉVALUATION D'ENTREPRISE	
COMP 60923	Qualité de l'information comptable, gouvernance et fraude financière
COMP 60924	Enjeux comptables de l'évaluation
APPROFONDISSEMENT EN AUDIT ET COMPTABILITÉ FINANCIÈRE	
COMP 60927	Recherche en audit: qualité, profession et société
COMP 60928	Recherche en comptabilité financière: théories et pensée critique
MATH 60925	Audit et mégadonnées
APPROFONDISSEMENT EN CONTRÔLE DE GESTION	
COMP 60915	Les mesures de performance organisationnelle
COMP 60918	Comptabilité de management à l'ère numérique
COMP 60926	Mesure et reddition de comptes en développement durable
ELECTIVE COURSE – MAX. 3 CREDITS	
Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.	
COMPULSORY PROGRAM COURSES – 3 CREDITS	
GEST 60401	Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITY – 9 CREDITS	
ETHI 66200	La conduite responsable de la recherche: des normes à la pratique (0 cr.)
INDV 66202	Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES	
ATEL 66219	Expertise en recherche d'informations et de données (0 cr.)
ATEL 66242	Comment citer ses sources (0 cr.)

COMPTABILITÉ – CONTRÔLE – AUDIT – OTHER STUDIES

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 12 CREDITS COMP 60915 Les mesures de performance organisationnelle COMP 60923 Qualité de l'information comptable, gouvernance et fraude financière COMP 60927 Recherche en audit: qualité, profession et société COMP 60928 Recherche en comptabilité financière: théories et pensée critique	COMPULSORY SPECIALIZATION COURSES – 12 CREDITS COMP 60915 Les mesures de performance organisationnelle COMP 60923 Qualité de l'information comptable, gouvernance et fraude financière COMP 60927 Recherche en audit: qualité, profession et société COMP 60928 Recherche en comptabilité financière: théories et pensée critique
COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60929 Méthodologie d'intervention en comptabilité	COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60929 Méthodologie d'intervention en comptabilité
OPTIONAL SPECIALIZATION COURSES SCIENCES COMPTABLES – 3 CRÉDITS COMP 60918 Comptabilité de management à l'ère numérique COMP 60924 Enjeux comptables de l'évaluation COMP 60926 Mesure et reddition de comptes en développement durable MATH 60925 Audit et mégadonnées	OPTIONAL SPECIALIZATION COURSES BLOC 1 : SCIENCES COMPTABLES – MIN. 9 CRÉDITS, MAX. 12 CRÉDITS COMP 60918 Comptabilité de management à l'ère numérique COMP 60924 Enjeux comptables de l'évaluation COMP 60926 Mesure et reddition de comptes en développement durable MATH 60925 Audit et mégadonnées BLOC 2 : COMPTABILITÉ-CONTRÔLE-AUDIT – 6 CRÉDITS INTE 60006 Contexte et enjeux des affaires internationales INTE 60012 Internationalisation de l'entreprise INTE 60016 Gestion des réseaux d'affaires internationaux MNGT 60411 Changement organisationnel: Fondements et perspectives MNGT 60415 La consultation en gestion RHRT 60315 Tableaux de bord et analytique en gestion des ressources humaines TECH 60771 Tableaux de bord et gouvernance des données
	ELECTIVE COURSE – MAX. 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.
COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0 cr.) RECH 66218 Mémoire (24 cr.) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

DÉVELOPPEMENT ORGANISATIONNEL

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 3 CREDITS MNGT 60435 Fondements et perspectives en développement organisationnel	COMPULSORY SPECIALIZATION COURSES – 3 CREDITS MNGT 60435 Fondements et perspectives en développement organisationnel
COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60302 Recherche et intervention en gestion	COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60302 Recherche et intervention en gestion
OPTIONAL SPECIALIZATION COURSES – 12 CREDITS BLOC 1 : PRATIQUER LE D.O. – 6 CRÉDITS MNGT 60403 Méthodes d'intervention en développement organisationnel MNGT 60412 Changement organisationnel: pratique et outils RHRT 60315 Tableaux de bord et analytique en gestion des ressources humaines RHRT 60365 Gestion stratégique des ressources humaines RHRT 60437 La mesure des aspects humains de l'organisation BLOC 2 : DÉVELOPPER L'ORGANISATION – 3 CRÉDITS MNGT 60404 Design des organisations MNGT 60405 Qualité de vie au travail et nouvelles formes d'organisation du travail MNGT 60411 Changement organisationnel: fondements et perspectives RHRT 60300 Gestion des compétences et de l'apprentissage RHRT 60304 L'humain au cœur du numérique dans les organisations RHRT 60330 La gestion des talents: enjeux et pratiques RHRT 60370 Pratiques de gestion des ressources humaines et mobilisation BLOC 3 : DÉVELOPPER LES RELATIONS – 3 CRÉDITS ENTR 61012 Management de l'innovation MNGT 60417 Gestion des organisations multiculturelles RHRT 60310 La performance au travail: déterminants, stratégies et limites RHRT 60320 Environnement de travail sain: enjeux et pratiques de GRH RHRT 60350 Gestion des conflits organisationnels	OPTIONAL SPECIALIZATION COURSES – 27 CREDITS BLOC 1 : PRATIQUER LE D.O. – 12 CRÉDITS MNGT 60403 Méthodes d'intervention en développement organisationnel MNGT 60412 Changement organisationnel: pratique et outils RHRT 60315 Tableaux de bord et analytique en gestion des ressources humaines RHRT 60365 Gestion stratégique des ressources humaines RHRT 60437 La mesure des aspects humains de l'organisation BLOC 2 : DÉVELOPPER L'ORGANISATION – MIN. 6 CRÉDITS MNGT 60404 Design des organisations MNGT 60405 Qualité de vie au travail et nouvelles formes d'organisation du travail MNGT 60411 Changement organisationnel: fondements et perspectives RHRT 60304 L'humain au cœur du numérique dans les organisations RHRT 60300 Gestion des compétences et de l'apprentissage OR RHRT 60330 La gestion des talents: enjeux et pratiques RHRT 60370 Pratiques de gestion des ressources humaines et mobilisation BLOC 3 : DÉVELOPPER LES RELATIONS – MIN. 6 CRÉDITS ENTR 61012 Management de l'innovation MNGT 60417 Gestion des organisations multiculturelles RHRT 60310 La performance au travail: déterminants, stratégies et limites RHRT 60320 Environnement de travail sain: enjeux et pratiques de GRH RHRT 60350 Gestion des conflits organisationnels
COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0 cr.) RECH 66218 Mémoire (24 cr.) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

ÉCONOMIE APPLIQUÉE

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – MIN. 9 CREDITS PROFIL – MACROÉCONOMIE ECON 60801 Séminaire de macroéconomie internationale ECON 60820 Macroéconomie monétaire et financière MATH 60837 Économétrie des séries temporelles PROFIL – MICROÉCONOMIE ECON 60803 Comportements économiques et évaluation de projets ECON 60804 Comportements stratégiques en économie ECON 60840 Organisation industrielle et formation des prix basée sur les données (Pr: ECON 60803)	COMPULSORY SPECIALIZATION COURSES – 21 CREDITS ECON 60801 Séminaire de macroéconomie internationale ECON 60803 Comportements économiques et évaluation de projets ECON 60804 Comportements stratégiques en économie ECON 60810 Développement et institutions économiques ECON 60820 Macroéconomie monétaire et financière ECON 60840 Organisation industrielle et formation des prix basée sur les données (Pr: ECON 60803) MATH 60837 Économétrie des séries temporelles
COMPULSORY METHODOLOGY COURSE – 3 CREDITS MATH 60816 Économétrie appliquée et apprentissage statistique en économie	COMPULSORY METHODOLOGY COURSE – 3 CREDITS MATH 60816 Économétrie appliquée et apprentissage statistique en économie
OPTIONAL SPECIALIZATION COURSES – MIN. 3 CREDITS ECON 60802 Économie urbaine et immobilière ECON 60810 Développement et institutions économiques ECON 80802A Empirical Methods in Monetary Economics and Finance* ECON 80804A Behavioral Economics and Finance* ECON 80851A Theory of Information and Contracts: Advanced Microeconomics* <i>*Offered in English only</i>	OPTIONAL SPECIALIZATION COURSES – MIN. 3 CREDITS ECON 60802 Économie urbaine et immobilière ECON 80802A Empirical Methods in Monetary Economics and Finance ECON 80804A Behavioral Economics and Finance* ECON 80851A Theory of Information and Contracts: Advanced Microeconomics* FINA 60204 Théorie du marché des capitaux (Pr: MATH 60837) <i>*Offered in English only</i>
ELECTIVE COURSE – MAX. 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.	ELECTIVE COURSES – MAX. 6 CREDITS Choose one 6-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.
COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0 cr.) RECH 66218 Mémoire (24 cr.) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co ou ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

ÉCONOMIE FINANCIÈRE APPLIQUÉE

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 12 CREDITS ECON 60802 Économie urbaine et immobilière FINA 60204 Théorie du marché des capitaux FINA 60218 Gestion des risques FINA 60221 Gestion de patrimoine (Pr: MATH 60837 Co)	COMPULSORY SPECIALIZATION COURSES – 12 CREDITS ECON 60802 Économie urbaine et immobilière FINA 60204 Théorie du marché des capitaux FINA 60218 Gestion des risques FINA 60221 Gestion de patrimoine (Pr: MATH 60837 Co)
COMPULSORY METHODOLOGY COURSES – 6 CREDITS MATH 60816 Économétrie appliquée et apprentissage statistique en économie MATH 60837 Économétrie des séries temporelles	COMPULSORY METHODOLOGY COURSES – 6 CREDITS MATH 60816 Économétrie appliquée et apprentissage statistique en économie MATH 60837 Économétrie des séries temporelles
OPTIONAL SPECIALIZATION COURSES – 6 CREDITS BLOC 1 : ÉCONOMIE – 3 CRÉDITS ECON 60801 Séminaire de macroéconomie internationale ECON 60803 Comportements économiques et évaluation de projets ECON 60804 Comportements stratégiques en économie ECON 60820 Macroéconomie monétaire et financière ECON 60840 Organisation industrielle et formation des prix basée sur les données (Pr: ECON 60803) ECON 80802A Empirical Methods in Monetary Economics and Finance* ECON 80804A Behavioral Economics and Finance* ECON 80851A Theory of Information and Contracts: Advanced Microeconomics* BLOC 2 : FINANCE – 3 CRÉDITS FINA 60201 Titres à revenus fixes (Pr: MATH 60837 Co) FINA 60202 Gestion de portefeuille (Pr: MATH 60837 Co) FINA 60206 Produits dérivés (Pr: MATH 60837 Co) FINA 60208 Institutions financières (Pr: MATH 60837 Co) FINA 60209 Capital de risque et financement de l'innovation (Pr: MATH 60837 Co) FINA 60212 Gestion de portefeuilles internationaux (Pr: MATH 60837 Co) FINA 60220 Assurances (Pr: MATH 60837 Co) FINA 60222 Finance d'entreprise (Pr: MATH 60837 Co) <i>*Offered in English only</i>	OPTIONAL SPECIALIZATION COURSES – MIN. 12 CREDITS BLOC 1 : ÉCONOMIE – MIN. 6 CRÉDITS ECON 60801 Séminaire de macroéconomie internationale ECON 60803 Comportements économiques et évaluation de projets ECON 60804 Comportements stratégiques en économie ECON 60820 Macroéconomie monétaire et financière ECON 60840 Organisation industrielle et formation des prix basée sur les données (Pr: ECON 60803) ECON 80802A Empirical Methods in Monetary Economics and Finance* ECON 80851A Theory of Information and Contracts: Advanced Microeconomics* BLOC 2 : FINANCE – MIN. 6 CRÉDITS FINA 60201 Titres à revenus fixes (Pr: MATH 60837 Co) FINA 60202 Gestion de portefeuille (Pr: MATH 60837 Co) FINA 60206 Produits dérivés (Pr: MATH 60837 Co) FINA 60208 Institutions financières (Pr: MATH 60837 Co) FINA 60209 Capital de risque et financement de l'innovation (Pr: MATH 60837 Co) FINA 60212 Gestion de portefeuilles internationaux (Pr: MATH 60837 Co) FINA 60220 Assurances (Pr: MATH 60837 Co) FINA 60222 Finance d'entreprise (Pr: MATH 60837 Co) <i>*Offered in English only</i> ELECTIVE COURSE – MAX. 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.
COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 18 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0 cr.) RECH 66216 Mémoire (18 cr.) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

APPLIED FINANCIAL ECONOMICS

SUPERVISED PROJECT STREAM

COMPULSORY COURSES OF THE SPECIALIZATION – 12 CREDITS

ECON 60802A Real Estate and Urban Economics
 FINA 60204A Capital Market Theory
 FINA 60218A Risk Management (Pr: MATH 60837A Co)
 FINA 60221A Wealth Management (Pr: MATH 60837A Co)

COMPULSORY METHODOLOGY COURSES – 6 CREDITS

MATH 60816A Applied Econometrics and Machine Learning in Economics
 MATH 60837A Time Series Econometrics

OPTIONAL SPECIALIZATION COURSES – MINIMUM 12 CREDITS

BLOCK 1 – ECONOMICS – MINIMUM 6 CREDITS

ECON 60801 Séminaire de macroéconomie internationale *
 ECON 60803 Comportements économiques et évaluation de projets *
 ECON 60804 Comportements stratégiques en économie *
 ECON 60820A Monetary and Financial Macroeconomics
 ECON 60840A Industrial Organization and Data Driven Pricing (Pr: ECON 60803)
 ECON 80802A Empirical Methods in Monetary Economics and Finance
 ECON 80851A Theory of Information and Contracts: Advanced Microeconomics

BLOCK 2 – FINANCE – MINIMUM 6 CREDITS

FINA 60201A Fixed Income Securities (Pr: MATH 60837A Co)
 FINA 60202A Portfolio Management (Pr: MATH 60837A Co)
 FINA 60206A Derivatives (Pr: MATH 60837A Co)
 FINA 60208A Financial Institutions (Pr: MATH 60837A Co)
 FINA 60209A Venture Capital and the Finance of Innovation (Pr: MATH 60837A Co)
 FINA 60212A International Portfolio Management (Pr: MATH 60837A Co)
 FINA 60220A Assurances (Pr: MATH 60837A Co)
 FINA 60222A Corporate Finance (Pr: MATH 60837A Co)

** Offered in French only*

ELECTIVE COURSE – MAXIMUM 3 CREDITS

Choose one 3-credit course of the MSc Program, including those of the specialization, or the PhD program. The elective course may also be a master's or doctorate level course from another university. This choice must be approved by the academic advisor.

COMPULSORY PROGRAM COURSES – 3 CREDITS

GEST 60401A Comparative Perspectives on Societal Issues and Business Organisations

COMPULSORY ACTIVITIES – 9 CREDITS

ETHI 66200A Responsible Conduct of Research: From Norms to Practice (0 cr.)
 INDV 66202A Supervised Project (9 cr.) (Pr: ETHI 66200A Co)

STRONGLY RECOMMENDED ACTIVITIES

ATEL 66219A Expertise in Information and Data Research (0 cr.)
 ATEL 66242A How to Cite Properly your Sources (0 cr.)

EXPÉRIENCE UTILISATEUR

THESIS STREAM

COMPULSORY COURSES IN THE SPECIALIZATION – 18 CREDITS

COURS DISTANCE ASYNCHRONE (9 cr.)

MARK 60120	Recherche UX (1.5 cr.)
MATH 60620	Analyse de données UX (1.5 cr.)
TECH 60730	Prototypage UX (1.5 cr.)
TECH 60750	Évaluation UX (1.5 cr.)
TECH 60751	Design UX (1.5 cr.)
TECH 60753	Gestion UX (1.5 cr.)

COURS EN PRÉSENTIEL (9 cr.)

MARK 60132	Recherche avancée en UX (Pr: MARK 68101 or MARK 60120) (1.5 cr.)
MATH 60605	Analyse avancée de données UX (Pr: MATH 68105 or MATH 60620) (1.5 cr.)
TECH 60707	Design avancé UX dans un contexte d'affaires (Pr: TECH 60751)
TECH 60709	Évaluation avancée UX dans un contexte d'affaires (Pr: TECH 68104 Co or TECH 60750 Co)

COMPULSORY METHODOLOGY COURSE – 3 CREDITS

METH 60708	Apprentissage et application de la démarche scientifique en UX
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OPTIONAL SPECIALIZATION COURSES – 3 CREDITS

MARK 60119	Stratégies de marketing numérique
MARK 80108A	Online Consumer Marketing*
TECH 60110	Web analytique
TECH 60700	Transformation numérique
TECH 60715	Atelier de Synthèse en UX (Pr: METH 60708)
TECH 60765	Développement et commercialisation d'applications mobiles (1.5 cr.)
TECH 60768	Commerce électronique: défis technologiques (1.5 cr.)
TECH 80723A	Human-Computer Interaction*
TECH 80724A	Research Methods in IT*
TECH 80747A	Information Technologies and Neuroscience*

* Offered in English only

COMPULSORY PROGRAM COURSE – 3 CREDITS

GEST 60401	Regards croisés sur les grands enjeux de société et l'entreprise
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COMPULSORY ACTIVITIES – 18 CREDITS

ETHI 66201	La conduite responsable de la recherche: des normes à la pratique (0 cr.)
RECH 66216	Mémoire (18 cr.)
RECH 66248	Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)

STRONGLY RECOMMENDED ACTIVITIES

ATEL 66219	Expertise en recherche d'informations et de données (0 cr.)
ATEL 66242	Comment citer ses sources (0 cr.)

USER EXPERIENCE

THESIS STREAM

COMPULSORY COURSES OF THE SPECIALIZATION – 18 CREDITS

ASYNCHRONOUS DISTANCE LEARNING (9 cr.)

MARK 60120A User Experience Research (1.5 cr.)

MATH 60620A UX Data Analysis (1.5 cr.)

TECH 60730A UX Prototyping (1.5 cr.)

TECH 60750A User Experience Evaluation (1.5 cr.)

TECH 60751A UX Design (1.5 cr.)

TECH 60753A UX Management (1.5 cr.)

ON-SITE LEARNING (9 cr.)

MARK 60132A Advanced UX Research (Pr: MARK 68101A or MARK 60120A) (1.5 cr.)

MATH 60605A Advanced Analysis of UX Data (Pr: MATH 68105A or MATH 60620A) (1.5 cr.)

TECH 60707A Advanced UX Design in a Business Context (Pr: TECH 60751A)

TECH 60709A Advanced UX Evaluation in a Business Context (Pr: TECH 68104A Co or TECH 60750A Co)

COMPULSORY METHODOLOGY COURSE – 3 CREDITS

METH 60708A Learning and Application of the Scientific Approach in UX

OPTIONAL SPECIALIZATION COURSES – 3 CREDITS

MARK 60119A Digital Marketing Strategy

MARK 80108A Online Consumer Marketing

TECH 60110 Web analytique*

TECH 60700A Digital Transformation

TECH 60715A UX Synthesis Workshop (Pr: METH 60708A)

TECH 60765 Développement et commercialisation d'applications mobiles (1.5 cr.)*

TECH 60768 Commerce électronique: défis technologiques (1.5 cr.)*

TECH 80723A Human-Computer Interaction

TECH 80724A Research Methods in IT

TECH 80747A Information Technologies and Neuroscience

* Offered in French only

COMPULSORY PROGRAM COURSE – 3 CREDITS

GEST 60401A Comparative Perspectives on Societal Issues and Business Organisations

COMPULSORY ACTIVITIES – 18 CREDITS

ETHI 66201A Responsible Conduct of Research: From Norms to Practice (0 cr.)

RECH 66216A Thesis (18 cr.)

RECH 66248A Research Workshop (0 cr.) (Pr: ETHI 60113A Co or ETHI 66201A Co)

STRONGLY RECOMMENDED ACTIVITIES

ATEL 66219A Expertise in Information and Data Research (0 cr.)

ATEL 66242A How to Cite Properly your Sources (0 cr.)

FINANCE

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 9 CREDITS FINA 60204 Théorie du marché des capitaux FINA 60222 Corporate Finance FINA 60232 Principes d'évaluation des produits dérivés (3 cr.)	COMPULSORY SPECIALIZATION COURSES – 9 CREDITS FINA 60204 Théorie du marché des capitaux FINA 60222 Corporate Finance FINA 60232 Principes d'évaluation des produits dérivés (3 cr.)
COMPULSORY METHODOLOGY COURSES – 6 CREDITS MATH 60230 Méthodologie de la finance empirique (3 cr.) MATH 60231 Méthodes économétriques en finance (3 cr.) (Pr: FINA 60230 Co)	COMPULSORY METHODOLOGY COURSES – 6 CREDITS MATH 60230 Méthodologie de la finance empirique (3 cr.) MATH 60231 Méthodes économétriques en finance (3 cr.) (Pr: FINA 60230 Co)
	OPTIONAL SPECIALIZATION COURSES – 12 CREDITS PROFIL – FINANCE DE MARCHÉ FINA 60201 Titres à revenus fixes ¹ FINA 60202 Gestion de portefeuille ^{1, 2} FINA 60206 Produits dérivés ¹ FINA 60208 Institutions financières ^{1, 2} FINA 60212 Gestion de portefeuilles internationaux ¹ FINA 60221 Gestion de patrimoine ¹ MATH 60837 Économétrie des séries temporelles PROFIL – FINANCE DE L'ENTREPRISE FINA 60208 Institutions financières ^{1, 2} FINA 60209 Capital de risque et financement de l'innovation ¹ FINA 60218 Gestion des risques ^{1, 2} FINA 60220 Assurances ¹ FINA 60223 Finance d'entreprise appliquée ^{1, 3} MATH 60816 Économétrie appliquée et apprentissage statistique en économie PROFIL – GESTION DES RISQUES FINA 60201 Titres à revenus fixes ¹ FINA 60208 Institutions financières ^{1, 2} FINA 60218 Gestion des risques ^{1, 2} FINA 60220 Assurances ¹ FINA 60221 Gestion de patrimoine ¹ MATH 60837 Économétrie des séries temporelles HORS PROFIL FINA 60215 Finance durable ¹
ELECTIVE COURSE – 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.	ELECTIVE COURSES – 6 CREDITS Choose one 6-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.
COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0cr.) RECH 66218 Mémoire (24 cr.) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

1: Prerequisite course(s): MATH 60230(A), MATH 60231(A), FINA 60232(A)
2: Prerequisite course(s): FINA 60204(A)
3: Prerequisite course(s): FINA 60222(A) Co

FINANCE (ENGLISH)

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 9 CREDITS FINA 60204A Capital Market Theory FINA 60222A Corporate Finance FINA 60232A Principles of Derivatives Pricing (3 cr.)	COMPULSORY SPECIALIZATION COURSES – 9 CREDITS FINA 60204A Capital Market Theory FINA 60222A Corporate Finance FINA 60232A Principles of Derivatives Pricing (3 cr.)
COMPULSORY METHODOLOGY COURSES – 6 CREDITS MATH 60230A Empirical Finance (3 cr.) MATH 60231A Financial Econometrics (3 cr.) (Pr: FINA 60230A Co)	COMPULSORY METHODOLOGY COURSES – 6 CREDITS MATH 60230A Empirical Finance (3 cr.) MATH 60231A Financial Econometrics (3 cr.) (Pr: FINA 60230A Co)
	OPTIONAL SPECIALIZATION COURSES – 12 CREDITS PROFILE – FINANCIAL MARKETS FINA 60201A Fixed Income Securities ¹ FINA 60202A Portfolio Management ^{1, 2} FINA 60206A Derivatives ¹ FINA 60208A Financial Institutions ^{1, 2} FINA 60212A International Portfolio Management ¹ FINA 60221A Wealth Management ¹ MATH 60837A Time Series Econometrics PROFILE – CORPORATE FINANCE FINA 60208A Financial Institutions ^{1, 2} FINA 60209A Venture capital and the finance of innovation ¹ FINA 60218A Risk Management ^{1, 2} FINA 60220A Assurances ¹ FINA 60223A Applied Corporate Finance ^{1, 3} MATH 60816A Applied Econometrics and Machine Learning in Economics PROFILE – RISK MANAGEMENT FINA 60201A Fixed Income Securities ¹ FINA 60208A Financial Institutions ^{1, 2} FINA 60218A Risk Management ^{1, 2} FINA 60220A Assurances ¹ FINA 60221A Wealth Management ¹ MATH 60837A Time Series Econometrics OTHER COURSE FINA 60215A Sustainable Finance ^{1, 2}
ELECTIVE COURSE – 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the academic advisor.	ELECTIVE COURSES – 6 CREDITS Choose two 3-credit courses among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the academic advisor.
COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401A Comparative Perspectives on Societal Issues and Business Organisations	COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401A Comparative Perspectives on Societal Issues and Business Organisations
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201A Responsible Conduct of Research: From Norms to Practice (0 cr.) RECH 66218A Thesis (24 cr.) RECH 66248A Research Workshop (0 cr.) (Pr: ETHI 60113A Co or ETHI 66201A Co)	COMPULSORY ACTIVITIES – 9 CREDITS ETHI 66200A Responsible Conduct of Research: From Norms to Practice (0 cr.) INDV 66202A Supervised Project (9 cr.) (Pr: ETHI 66200A Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219A Expertise in Information and Data Research (0 cr.) ATEL 66242A How to Cite Properly your Sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219A Expertise in Information and Data Research (0 cr.) ATEL 66242A How to Cite Properly your Sources (0 cr.)

1: Prerequisite(s): MATH 60330(A), MATH 60231(A), FINA 60232(A)
2: Prerequisite(s): FINA 60204(A)
3: Prerequisite(s): FINA 60222(A) Co

GESTION DE L'INNOVATION SOCIALE

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 9 CREDITS DDRS 60441 Management de l'entreprise sociale et collective DDRS 60442 La décroissance soutenable: théorie et pratiques MNGT 60424 Concevoir et gérer l'innovation sociale	COMPULSORY SPECIALIZATION COURSES – 9 CREDITS DDRS 60441 Management de l'entreprise sociale et collective DDRS 60442 La décroissance soutenable: théorie et pratiques MNGT 60424 Concevoir et gérer l'innovation sociale
COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60425 Introduction à la recherche empirique en management	COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60425 Introduction à la recherche empirique en management
OPTIONAL SPECIALIZATION COURSES – 3 CREDITS COURS SPÉCIFIQUES EN INNOVATION SOCIALE DDRS 60044 Mondialisation, post-développement et innovation sociale DDRS 60432 Campus buissonnier- Évaluer un projet d'innovation sociale ENTR 61001 Entrepreneuriat à vocation sociale MNGT 60433 Management de l'évaluation d'impact en innovation sociale COURS SPÉCIFIQUES EN MANAGEMENT DDRS 60414 Gestion, responsabilité d'entreprise et développement durable ENTR 61012 Management de l'innovation ETHI 60409 Éthique des organisations à l'ère du numérique MNGT 60403 Méthodes d'intervention en développement organisationnel MNGT 60416 La stratégie au-delà du marché MNGT 60417 Gestion des organisations multiculturelles MNGT 60420 Crises et organisations MNGT 60434 Gestion de projets – approches pratiques et critiques FONDAMENTAUX DE LA GESTION GEST 60428 Devenir gestionnaire (1.5 cr.) MNGT 60400 Leadership et analyses de cas MNGT 60402 Organiser: Formes, enjeux et perspectives MNGT 60406 Décider en situations controversées MNGT 60410 Approches interdisciplinaires dans l'étude des problèmes humains de la gestion MNGT 60411 Changement organisationnel: Fondements et perspectives MNGT 60429 Histoire du management: origines et évolution des théories et des pratiques managériales (1.5 cr.)	OPTIONAL SPECIALIZATION COURSES – MIN. 18 CREDITS, MAX. 21 CREDITS COURS SPÉCIFIQUES EN INNOVATION SOCIALE – MINIMUM 6 CRÉDITS DDRS 60044 Mondialisation, post-développement et innovation sociale DDRS 60432 Campus buissonnier- Évaluer un projet d'innovation sociale ENTR 41031 Entrepreneuriat et organisations à but non lucratif (OBNL) ENTR 61001 Entrepreneuriat à vocation sociale MNGT 48009 Mobilisation des acteurs locaux [ENP 7009] MNGT 60433 Management de l'évaluation d'impact en innovation sociale COURS SPÉCIFIQUES EN MANAGEMENT DDRS 60414 Gestion, responsabilité d'entreprise et développement durable ENTR 61012 Management de l'innovation ETHI 60409 Éthique des organisations à l'ère du numérique MNGT 60403 Méthodes d'intervention en développement organisationnel MNGT 60416 La stratégie au-delà du marché MNGT 60417 Gestion des organisations multiculturelles MNGT 60420 Crises et organisations MNGT 60434 Gestion de projets – approches pratiques et critiques PROJ 40409 Direction et leadership d'équipe projets FONDAMENTAUX DE LA GESTION GEST 60428 Devenir gestionnaire (1.5 cr.) MNGT 60400 Leadership et analyses de cas MNGT 60402 Organiser: Formes, enjeux et perspectives MNGT 60406 Décider en situations controversées MNGT 60410 Approches interdisciplinaires dans l'étude des problèmes humains de la gestion MNGT 60411 Changement organisationnel: Fondements et perspectives MNGT 60429 Histoire du management: origines et évolution des théories et des pratiques managériales (1.5 cr.)
ELECTIVE COURSE – 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.	ELECTIVE COURSE – MAX. 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.
COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0 cr.) RECH 66218 Mémoire (24 cr.) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

GESTION DES OPÉRATIONS ET LOGISTIQUE

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 9 CREDITS OPER 60515 Chaîne logistique: fondements et tendances OPER 60520 Planification et contrôle de systèmes logistiques OPER 60521 Stratégie des opérations et amélioration des processus	COMPULSORY SPECIALIZATION COURSES – 9 CREDITS OPER 60515 Chaîne logistique: fondements et tendances OPER 60520 Planification et contrôle de systèmes logistiques OPER 60521 Stratégie des opérations et amélioration des processus
COMPULSORY METHODOLOGY COURSES – 6 CREDITS METH 60302 Recherche et intervention en gestion OPER 60550 Outil d'aide à la décision en gestion des opérations	COMPULSORY METHODOLOGY COURSES – 6 CREDITS METH 60302 Recherche et intervention en gestion OPER 60550 Outil d'aide à la décision en gestion des opérations
OPTIONAL SPECIALIZATION COURSES – 3 CREDITS BLOC 1 : COURS DE MÉTHODOLOGIE MNGT 60403 Méthodes d'intervention en développement organisationnel MNGT 60415 Consultation en gestion OPER 60500 Analytique de la chaîne logistique OPER 60512 Conception et analyse des systèmes opérationnels BLOC 2 : COURS DE LA SPÉCIALISATION OPER 60501 Gestion des systèmes d'entreposage OPER 60502 Systèmes de transport OPER 60503 Chaîne d'approvisionnement durable OPER 60505 Gestion des opérations dans les entreprises de services OPER 60530 Stratégie d'approvisionnement	OPTIONAL SPECIALIZATION COURSES – 15 CREDITS BLOC 1 : COURS DE MÉTHODOLOGIE – MIN. 6 CRÉDITS MNGT 60403 Méthodes d'intervention en développement organisationnel MNGT 60415 Consultation en gestion OPER 60500 Analytique de la chaîne logistique OPER 60512 Conception et analyse des systèmes opérationnels BLOC 2 : COURS DE LA SPÉCIALISATION MIN. 6 CREDITS OPER 60501 Gestion des systèmes d'entreposage OPER 60502 Systèmes de transport OPER 60503 Chaîne d'approvisionnement durable OPER 60505 Gestion des opérations dans les entreprises de services OPER 60530 Stratégie d'approvisionnement BLOC 3 : COURS COMPLÉMENTAIRES INTE 60016 Gestion des réseaux d'affaires internationaux METH 60018 Exploitation et utilisation des données géospatiales TECH 60766 Progiciels de gestion de la relation client (CRM): enjeux technologiques et méthodologiques (1.5 cr.) TECH 60767 Progiciels de gestion intégrés (ERP): enjeux technologiques et méthodologiques (1.5 cr.) ELECTIVE COURSE – 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.
COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0 cr.) RECH 66218 Mémoire (24 cr) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

OPERATIONS AND SUPPLY CHAIN MANAGEMENT

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 9 CREDITS OPER 60515A Supply Chain Management: Fundamentals and Trends OPER 60520A Planning and Control of Logistics Systems OPER 60521A Operations Strategy and Process Improvement	COMPULSORY SPECIALIZATION COURSES – 9 CREDITS OPER 60515A Supply Chain Management: Fundamentals and Trends OPER 60520A Planning and Control of Logistics Systems OPER 60521A Operations Strategy and Process Improvement
COMPULSORY METHODOLOGY COURSES – 6 CREDITS METH 60302A Research and Intervention in Management OPER 60550A Decision Support Tools for the Operations Manager	COMPULSORY METHODOLOGY COURSES – 6 CREDITS METH 60302A Research and Intervention in Management OPER 60550A Decision Support Tools for the Operations Manager
OPTIONAL SPECIALIZATION COURSES – 3 CREDITS BLOCK 1: METHODOLOGY COURSES MNGT 60403 Méthodes d'intervention en développement organisationnel * MNGT 60415A Consulting in Management OPER 60500A Supply Chain Analytics OPER 60512A Design and Analysis of Operational Systems BLOCK 2: SPECIALIZATION COURSES OPER 60501A Warehousing Systems Design OPER 60502A Transportation Systems OPER 60505A Service Operations Management OPER 60506A Sustainable Supply Chain – HEC Montreal (1.5 cr.) and OPER 60507A Sustainable Supply Chain – NHH (1.5 cr.) OPER 60530A Purchasing Strategy <i>*Offered in French only</i>	OPTIONAL SPECIALIZATION COURSES – 15 CREDITS BLOCK 1: METHODOLOGY COURSES – MIN. 6 CREDITS MNGT 60403 Méthodes d'intervention en développement organisationnel * MNGT 60415A Consulting in Management OPER 60500A Supply Chain Analytics OPER 60512A Design and Analysis of Operational Systems BLOCK 2: SPECIALIZATION COURSES – MIN. 6 CREDITS OPER 60501A Warehousing Systems Design OPER 60502A Transportation Systems OPER 60505A Service Operations Management OPER 60506A Sustainable Supply Chain – HEC Montreal (1.5 cr.) and OPER 60507A Sustainable Supply Chain – NHH (1.5 cr.) OPER 60530A Purchasing Strategy BLOCK 3: COMPLEMENTARY COURSES INTE 60016A Managing International Business Networks METH 60018A Exploitation and Exploration of Geospatial Data TECH 60766 Progiciels de gestion de la relation client (CRM): enjeux technologiques et méthodologiques * (1.5 cr.) TECH 60767 Progiciels de gestion intégrés (ERP): enjeux technologiques et méthodologiques* (1.5 cr.) <i>*Offered in French only</i>
COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401A Comparative Perspectives on Societal Issues and Business Organisations	COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401A Comparative Perspectives on Societal Issues and Business Organisations
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201A Responsible Conduct of Research: From Norms to Practice (0 cr.) RECH 66218A Thesis (24 cr.) RECH 66248A Research Workshop (0 cr.) (Pr: ETHI 60113A Co or ETHI 66201A Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200A Responsible Conduct of Research: From Norms to Practice (0 cr.) INDV 66202A Supervised Project (9 cr.) (Pr: ETHI 66200A Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219A Expertise in Information and Data Research (0 cr.) ATEL 66242A How to Cite Properly your Sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219A Expertise in Information and Data Research (0 cr.) ATEL 66242A How to Cite Properly your Sources (0 cr.)

GESTION DES RESSOURCES HUMAINES

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSE – 3 CREDITS RHRT 60306 Fondements et enjeux en gestion des ressources humaines	COMPULSORY SPECIALIZATION COURSE – 3 CREDITS RHRT 60306 Fondements et enjeux en gestion des ressources humaines
COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60302 Recherche et intervention en gestion	COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60302 Recherche et intervention en gestion
OPTIONAL SPECIALIZATION COURSES BLOC 1 : FONDEMENTS ET PRATIQUES – MIN. 6 CRÉDITS DRAF 60301 Droit du travail: enjeux nationaux et internationaux RHRT 60303 Comparaison nationale des systèmes de GRH et de relations du travail RHRT 60305 La gestion de la rémunération: Théories et défis RHRT 60325 Stratégies de gestion de dotation RHRT 60355 Relations de travail: fondements et stratégies BLOC 2 : ENJEUX STRATÉGIQUES – MIN. 3 CRÉDITS RHRT 60300 Gestion des compétences et de l'apprentissage RHRT 60304 L'humain au cœur du numérique dans les organisations RHRT 60310 La performance au travail: Déterminants, stratégies et limites RHRT 60315 Tableaux de bord et analytique en gestion des ressources humaines RHRT 60320 Environnement de travail sain: enjeux et pratiques de GRH RHRT 60330 La gestion des talents: enjeux et pratiques RHRT 60350 Gestion des conflits organisationnels RHRT 60365 Gestion stratégique des ressources humaines RHRT 60370 Pratiques de gestion des ressources humaines et mobilisation	OPTIONAL SPECIALIZATION COURSES BLOC 1 : FONDEMENTS ET PRATIQUES – MIN. 12 CRÉDITS DRAF 60301 Droit du travail: enjeux nationaux et internationaux RHRT 60303 Comparaison nationale des systèmes de GRH et de relations du travail RHRT 60305 La gestion de la rémunération: Théories et défis RHRT 60325 Stratégies de gestion de dotation RHRT 60355 Relations de travail: fondements et stratégies BLOC 2 : ENJEUX STRATÉGIQUES – MIN. 12 CRÉDITS RHRT 60300 Gestion des compétences et de l'apprentissage RHRT 60304 L'humain au cœur du numérique dans les organisations RHRT 60310 La performance au travail: Déterminants, stratégies et limites RHRT 60315 Tableaux de bord et analytique en gestion des ressources humaines RHRT 60320 Environnement de travail sain: enjeux et pratiques de GRH RHRT 60330 La gestion des talents: enjeux et pratiques RHRT 60350 Gestion des conflits organisationnels RHRT 60365 Gestion stratégique des ressources humaines RHRT 60370 Pratiques de gestion des ressources humaines et mobilisation ELECTIVE COURSE – 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.
COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0 cr.) RECH 66218 Mémoire (24 cr.) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

INGÉNIERIE FINANCIÈRE

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 12 CREDITS FINA 60201 Titres à revenus fixes FINA 60206 Produits dérivés MATH 60610 Méthodes d'apprentissage appliquées aux données financières MATH 60646 Calcul stochastique	COMPULSORY SPECIALIZATION COURSES – 27 CREDITS FINA 60201 Titres à revenus fixes FINA 60202 Gestion de portefeuille FINA 60204 Théorie du marché des capitaux FINA 60206 Produits dérivés MATH 60609 Calcul numérique en ingénierie financière MATH 60610 Méthodes d'apprentissage appliquées aux données financières MATH 60633 Méthodes statistiques pour données financières MATH 60646 Calcul stochastique MATH 60837 Économétrie des séries temporelles
OPTIONAL SPECIALIZATION COURSES – MIN. 3 CREDITS FINA 80222A Contingent Claims in Incomplete Markets* FINA 80223A Macro Asset Pricing* FINA 80224A Continuous-Time Corporate Finance* MATH 80614A Numerical Methods in Quantitative Finance* MATH 80622A Analysis of Extreme Values with Application in Financial Engineering* MATH 80624A Quantitative Risk Management Using Robust Optimization* MATH 80637A Special Topics in Financial Engineering* MATH 80680A Dynamic Optimization in Management* <i>* Offered in English only</i>	OPTIONAL SPECIALIZATION COURSES – MIN. 3 CREDITS FINA 60208 Institutions financières FINA 60218 Gestion des risques FINA 60220 Assurances MATH 60615 Analyse de décision MATH 60621 Traitement automatique du langage naturel MATH 60629 Apprentissage automatique I: analyse des mégadonnées et prise de décision
ELECTIVE COURSE – MAX. 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.	ELECTIVE COURSE – MAX. 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.
COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0 cr.) RECH 66218 Mémoire (24 cr.) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

FINANCIAL ENGINEERING

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 12 CREDITS FINA 60201A Fixed Income Securities FINA 60206A Derivatives MATH 60610A Machine Learning Applied to Financial Data MATH 60646A Stochastic Calculus	COMPULSORY COURSES OF THE SPECIALIZATION – 27 CREDITS FINA 60201A Fixed Income Securities FINA 60202A Portfolio Management FINA 60204A Capital Market Theory FINA 60206A Derivatives MATH 60609A Numerical Methods in Financial Engineering MATH 60610A Machine Learning Applied to Financial Data MATH 60633A Statistical Methods for Financial Data MATH 60837A Time Series Econometrics MATH 60646A Stochastic Calculus
OPTIONAL SPECIALIZATION COURSES – MIN. 3 CREDITS FINA 80222A Contingent Claims in Incomplete Markets FINA 80223A Macro Asset Pricing FINA 80224A Continuous-Time Corporate Finance MATH 80614A Numerical Methods in Quantitative Finance MATH 80622A Analysis of Extreme Values with Application in Financial Engineering MATH 80624A Quantitative Risk Management Using Robust Optimization MATH 80637A Special Topics in Financial Engineering MATH 80680A Dynamic Optimization in Management	OPTIONAL SPECIALIZATION COURSES – MIN. 3 CREDITS FINA 60208A Financial Institutions FINA 60218A Risk Management FINA 60220A Assurances MATH 60615A Decision Analysis MATH 60621A Natural Language Processing MATH 60629A Machine Learning I: Large-Scale Data Analysis and Decision Making
ELECTIVE COURSE – MAX. 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.	ELECTIVE COURSE – MAX. 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.
COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401A Comparative Perspectives on Societal Issues and Business Organisations	COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401A Comparative Perspectives on Societal Issues and Business Organisations
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201A Responsible Conduct of Research: From Norms to Practice (0 cr.) RECH 66218A Thesis (24 cr.) RECH 66248A Research Workshop (0 cr.) (Pr: ETHI 60113A Co or ETHI 66201A Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200A Responsible Conduct of Research: From Norms to Practice (0 cr.) INDV 66202A Supervised Project (9 cr.) (Pr: ETHI 66200A Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219A Expertise in Information and Data Research (0 cr.) ATEL 66242A How to Cite Properly your Sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219A Expertise in Information and Data Research (0 cr.) ATEL 66242A How to Cite Properly your Sources (0 cr.)

INNOVATION-ENTREPRENEURIAT

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 9 CREDITS ENTR 61012 Management de l'innovation ENTR 61013 Innovation ouverte ENTR 61040 Innovation entrepreneuriale	COMPULSORY SPECIALIZATION COURSES – 9 CREDITS ENTR 61012 Management de l'innovation ENTR 61013 Innovation ouverte ENTR 61040 Innovation entrepreneuriale
COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60425 Introduction à la recherche empirique en management	COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60425 Introduction à la recherche empirique en management
OPTIONAL SPECIALIZATION COURSES – MIN. 3 CREDITS ENTR 41001 Innover par la pensée design (Design Thinking) ENTR 41034 Projet entrepreneurial ENTR 61000 Accompagnement de projet entrepreneurial et d'innovation ENTR 61001 Entrepreneuriat à vocation sociale ENTR 61002 L'intrapreneuriat social: Une approche de transformation ENTR 61010 École d'été Mosaic MNGT 60418 Entreprises familiales: gérer et conseiller PROJ 60434 Gestion de projets – approches pratiques et critiques	OPTIONAL SPECIALIZATION COURSES – MIN. 12 CREDITS ENTR 41001 Innover par la pensée design (Design Thinking) ENTR 41034 Projet entrepreneurial ENTR 61000 Accompagnement de projet entrepreneurial et d'innovation ENTR 61001 Entrepreneuriat à vocation sociale ENTR 61002 L'intrapreneuriat social: Une approche de transformation ENTR 61010 École d'été Mosaic MNGT 60418 Entreprises familiales: gérer et conseiller PROJ 60434 Gestion de projets – approches pratiques et critiques
ELECTIVE COURSE – MAX. 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.	ELECTIVE COURSES – MAX. 9 CREDITS Choose up to 9 course credits among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.
COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0 cr.) RECH 66218 Mémoire (24 cr.) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

INTELLIGENCE D’AFFAIRES

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 15 CREDITS MARK 60105 Analyse des bases de données en marketing MATH 60600 Techniques d'exploitation de données (data mining) MATH 60602 Analyse multidimensionnelle appliquée MATH 60619 Analyse et inférence statistique TECH 60701 Technologies de l'intelligence d'affaires	COMPULSORY SPECIALIZATION COURSES – 15 CREDITS MARK 60105 Analyse des bases de données en marketing MATH 60600 Techniques d'exploitation de données (data mining) MATH 60602 Analyse multidimensionnelle appliquée MATH 60619 Analyse et inférence statistique TECH 60701 Technologies de l'intelligence d'affaires
OPTIONAL SPECIALIZATION COURSES – 3 CREDITS MARKETING METH 80101A Applied Meta-Analysis * METH 80109A Textual Analysis and Psychophysiological Measures * SCIENCES DE LA DÉCISION MATH 70611 Méthodes avancées en exploitation de données MATH 70630 IA Responsable MATH 80621A Survival and Longitudinal Data Analysis * MATH 80627A Complex Networks Analysis * MATH 80636A Special Topics in Data Science * MATH 80648 Apprentissage automatique II: Apprentissage profond (Pr: MATH 60600 or MATH 60629 or MATH 80629) TECHNOLOGIES DE L’INFORMATION TECH 80723A Human-Computer Interaction * TECH 80724A Research Methods in IT * TECH 80747A Information Technologies and Neuroscience * <i>* Offered in English only</i>	OPTIONAL SPECIALIZATION COURSES – MIN. 15 CREDITS MARKETING MARK 60151 Analyse de la demande MATH 60622 Modèles de décision en marketing TECH 60110 Web analytique SCIENCES DE LA DÉCISION MATH 60607 Algorithmes pour l’optimisation et l’analyse des mégadonnées MATH 60613 Logiciels statistiques pour l'analyse de données MATH 60615 Analyse de décision MATH 60621 Traitement automatique du langage naturel MATH 60629 Apprentissage automatique I: analyse des mégadonnées et prise de décision MATH 60656 Réalisation de projets en analyse de données MATH 70611 Méthodes avancées en exploitation de données TECHNOLOGIES DE L’INFORMATION TECH 60700 Transformation numérique TECH 60702 Mise en œuvre du changement technologique TECH 60711 Réalisation d'applications d'intelligence artificielle TECH 60712 Protéger les données dans l’univers numérique TECH 60720 Refonte des processus d'affaires assistée par l'intelligence artificielle TECH 60771 Tableaux de bord et gouvernance des données ELECTIVE COURSE – 3 CREDITS Graduate-level or Campus Abroad course at HEC Montréal. A maximum of one 3-credit course can be taken at another university, subject to approval by the academic advisor for the specialization.
COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0 cr.) RECH 66218 Mémoire (24 cr.) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d’informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d’informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

MANAGEMENT

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 12 CREDITS GEST 60428 Devenir Gestionnaire (1.5 cr.) MNGT 60410 Approches interdisciplinaires dans l'étude des problèmes humains de la gestion MNGT 60419 Pathologies du Management (1.5 cr.) MNGT 60427 Inventer le (futur du) management (1.5 cr.) MNGT 60429 Histoire du Management (1.5 cr.) MNGT 60450 Attitude réflexive en management – 1 (1 cr.) MNGT 60451 Attitude réflexive en management – 2 (1 cr.) (Pr: MNGT 60450 Co) MNGT 60452 Attitude réflexive en management – 3 (1 cr.) (Pr: MNGT 60450 Co, MNGT 60451 Co)	COMPULSORY SPECIALIZATION COURSES – 12 CREDITS GEST 60428 Devenir Gestionnaire (1.5 cr.) MNGT 60410 Approches interdisciplinaires dans l'étude des problèmes humains de la gestion MNGT 60419 Pathologies du Management (1.5 cr.) MNGT 60427 Inventer le (futur du) management (1.5 cr.) MNGT 60429 Histoire du Management (1.5 cr.) MNGT 60450 Attitude réflexive en management – 1 (1 cr.) MNGT 60451 Attitude réflexive en management – 2 (1 cr.) (Pr: MNGT 60450 Co) MNGT 60452 Attitude réflexive en management – 3 (1 cr.) (Pr: MNGT 60450 Co, MNGT 60451 Co)
COMPULSORY METHODOLOGY COURSES – 6 CREDITS METH 60425 Introduction à la recherche empirique en management MNGT 60413 Atelier d'apprentissage de la démarche	COMPULSORY METHODOLOGY COURSES – 6 CREDITS METH 60425 Introduction à la recherche empirique en management MNGT 60413 Atelier d'apprentissage de la démarche
	OPTIONAL SPECIALIZATION COURSES BLOC 1 – APPRONFONDIR SA COMPRÉHENSION DU MANAGEMENT – MIN. 9 CRÉDITS, MAX. 15 CREDITS DDRS 60414 Gestion, responsabilité d'entreprise et développement durable ETHI 60409 Éthique des organisations à l'ère du numérique MNGT 60400 Leadership et analyses de cas MNGT 60404 Design des organisations MNGT 60406 Décider en situations controversées MNGT 60415 La consultation en gestion MNGT 60417 Gestion des organisations multiculturelles MNGT 60418 Entreprises familiales: gérer et conseiller MNGT 60420 Crises et organisations MNGT 60422 Théories du leadership: perspectives, enjeux et critiques MNGT 60434 Gestion de projets – approches pratiques et critiques BLOC 2 – S'OUVRIRE SUR D'AUTRES PERSPECTIVES – MAX. 6 CREDITS DDRS 60441 Management de l'entreprise sociale et collective DDRS 60442 La décroissance soutenable: théorie et pratiques ENTR 61012 Management de l'innovation MNGT 60402 Organiser: Formes, enjeux et perspectives MNGT 60405 Qualité de vie au travail et nouvelles formes d'organisation au travail MNGT 60408 Les fondations de la gestion stratégique MNGT 60412 Changement organisationnel: pratiques et outils ELECTIVE COURSE – MAX. 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.
COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0 cr.) RECH 66218 Mémoire (24 cr.) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

MARKETING

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 6 CREDITS MARK 60112 Méthodes quantitatives et concepts fondamentaux en marketing MARK 60165 Méthodes qualitatives et concepts fondamentaux en marketing	COMPULSORY SPECIALIZATION COURSES – 6 CREDITS MARK 60112 Méthodes quantitatives et concepts fondamentaux en marketing MARK 60165 Méthodes qualitatives et concepts fondamentaux en marketing
OPTIONAL SPECIALIZATION COURSES – 9 CREDITS MARK 60100 Psychologie et marketing MARK 60101 Anthropologie de la consommation MARK 60103 Communication marketing MARK 60104 Gestion stratégique de la marque MARK 60105 Analyse des bases de données en marketing MARK 60106 Commerce de détail sur Internet MARK 60107 Distribution et marketing omnicanal MARK 60108 Stratégie marketing MARK 60109 Marketing d'affaires MARK 60111 Netnographie en marketing MARK 60114 Gestion du prix MARK 60115 Marketing de service et de l'expérience-client MARK 60119 Stratégies de marketing numérique MARK 60123 Marketing et mondialisation MARK 60151 Analyse de la demande MATH 60602 Analyse multidimensionnelle appliquée MATH 60619 Analyse et inférence statistique TECH 60110 Web analytique	OPTIONAL SPECIALIZATION COURSES – 24 CREDITS MARK 60100 Psychologie et marketing MARK 60101 Anthropologie de la consommation MARK 60103 Communication marketing MARK 60104 Gestion stratégique de la marque MARK 60105 Analyse des bases de données en marketing MARK 60106 Commerce de détail sur Internet MARK 60107 Distribution et marketing omnicanal MARK 60108 Stratégie marketing MARK 60109 Marketing d'affaires MARK 60111 Netnographie en marketing MARK 60114 Gestion du prix MARK 60115 Marketing de service et de l'expérience-client MARK 60119 Stratégies de marketing numérique MARK 60123 Marketing et mondialisation MARK 60151 Analyse de la demande MATH 60602 Analyse multidimensionnelle appliquée MATH 60619 Analyse et inférence statistique TECH 60110 Web analytique
ELECTIVE COURSE – 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.	ELECTIVE COURSE – 3 CREDITS Choose one 3-credit course among the courses offered in the MSc, including those in the specialization or the PhD programs. You can also choose up to 3 master-level course credits from another university, subject to approval by the person acting as academic advisor for the specialization.
COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSE – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0 cr.) RECH 66218 Mémoire (24 cr.) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

SCIENCE DES DONNÉES ET ANALYTIQUE D’AFFAIRES

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 9 CREDITS MATH 60604 Modélisation statistique MATH 60606 Fondements de l'optimisation MATH 60629 Apprentissage automatique I: analyse de données massives et prise de décision	COMPULSORY SPECIALIZATION COURSES – 18 CREDITS MATH 60603 Apprentissage statistique MATH 60604 Modélisation statistique MATH 60606 Fondements de l'optimisation MATH 60617 Mise en œuvre de modèles d'optimisation en gestion MATH 60621 Traitement automatique du langage naturel MATH 60629 Apprentissage automatique I: analyse de données massives et prise de décision
OPTIONAL SPECIALIZATION COURSES – 9 CREDITS BLOC 1 – MAX. 3 CRÉDITS MATH 60603 Apprentissage statistique MATH 60607 Algorithmes pour l'optimisation et l'analyse des mégadonnées MATH 60612 Modèles d'application de l'analytique d'affaires MATH 60615 Analyse de décision MATH 60617 Mise en œuvre de modèles d'optimisation en gestion MATH 60621 Traitement automatique du langage naturel MATH 60623 Optimisation stochastique et apprentissage par renforcement MATH 60638 Méthodes de prévision BLOC 2 – MIN. 6 CRÉDITS, MAX. 9 CRÉDITS MATH 70611 Méthodes avancées en exploitation de données MATH 70630 IA responsable MATH 80601A Bayesian modeling* MATH 80617A Topics in pricing models* MATH 80618A Sample Efficient Optimization* MATH 80621A Survival and Longitudinal Data Analysis* MATH 80624A Quantitative risk management using robust optimization* MATH 80627A Complex Network Analysis* MATH 80648 Apprentissage automatique II: Apprentissage profond (Pr: MATH 60600 or MATH 60629 or MATH 80629) MATH 80655A Large-scale optimization models and applications* MATH 80680A Dynamic optimization in management* MATH 80685A Game theory* <i>* Offered in English only</i>	OPTIONAL SPECIALIZATION COURSES – MIN. 12 CREDITS MATH 60607 Algorithmes pour l'optimisation et l'analyse des mégadonnées MATH 60612 Modèles d'application de l'analytique d'affaires MATH 60615 Analyse de décision MATH 60623 Optimisation stochastique et apprentissage par renforcement MATH 60638 Méthodes de prévision MATH 70611 Méthodes avancées en exploitation de données MATH 70630 IA responsable MATH 80648 Apprentissage automatique II: Apprentissage profond (Pr: MATH 60600 or MATH 60629 or MATH 80629) ELECTIVE COURSE – MAX. 3 CREDITS Graduate-level or Campus Abroad course at HEC Montréal. A maximum of one 3-credit course can be taken at another university, subject to approval by the academic advisor for the specialization.
COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise	COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401 Regards croisés sur les grands enjeux de société et l'entreprise
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201 La conduite responsable de la recherche: des normes à la pratique (0 cr.) RECH 66218 Mémoire (24 cr.) RECH 66248 Atelier de recherche (0 cr.) (Pr: ETHI 60113 Co or ETHI 66201 Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200 La conduite responsable de la recherche: des normes à la pratique (0 cr.) INDV 66202 Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219 Expertise en recherche d'informations et de données (0 cr.) ATEL 66242 Comment citer ses sources (0 cr.)

DATA SCIENCE AND BUSINESS ANALYTICS

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSES – 9 CREDITS MATH 60604A Statistical Modelling MATH 60606A Fundamentals of Optimization MATH 60629A Machine Learning I: Large-Scale Data Analysis & Decision Making	COMPULSORY SPECIALIZATION COURSES – 18 CREDITS MATH 60603A Statistical Learning MATH 60604A Statistical Modelling MATH 60606A Fundamentals of Optimization MATH 60617A Implementation of Business Optimization Models MATH 60621A Natural Language Processing MATH 60629A Machine Learning I: Large-Scale Data Analysis & Decision Making
OPTIONAL SPECIALIZATION COURSES – 9 CREDITS BLOCK 1 – MAX. 3 CREDITS MATH 60603A Statistical Learning MATH 60607A Algorithms for Optimization and Big Data Analysis MATH 60612A Applications of Business Analytics Models MATH 60615A Decision Analysis MATH 60617A Implementation of Business Optimization Models MATH 60621A Natural Language Processing MATH 60623A Stochastic Optimization and Reinforcement Learning MATH 60638A Forecasting Methods BLOCK 2 – MIN. 6 CREDITS, MAX. 9 CREDITS MATH 70611A Advanced Data Analytics MATH 70630A Responsible AI MATH 80601A Bayesian modeling MATH 80617A Topics in pricing models MATH 80618A Sample Efficient Optimization MATH 80621A Survival and Longitudinal Data Analysis MATH 80624A Quantitative risk management using robust optimization MATH 80627A Complex Network Analysis MATH 80648A Machine Learning II: Deep Learning (Pr: MATH 60600A or MATH 60629A or MATH 80629A) MATH 80655A Large-scale optimization models and applications MATH 80680A Dynamic optimization in management MATH 80685A Game theory	OPTIONAL SPECIALIZATION COURSES – MIN. 12 CREDITS MATH 60607A Algorithms for Optimization and Big Data Analysis MATH 60612A Applications of Business Analytics Models MATH 60615A Decision Analysis MATH 60623A Stochastic Optimization and Reinforcement Learning MATH 60638A Forecasting Methods MATH 70611A Advanced data analytics MATH 70630A Responsible AI MATH 80648A Machine Learning II: Deep Learning (Pr: MATH 60600A or MATH 60629A or MATH 80629A) ELECTIVE COURSE – MAX. 3 CREDITS Graduate courses at HEC Montréal, including a campus abroad. A maximum of one course (3 credits) may be taken at another university, subject to approval by the academic advisor.
COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401A Comparative Perspectives on Societal Issues and Business Organisations	COMPULSORY PROGRAM COURSES – 3 CREDITS GEST 60401A Comparative Perspectives on Societal Issues and Business Organisations
COMPULSORY ACTIVITIES – 24 CREDITS ETHI 66201A Responsible Conduct of Research: From Norms to Practice (0 cr.) RECH 66218A Thesis (24 cr.) RECH 66248A Research Workshop (0 cr.) (Pr: ETHI 60113A Co or ETHI 66201A Co)	COMPULSORY ACTIVITY – 9 CREDITS ETHI 66200A Responsible Conduct of Research: From Norms to Practice (0 cr.) INDV 66202A Supervised Project (9 cr.) (Pr: ETHI 66200A Co)
STRONGLY RECOMMENDED ACTIVITIES ATEL 66219A Expertise in Information and Data Research (0 cr.) ATEL 66242A How to Cite Properly your Sources (0 cr.)	STRONGLY RECOMMENDED ACTIVITIES ATEL 66219A Expertise in Information and Data Research (0 cr.) ATEL 66242A How to Cite Properly your Sources (0 cr.)

SECTEURS PRIVÉ ET PUBLIC

SUPERVISED PROJECT STREAM

COMPULSORY SPECIALIZATION COURSES – 18 CREDITS

DDRS 40403	Responsabilité sociale des entreprises
ETHI 48012	Conception et mise en œuvre des politiques publiques [ENP7333]
GEST 68002	Principes et enjeux de l'administration publique [ENP7505]
MNGT 60431	Relations entre les entreprises et l'État
MNGT 68005	Management des organisations publiques [ENP7303]
RHRT 40343	Méthodes et pratiques de la négociation

METHODOLOGY COURSES – 3 CREDITS

METH 60302	Recherche et intervention en gestion
METH 60425	Introduction à la recherche empirique en management
MNGT 60413	Atelier d'apprentissage de la démarche scientifique

OPTIONAL COURSES – MIN. 9 CREDITS

HEC MONTRÉAL – MINIMUM 3 CRÉDITS

DDRS 60441	Management de l'entreprise sociale et collective
MNGT 40405	Management des entreprises culturelles
RHRT 40314	Gérer en contexte syndiqué: fondements et pratiques

ENAP – MINIMUM 3 CRÉDITS

DRAF 48004	Droits des marchés publics [ENP8032]
ETHI 48011	Éthique et intégrité dans les services publics [ENP7507]
MNGT 48009	Mobilisation des acteurs locaux [ENP7009]

ELECTIVE COURSE – MAX. 3 CREDITS

A course in ENAP's master's in public administration program, or a course in HEC Montréal's MSc program that appears on the course list.

COMPULSORY PROGRAM COURSE – 3 CREDITS

GEST 60401	Regards croisés sur les grands enjeux de société et l'entreprise
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COMPULSORY ACTIVITY – 9 CREDITS

ETHI 66200	La conduite responsable de la recherche: des normes à la pratique (0 cr.)
INDV 66202	Projet supervisé (9 cr.) (Pr: ETHI 66200 Co)

STRONGLY RECOMMENDED ACTIVITIES

ATEL 66219	Expertise en recherche d'informations et de données (0 cr.)
ATEL 66242	Comment citer ses sources (0 cr.)

STRATÉGIE

THESIS STREAM	SUPERVISED PROJECT STREAM
COMPULSORY SPECIALIZATION COURSE – 3 CREDITS MNGT 60408 Les fondations de la gestion stratégique	COMPULSORY SPECIALIZATION COURSE – 3 CREDITS MNGT 60408 Les fondations de la gestion stratégique
COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60425 Introduction à la recherche empirique en management	COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60425 Introduction à la recherche empirique en management
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THESIS STREAM		SUPERVISED PROJECT STREAM	
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RHRT 60365	Gestion stratégique des ressources humaines	MARK 60109	Marketing d'affaires
TECH 60700	Transformation numérique	OPER 60521	Stratégie des opérations et amélioration des processus
		RHRT 60365	Gestion stratégique des ressources humaines
		TECH 60700	Transformation numérique
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TRANSFORMATION NUMÉRIQUE DES ORGANISATIONS

THESIS STREAM	SUPERVISED PROJECT STREAM
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OPTIONAL METHODOLOGY COURSE - MIN. 6 CREDITS METH 60425 Introduction à la recherche empirique en management METH 60708 Apprentissage et application de la démarche scientifique en UX METH 80426A Reading, Doing and Publishing Management Research* METH 80459 Atelier de recherche qualitative en gestion METH 80746A Scientific Paradigms and Logics of Inquiry in the Management Disciplines* TECH 80724A Research methods in IT* TECH 80747A Information Technologies and Neuroscience* * Offered in English only	COMPULSORY METHODOLOGY COURSE – 3 CREDITS METH 60769 Méthodologie d'intervention en transformation numérique
OPTIONAL SPECIALIZATION COURSES – MIN. 6 CREDITS TECH 60701 Technologies de l'intelligence d'affaires TECH 60704 Design UX TECH 60705 Stratégie numérique et architecture d'entreprise TECH 60706 Gouvernance de la sécurité pour une entreprise cyberrésiliente TECH 60711 Réalisation d'applications d'intelligence artificielle TECH 60712 Protéger les données dans l'univers numérique TECH 60713 Principes fondamentaux liés aux données en contexte d'intelligence artificielle TECH 60714 Responsabilité numérique des organisations TECH 60720 Refonte des processus d'affaires assistée par l'intelligence artificielle TECH 60740 Gestion d'une initiative en intelligence artificielle TECH 60771 Tableaux de bord et gouvernance des données TECH 80721A Special topics in information technology* TECH 80723A Human-Computer Interaction* * Offered in English only	OPTIONAL SPECIALIZATION COURSES – MIN. 12 CREDITS MARK 60119 Stratégies de marketing numérique: TECH 60701 Technologies de l'intelligence d'affaires TECH 60704 Design UX TECH 60705 Stratégie numérique et architecture d'entreprise TECH 60706 Gouvernance de la sécurité pour une entreprise cyberrésiliente TECH 60711 Réalisation d'applications d'intelligence artificielle TECH 60712 Protéger les données dans l'univers numérique TECH 60714 Responsabilité numérique des organisations TECH 60740 Gestion d'une initiative en intelligence artificielle TECH 60765 Développement et commercialisation d'applications mobiles (1.5 cr.) TECH 60766 Progiciels de gestion de la relation client (CRM): enjeux technologiques et méthodologiques (1.5 cr.) TECH 60767 Progiciels de gestion intégrés (ERP): enjeux technologiques et méthodologiques (1.5 cr.) TECH 60768 Commerce électronique: défis technologiques (1.5 cr.) TECH 60771 Tableaux de bord et gouvernance des données ELECTIVE COURSES – MAX. 6 CREDITS Graduate-level or Campus Abroad course at HEC Montréal. A maximum of one 3-credit course can be taken at another university, subject to approval by the academic advisor for the specialization.
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