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A publication for the graduates and friends of McGill Management

McGill on the Move as New Dean Takes Reins

In August of this year, Dr. Gerald Ross took over as Dean of McGill's Faculty of Management. Witty, outspoken and highly energetic, Dean Ross has a new vision of McGill Management and, indeed, of the role that business schools of the future will play.

Dean Ross is very clear about his plans for McGill Management, plans that include a new cross-disciplinary focus that will permeate every facet of the Faculty – from its programs and research to its relations with industry. Combined with a pedagogy redesign and exciting new cooperative ventures that address long-term business challenges, Dean Ross intends to reinvent the learning process and redefine the parameters of business education.

EDUCATION FOR TODAY

"The New Economy has sent clear messages to universities and, as a result, many of the better business schools are now reexamining their programs," says Dean Ross. "In the past, business schools haven't really talked the language of business. They have talked the language of functions – accounting or marketing or finance."

The solutions to today's business challenges – both in the real world and in the classroom – he contends, extend across conventional silos of functionality and are often complex and cross-disciplinary in nature.



Gerald Ross and the well-known Montreal sculpture, *The Illuminated Crowd*, whose plaque states: "A crowd has gathered, facing a light, an illumination brought about a fire, an event, and ideology – or an ideal."

"How do you build a company that grows at 400% per year? Is it marketing, is it finance, is it accounting? Well, it's all of the above. How do you take a domestic company global? Is it marketing, is it finance, is it accounting? Once again, it's all three.

"Over the next few years, we will see ourselves, as a business school, move away from the fundamentals to more complex decision-making that is largely interdisciplinary in nature. Not that the fundamentals aren't important, they are very important.

(Continued on page 2...)

It's just that we can't teach everything; we can't deliver the basics in the same shop as where we teach advanced decision-making."

A large part of his vision, therefore, lies in finding innovative ways to deliver the teaching of the fundamentals, seamlessly and expeditiously, while leveraging those elements widely recognized as McGill's competitive advantage: the international quality of its programs and professors, and the intellectual capital of its Faculty.

"We want to send a clear message that people don't have to go to London or Paris to find a quality international curriculum and educational climate. They can come to McGill and interact with professors and students from around the world. If they want to see the world, they can get it at McGill."

INTERACTIVE TEACHING

Another topic high on Dean Ross' list is a pedagogy redesign that will provide students with more high quality contact with senior professors. Despite his short tenure at McGill, he already has plans for achieving higher ratios of interactive time.

"In the next year, I've asked each of the Area groups to volunteer a course and use it to develop a new way of teaching," he explains. This new approach will require students to prepare for each class by reviewing a series of key learning points posted on the Faculty Intranet. Students will not be permitted into class unless they have gone through the content, as evidenced by a quiz or exam.

"The class then becomes pure interaction, it's role-playing, game-playing, small groups, debates. Professors still teach the same number of hours, but each of those hours is pure interaction.

"Our teaching process is our core process," contends Dean Ross, "and this is now the time to reinvent our core process. We'll start by looking at how people learn, not how to make better courses. Too many schools are throwing technology at teaching rather than redefining the process. Distance learning is a wonderful concept that has its place, but learning also has a spatial and interactive dimension. Universities really haven't found the right combination that breaks out of the mould and yet keeps some of the essential ingredients in the equation. Over the next few years, we hope to be at the forefront of that."

FUNCTIONAL INDUSTRY FOCUS

If the new Dean has set his sights clearly on a formula for change inside the classroom, his vision of the Faculty's future relationship with industry is equally well defined.

"We are going to target two to three business challenges for the next five to ten years and build competency centres that have a critical mass of research and teaching focused around those challenges," he maintains.

The first of these centres – known as the "Hothouse" – is already gearing up to address a major bottleneck in the growth of young companies. These companies may, for instance, need multiple locations or professional management to grow successfully. "The biggest problem in business today is not how to incubate a successful start-up, it's how to take it from a \$20-million to a \$200-million corporation without losing its original entrepreneurial spirit.

"While everyone is looking at the incubators, this offers a much bigger value equation," he adds. "The Hothouse will offer consulting services, will teach, will conduct research. We'll be able to provide these companies with a fully integrated service."



Dr. Gerald Ross, the new Dean of the Faculty of Management

Ultimately, says the Dean, the reach of this Faculty-industry cooperation will extend to new courses, to program design, faculty research and executive development, ensuring that all Faculty undertakings remain consistently relevant and in tune with today's business needs.

A CHANGING ROLE

So where does all this change put McGill Management? Just as organizations, business models and decision-making approaches have evolved with time, so has the role of business schools in educating the business leaders of tomorrow. In Dean Ross' opinion, higher education has become increasingly broad-based, with business being just one of the many disciplines students will encounter in life.

"The boundaries have become blurred," he submits. "Today, an actuary needs to know how to set up a cross-functional team and a biologist needs to know about venture capital. In the course of their careers, people will walk into a lot of grey environments.

"We're really in the thinking business, teaching people who may or may not be corporate managers to understand something about business and how it affects their lives and careers. Beyond teaching students business concepts,

Biographical Notes

Dr. Gerald Ross joined the Faculty of Management as Dean in August 2000. A native Montrealer, he spent most of his consulting career in the U.S. Prior to joining McGill, he was founder and senior partner of Change Lab International, a consulting organization specializing in the development of techniques to assist organizations in building new visions and managing change to create competitive advantage in the marketplace. He is also Chairman of Astute Inc., an organization that develops advanced context-based learning methodologies for business. During his consulting career, Dr. Ross has worked with some of the world's premier corporations such as 3M, IBM, DuPont, AT&T, Coca-Cola, Reuters and Kodak.

Dr. Ross' recent academic appointments include serving as a faculty member on the Wharton International Forum Executive Program on Cross Cultural Issues in Global Management. He has also worked with the University of Michigan's Executive Education Program and has delivered programs on Managing Change to the banking industry in Saudi Arabia.

As a speaker, he has captivated audiences around the world by showing how challenges confronting companies are actually unique opportunities. Dr. Ross is frequently quoted in *The Wall Street Journal*, *USA Today*, *Fortune*, *Business Week* and *The Harvard Business Review*.

our role is to open their eyes – culturally and socially – and to help them to think in complex ways.

"It isn't a multiple choice world out there. Life may offer choices, but there are no right answers. Education is a

lifelong pursuit. We should be in the business of keeping our people – whether students, business people or alumni – at the forefront of change throughout their lives."



Looking Back on 50 Years.

Mike Tucker, a former member of the Board of the Executive Development Course, and **William Ellis**, former Executive Director and instructor of the program, share some memories of the program's 50 years at a ceremony held in September.

Executive Education Program Celebrates 50th Anniversary

The McGill International Executive Institute is proud to celebrate the 50th anniversary of the first and longest-running executive education program ever offered in Canada.

The Executive Development Course (EDC) was originally conceived and launched in Montreal in September 1950 by a group of Harvard business graduates and professors. Since its inception, the program has always used the most advanced teaching methods, being, for example, the first program in Canada to use case analysis as a teaching method.

Since then, more than 5,000 managers from companies like Pratt and Whitney, Bell Canada, Rolls Royce and Canadian Pacific have participated in the program, using it to hone their management skills and build strong business networks. Many of today's top business leaders attribute their success in large part to the skills and perspectives they developed through the EDC's stimulating classes and vibrant group discussions.

Unlike other executive education programs, the EDC curriculum embraces all aspects of management in a once-a-week, after-working-hours format that runs over a three-month period. After 50 years, this format still proves popular, with sessions always filled to capacity.

Each year, the McGill International Executive Institute welcomes more than 1,500 industry professionals to the EDC and other short-term development programs, offering a unique environment where participants can benefit from cutting-edge faculty research and the practical experience of their peers.

For more information on the EDC or other programs offered through the McGill International Executive Institute, please contact Dora Koop at (514) 398-7309 or via e-mail at executive@management.mcgill.ca



McGILL GRADUATE BUSINESS CONFERENCE

The eighth annual McGill Graduate Business Conference (MGBC), scheduled for March 7-9, 2001 at Montreal's Queen Elizabeth Hotel, promises to be one of the most interesting and successful conferences yet!

The theme of this year's event – "*Size, Shape and Speed: The Transforming Business Landscape*" – will allow for a spirited exchange of ideas between academia and industry on adapting organizations to the business models of the

future. It's a great opportunity to share your experiences and viewpoints, to network, and to gain new insight into the best business practices of the new millennium.

For information, to register or to assist with sponsorship and/or speaker panel assignments, please contact mgbc@management.mcgill.ca or visit the MGBC Web site at www.management.mcgill.ca/mgbc. We look forward to seeing you there!



Community Outreach in Pakistan. For these children, whom Sylvain St-Amand met on his recent trip to Pakistan, getting fresh water might become easier with the support of local NGOs.

CIMS Instrumental in Key Social Change Projects

In recent months, the Faculty's Centre for International Management Studies (CIMS) has entered into two exciting new partnerships with educational institutions in Armenia and Pakistan. Each project draws on CIMS' expertise in developing customized curriculum and faculty training programs, and each promises to effect important social change in key national sectors.

HEALTH CARE IN ARMENIA

In the first initiative, a one-year project launched in December 2000, CIMS will join forces with the School of Health Care Management and Administration (SHCMA) of the Armenian National Institute of Health to develop and implement a series of health care administration programs that can be managed and sustained locally.

"The aim is to increase the accessibility and efficiency of Armenia's health care delivery system," says CIMS Executive Director Sylvain St-Amand. "This project will help SHCMA provide its students with the skills and capabilities they need to implement the Ministry of Health's long-term plans for health reform in Armenia."

CIMS' participation in this project will include assistance in curriculum development, faculty training and the development of learning materials adapted for the Armenian environment. It will also assist with the acquisition of institutional

educational tools and the development of evaluation criteria, and will make recommendations on the feasibility of developing regional training campuses in Armenia.

SUPPORT FOR PAKISTANI NGOS

Recognizing the increasingly important role that private, non-profit organizations play as agents of social and economic development in Pakistan, CIMS has extended its longstanding partnership with Lahore University of Management Science (LUMS) through a five-year initiative dedicated to improving the infrastructure of Pakistan's non-governmental organizations (NGOs).

"Many of the local NGOs lack the managerial and technical skills to design, implement and monitor programs," explains Mr. St-Amand. "It has, therefore, become imperative to provide support and training to these fledging organizations."

In this venture, CIMS will assist with capacity assessment, educational development and training. Teams of McGill and LUMS faculty will, for instance, work to develop curricula, course materials and handbooks for local usage in conjunction with national NGO trainers. The project will also support the establishment of three NGO training centres in selected regions of the country.

"Our overall objective is to build the capacity of Pakistan's NGOs so that they can manage their programs and funding more effectively," says Mr. St-Amand. "Ultimately this strengthened capability will provide Pakistan with strong and credible institutions that can respond to the requests of international donor organizations while improving social service delivery at the community level."

Funded by the Canadian International Development Agency (CIDA), this project will commence in January 2001.

An Exchange of Marketing Ideas.
Panelists at KARMA's Internet Marketing symposium held this October included (from left to right) moderator **Delaine S. Hampton**, **Dr. Peter S. Fader**, **Dr. Russell S. Winer**, **Doug Milne**, **Bob MacKalski** and **Jeff Speak**.



Faculty Conferences Focus on E-Commerce

There is little doubt that the Internet has opened up the world and changed the way organizations of all sizes do business. Recognizing the importance of this burgeoning trend, McGill Management hosted a series of conferences throughout the fall that examined the far-reaching effects of e-commerce on marketing, production, and on the globalization of SMEs.

KARMA Hosts Internet Marketing Symposium

Up-to-the-minute academic research and spirited debate on two of today's most evocative Internet marketing issues captivated participants at the annual fall symposium sponsored by the Faculty's KARMA (Knowledge and Research in Marketing) Centre.

Following welcoming remarks by Associate Dean Alfred Jaeger and KARMA Director Emine Sarigöllü, the conference got under way with presentations by Dr. Russell S. Winer (J. Gary Shansby Professor of Marketing Strategy at the Haas School of Business, University of California at Berkeley) and Dr. Peter S. Fader (Associate Professor of Marketing, The Wharton School, University of Pennsylvania).

In the morning session, Dr. Winer presented an eight-part framework for managing customer relations over the Internet, followed by discussion on ongoing research in several of the critical areas. Dr. Fader then delved into patterns in cyber-shopping, reviewing and synthesizing observations he has made from a variety of Internet data sources and discussing key managerial conclusions arising from these studies.

PRACTICE MEETS THEORY

During the afternoon session, the keynote speakers were joined by industry practitioners for an animated discussion that combined theory with the practical experience of three of today's top Internet marketers.

Industry panelists participating in the discussion were:

- Bob MacKalski, V.P. Marketing, Peachtree Networks
- Doug Milne, Associate Marketing Director, P&G Global iVentures
- Jeff Speak, President, CBCI Telecom

Ms. Delaine S. Hampton, Director, Consumer and Marketing Knowledge, Procter & Gamble Canada, acted as moderator for the session.

Held in October at the Faculty's Power Corporation International Executive Centre, the one-day event attracted some 70 guests from the business and academic communities.



KARMA
Centre for Knowledge and
Research in Marketing



Supply Chain Management 2000. Pictured here at September's second annual conference are (from left to right) McGill Assistant Professor and moderator of the event, Vedat Verter; Dean Gauthier, David F. Poirier, Matt Holland, and Scott Dorion.

Supply Chain Conference Draws Great Interest from Industry

Focusing on the impact of recent developments in e-commerce, the Faculty's second annual Supply Chain Management Conference brought together some of the most knowledgeable practitioners from a variety of industries in Quebec and Ontario to exchange information and ideas on using e-business to optimize production.

The lively and informative September session, sponsored by the Faculty's Management Science Research Centre and McGill's Master in Manufacturing Management (MMM) Program, was attended by more than 110 guests from industry and academia.

In the first presentations of the day, Scott Dorion, President of SD Consulting, provided an overview of the B2B e-marketplace, followed by a step-by-step approach to e-business delivered by Claude Gobeil, Technical Marketing Specialist from JD Edwards. John Turtle, Market Development Manager at Oracle, and David F. Poirier, Executive

Vice President and CIO, Hudson Bay Company, then discussed organizational transition to e-business.

REAL-WORLD CASES

Next, Boston Consulting Group executives Matt Holland, Vice President and Managing Director, and Marc Gilbert, Manager, took the floor to discuss the revolutionizing of supply chain management.

The conference concluded with a discussion on e-supply in Nortel's Optical Division led by Dean Gauthier, Manager, Business Process and Information Management, Supply Management at Nortel Networks.

Throughout the day-long conference, participants were encouraged to interact with speakers after each presentation and in the panel discussion that ensued. The result was a dynamic forum that greatly enhanced participants' awareness and understanding of this new and exciting area of business.

International Conference Examines Impact of E-Commerce on SMEs

An audience of over 100 industry professionals listened intently to a distinguished panel of executives as they discussed internationalization in the New Economy at a September conference dedicated to the topic and hosted by McGill Management.

Opening comments by Dean Gerald Ross were followed by a presentation on the commercialization of the World Wide Web and its consequences on SMEs delivered by Dr. Howard Aldrich, Kenan Professor of Sociology at the University of North Carolina.

The ensuing panel discussion on international business and e-commerce, moderated by McGill Management's own Dr. Richard Wright, brought together the perspectives of these five prominent panelists:

- Charles B. Crawford, Senior VP, IC.Axon
- Daniel Deschesnes, Executive Director, e-business Strategy, IBM
- Claude Miron, VP Venture Capital, Business Development Bank of Canada
- Hooman Taravati, VP Business Development, Acceleron Canada
- Scott Carson, Researcher (Japan)

Following the discussion, an interactive question-and-answer period took place, providing participants with the opportunity to speak with panelists on a one-to-one basis.

A luncheon address entitled "Small Business and the New Economy" by David M. Culver, Chairman of CAI Capital Corporation and former Chair and CEO of Alcan International, rounded out the event.



Associate Professor
Alistair Duff



Professor
Rabindra Kanungo

RETIREMENTS

Alistair Duff Accounting

After an outstanding career that spanned almost 33 years at McGill, Associate Professor Alistair Duff will be long remembered for his dedication to the field of accounting and for his commitment to his students, the Faculty and the University.

A chartered accountant who first joined McGill's School of Commerce in 1968, Professor Duff has taught Financial and Managerial Accounting in the undergraduate, graduate and CA programs. He served as Director of McGill's Centre for Continuing Education for 15 years (1972-1987) and as Director of the Chartered Accountant (CA), Certified Management Accountant (CMA), and Certified General Accountant (CGA) Programs for four years beginning in 1968.

In 1992, he was named Director of McGill's International Executive Institute, a position he held until 1998, where he acted as an important liaison between the University and the business community. In 1998, he returned to academic matters as Associate Dean of the BCom Program, an office he maintained until his retirement in December 2000.

Professor Duff has also held positions on numerous committees within the University and has served in a variety of capacities on a professional level including President of both the Ordre des Comptables Agréés du Québec (1980-81) and the Canadian Institute of Chartered Accountants (1987-88). Throughout his career, he has consulted extensively, a vocation he intends to pursue on a limited basis in retirement. The balance of his time, he informs us, will be spent with his wife in their Eastern Townships retreat and on the golf course.

Rabindra Kanungo Organizational Behavior

Throughout his 31 years at McGill, Professor Rabindra Kanungo has been deeply committed to the University's mission to advance learning, a commitment that is clearly demonstrated in his outstanding contributions to scholarship, teaching and the University community.

While he made rigorous demands and set high expectations for his students, he also taught them to cope with new challenges. At the undergraduate level, he pioneered the "peer teaching" program in his Introduction to Organizational Behaviour course over 20 years ago, empowering senior undergraduates by training them to teach their junior peers. At the doctoral level, he has supervised and guided many students, helping them launch academic careers by directly involving them in his research.

He also generously donated his time and counsel to innumerable Faculty/University assignments and committees, and involved himself extensively in the community promoting inter-cultural and inter-ethnic understanding.

His scholarly work of more than 100 refereed publications and 20 books on basic and applied psychology and management has significantly advanced the body of knowledge in the areas of work motivation and alienation, and organizational leadership. He is a Fellow of the Canadian Psychological Association, a recipient of multiple research grants, the 1988 Faculty of Management Chair in Organizational Behavior, a Seagram Senior Faculty Fellow and an Award of Excellence winner from the Administrative Sciences Association of Canada.

His affiliation with McGill continues even after retirement: Professor Kanungo was named Professor Emeritus at Convocation 2000.

Distinguished Teaching Award Winners, 2000.
Diane Gauvin (left) and Louis Gialloreto (right) are the proud recipients of this year's Distinguished Teaching Awards at the Undergraduate and Graduate levels respectively.



Distinguished Teaching Awards Winners for 2000

The Faculty of Management is pleased to announce that Faculty Lecturer Diane Gauvin and Assistant Professor Louis Gialloreto have been named this year's winners of the Faculty's Distinguished Teaching Awards at the Undergraduate and Graduate levels respectively.

These awards are presented annually to a faculty member from each level who exemplifies excellence in teaching while demonstrating commitment to delivering quality education in the classroom. Faculty members are selected by a committee that comprise the Dean, the respective Associate Dean and student representatives.

Diane Gauvin, who joined McGill Management in 1998, teaches in the area of International Business. Louis Gialloreto, who has been with the Faculty for more than 16 years, teaches a variety of Marketing courses, including Marketing Planning, e-Marketing and Industrial Marketing.

STUDENT ACHIEVEMENT

PHD THESES DEFENDED

Four McGill Management doctoral students successfully defended their final theses this year. Our congratulations go to:

- Leslie Borrelli Haugen for her thesis entitled *Organizational exchange and competitive implications: the meanings and manifestations of partnerships in the oil and gas sector* (September 2000). Associate Professor Jan Jorgensen was her thesis supervisor.
- Kathleen Brewer Doran for her thesis entitled *Consumer information search and use: an in-depth study of Chinese and North American consumers* (September 2000), supervised by Professor Jon Hartwick. Ms. Doran is presently Associate Dean of the School of Business and Information Technology at Lasell College in Newton, MA.
- Monia Mazigh for her thesis entitled *A linear model for the term structure of interest rates* (October 2000). Professor Alex Whitmore was her thesis supervisor.
- Jordan Lebel for his thesis entitled *Investigation into the experience of pleasure: intensity, its relationship to consumption behavior, and moderators thereof* (October 2000). Mr. Lebel is presently Assistant Professor in the Marketing Department of the Faculty of Commerce and Administration at Concordia University. His thesis supervisor was Associate Professor Laurette Dubé.

MBA's Tackle Pedagogy Excellence Project

This year, nine second-year MBA students were given an unprecedented opportunity to take on an organizational reengineering challenge on behalf of a real client – McGill Management!

In a reaffirmation of the Faculty's commitment to excellence in teaching, a Pedagogy Committee was appointed last fall. Its mandate: to explore the current status of teaching at McGill Management, investigate best teaching practices in other business schools and make recommendations for change.

In a bold move, the Faculty tapped into its resource pool of talented graduate students, selecting nine of the best MBA II students to work on a year-long independent study, the *Pedagogy Excellence Project*, under the auspices of Associate Professor Mary Dean Lee and Assistant Professor Steve Maguire.

APPLYING EDUCATION

Since September, the team has studied a variety of theoretical material provided by the professors – on topics such as teaching and learning, management education and organizational change. They now act as consultants to the Faculty, gathering information from a variety of sources, including key stakeholders such as faculty, staff, students and members of the Montreal business community.

The team expects the data to clarify what pedagogy excellence consists of; identify organizational processes relevant to achieving it; and document and map related activity and information flows. Parallel to this examination, the team will investigate the best teaching practices of other institutions, including business schools recognized as leaders in teaching, respected firms with innovative in-house training and technological educational resources.

The project course wraps up this spring when the team presents its final paper and makes its recommendations to the Faculty.

"It's a tremendous opportunity for both the Faculty and the students," say Professors Lee and Maguire. "The training will not only make them more attractive to potential employers, it will allow them to make a meaningful contribution to the excellence of teaching at McGill Management.

"At the same time, the Faculty will benefit from the value-added contributions of these future professionals and, at the end of the project, will have a high quality deliverable documenting in detail the processes that affect pedagogy in the Faculty."

Members of the MBA project team are Fiona Boylan, Ron Duerksen, Bruce Gartner, Ravi Gupta, Eric Hamam, Gwen Hanrahan, Inez Jabalpurwala, Don Ludlow and Richard Schwartz.

Alumni interested in providing input to this project should contact Professor Lee at lee@management.mcgill.ca or Professor Maguire at smaguire@management.mcgill.ca

McGill
MANAGEMENT



Faculty Lecturer **Richard Donovan** helps BCom students hone their skills to participate in case competitions through his Case Analysis and Presentation (CAP) course.

BComs Gear Up for Spring Case Competitions

After a one-semester course and almost a dozen group-prepared case studies under their collective belts, a polished team of 27 BCom students are ready to flex their muscles at this year's round of undergraduate case competitions

Under the tutelage of IS faculty lecturer Richard Donovan who put them through their paces in his Case Analysis and Presentation (CAP) course, and with the support of faculty case advisors from each discipline, every student enrolled in this course will be asked to represent McGill at at least one competition this year.

"Case competitions vary widely in scope and design," explains Mr. Donovan. "Some are area-specific, dealing with pure marketing or finance or HR issues. Others are cross-functional, demanding the knowledge and skills of students from several areas. Some competitions allow students only three or five hours to prepare their arguments; others give students as long as 24 hours to 'crack' the case."

One of the most popular and prestigious events of the calendar is the University of Southern California (USC) competition held in February. Each year, teams from 18 universities from around the world are invited to Los Angeles over Spring Break for four days of academic competition and social interaction. "Our team placed second at this competition last year," reports Mr. Donovan.

In all, McGill BComs will take part in five competitions this year including USC, University of Washington at Seattle, Queen's, the Commerce Games at UQAM and one right here at McGill.

Borrowing from the USC model, BCom students are currently in the midst of organizing the first annual McGill International Management Case Competition (MIMC), a four-day event scheduled for March. Twelve business schools have been invited – four each from Canada, the U.S. and abroad.

"Participating in case competitions provides students with a very real advantage as they prepare for careers in the business world," says Mr. Donovan. "They learn to fine-tune their presentation skills and develop their leadership, team-building and analytical skills. They learn to think logically, to combine theory with practice and to communicate persuasively across several disciplines. It's a great hands-on experience.

"These competitions also represent important recruiting and marketing opportunities for corporate sponsors," contends Mr. Donovan. "Managers from sponsoring companies often

attend the presentations to see the students in action. Companies wanting to improve their visibility might consider a financial contribution to one of the international events."

AT THE MBA LEVEL

McGill MBA students also take part in numerous prestigious national and international case competitions. Case preparation is not done through coursework, but largely through the coaching efforts of Assistant Professor Louis Gialloreto, assisted by other Area faculty members.

In addition to participating in four external competitions this year, McGill MBAs will host the 2nd Annual McGill International Marketing E-Challenge (MIME) this coming February where universities and corporations from around the world will compete. MBA students will also participate in the University of New Brunswick E-Commerce Case Competition where McGill has won first place in each of the last two years, the Ottawa University MBA/Engineering Case Competition, the Concordia Case Competition, and the *Financial Times* of London MBA Challenge.

BCom Alumni Calendar of Events

The BCom Alumni Network has lined up an exciting calendar of events for the new year, so be sure to mark these dates down in your agenda!

January 17, 2001

Help us kick-off the year in conversation with Michael Soles (BA '89), Investment Advisor at Royal Bank Financial Group, McGill Hall of Fame inductee and former Montreal Alouettes fullback. Soles will discuss his life during and after the "Als" with Global Television sports anchor Paul Graif. While the event is free, donations in support of the Missing Children's Network will be accepted at the door.

When and where?

7:00 - 9:00 p.m.

H. John Greeniaus Room
6th floor

Samuel Bronfman Building
1001 Sherbrooke Street West

To attend, please reply to
Alexandra Muller
at (514) 874-4824.

February 2001

Raise your spirits at our first ever wine-tasting event!

March 3-5, 2001

Enjoy the best of the season at a Winter Wonderland weekend of inner-tubing, skiing and après-ski at St. Sauveur with the Montreal, Toronto and New York branches of the BCom Alumni Network.

To find out more about these events, simply visit our webpage at:
www.management.mcgill.ca/alumni/Welcome2000.htm.

New BCom Alumni Network Executive Committee

Responsibility for coordinating all these terrific events falls to the BCom Alumni Network Executive Committee. Many thanks to this year's Executive comprised of President Megan Melville (BCom'95); Ken Kunin (BCom'99), Solange Garceau (BCom'95), Philippe Grubert (BCom'95), Alexandra Muller (BCom'95), Ted Murata (BCom'97), Melanie Richter (BCom'95), Andrew Robb (BCom'97), and Jeff Shoer (BCom'97).



Dean **Gerald Ross**, 3M Chairman and CEO **Livio de Simone** and McGill's Professor **Henry Mintzberg** discuss tomorrow's corporate challenges.

New York Meet Provides Unique Look Inside Tomorrow's Firms

If you could imagine a successful organization ten years from now, what would it look like from the inside out? What will it take to get there in this era of rapid and constant change?

Alumni and friends of the Faculty had the unique opportunity to discuss

these penetrating questions at the New York Meet, which was hosted by the Faculty of Management and held at the Penn Club on October 13.

In an animated panel discussion moderated by Dean Gerald Ross, 3M Chairman and CEO Livio de Simone and McGill Professor Henry

Mintzberg attempted to uncover the unique DNA of globally successful firms and identify the key transition issues that will face organizations of every size in the future. For the enthusiastic audience, the evening offered an unprecedented opportunity to penetrate some of the most insightful minds in business today.

Calling All MBA Alumni!

We are currently in search of new committee members to help Derek Stanger (MBA '99) and Marc-André René (MBA '99) in leading the MBA Alumni Society. If you are interested in getting involved, please contact us at mba-alumni@management.mcgill.ca

Don't Forget!

The MBA Alumni Web site is a valuable resource you can use to post your personal profile, network, find old friends and classmates, and check out career info. To view the site or update your profile, simply visit <http://mba.mcgill-alumni.com>.

Need an access code for the site? Send an e-mail request to mba-alumni@management.mcgill.ca. Why not visit us today!

Through the Years . . .

— The 1960s —

David A.B. Brown (BCom'66) is President of The Windsor Group Inc. of Boston. He was elected to the Board of Directors of NS Group Inc. in April 2000 and also currently serves on the Boards of EMCOR Group Inc., Marine Drilling Companies, BTV Inc. and Technical Communications Corp.

— The 1970s —

Ian Cook (BCom'70) has expanded his management consulting firm, Fulcrum Associates Inc., to the U.S. With offices in Toronto and Virginia and associates on both sides of the border, Fulcrum offers training programs and speaking, consulting and executive coaching services in the areas of leadership, team-building and individual effectiveness.

David E. Miller (MBA'76) is a Loans Specialist and Investment Banker for Bank of America in Washington, D.C.

Carole J. Salomon (MBA'77) was appointed President, North America, of Trader.com, a publishing and Internet company which operates in 19 countries and is listed on NASDAQ. Carole is based in Toronto.

Murray Sang (BSc'76, MBA'79) was recently appointed Director, Centre for Continuing Education, at Concordia University in Montreal. In this capacity, he oversees the operation, administration and planning of all non-credit course programs offered through the University. At the same time, Murray also teaches non-credit, undergraduate and graduate management courses at both McGill and Concordia. He resides in Montreal with his wife, Carol, and daughter, Laura.

— The 1980s —

Allen Resnick (MBA'80) is a partner in the 140-attorney Los Angeles-based law firm of Jeffer, Mangels, Butler & Marmaro LLP where he represents clients in the retail, wholesale, manufacturing and service sectors, including a number of Quebec companies doing business in the U.S. and Latin America. In addition to his law practice, Allen has served as President of the Canada-California Chamber of Commerce and is Chairman of the California Senate Advisory Commission on Canada-California Trade Relations.

Ruth Solomon (BCom'81) is a Sybase database specialist consultant at Trans Canada Pipelines in Calgary. She obtained her third Sybase certification in December 1999 and is currently studying towards her fourth certification.

Conor Vibert (BCom'85), an Acadia University business professor and father of four, recently published a book entitled *Web-Based Analysis for Competitive Intelligence* which is available on-line through Quorum Books or Amazon.com.

— The 1990s —

Philippe Johnson (BCom'92) completed his law degree in 1998 and is now practising corporate and commercial law with the firm of Goodman, Phillips & Vineberg in Montreal.

Andreas Kaempf (BCom'93) is currently enjoying life in London, England, working as an Engagement Manager at McKinsey & Company after obtaining an MBA from M.I.T.'s Sloan School of Management in Boston.

Melanie Richard (BCom'93) is loving her new full-time career as mother of Clara Hope Raynauld, born May 27, 2000.

Gregory Rotunno (MBA'93), Director of Sales and Marketing at United Sales Concepts in New York, married Jiha Sung on June 2, 2000. The couple reside in New York.

Marc-André Lalande (MBA'94) and his wife Rebecca are delighted to announce the arrival of Sophie Andrea, born May 4, 2000 in Ottawa. Sophie made her timely arrival just as mother, father and older sister Nathalie, 2, were two weeks from relocating to Raleigh, North Carolina where Marc-André would assume new responsibilities as Manager, Advanced Business Solutions for Nortel Networks.

Lawrence Wilk (BCom'95) was promoted to Manager at Richter, Usher & Vineberg in 1999. Lawrence, who is a CA, has been with the firm since graduation.

Stephanie Assouline (BCom'98) married David Tordjman in November 1998 and is pleased to announce the birth of their first son, Matan, born June 10, 2000. Stephanie has worked as a marketing assistant at *Reader's Digest* for the past two years.

Doreen Iskander (BCom'98) recently left Cossette Communications in Toronto, where she was an Account Executive, to accept a position as a Senior Account Executive for Leo Burnett in Paris, France. She can be reached at doreeniskander@hotmail.com

Nathalie Kristo (BCom'98) recently relocated to Paris, France, where she accepted a position as a Brand Manager at L'Oréal. Previously, Nathalie was an Assistant Brand Manager at Procter & Gamble Canada. She can be contacted at nathaliekristo@hotmail.com

Irina Bourakova (BCom'99) is thrilled to announce the birth of her daughter, Anna, on January 18, 2000.

Let us know what's new with you!

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Homecoming Home-Opener!

Pictured here at the season opener of the McGill Redmen hockey team, a real highlight of this year's Homecoming, are (from left to right)

Megan Melville (BCom'95),
Jeff Shoer (BCom'97), **Ken Kunin** (BCom'99),
Andrew Robb (BCom'97)
and **Ted Murata** (BCom'97).



A Look Back at Homecoming 2000

This year's Homecoming, held October 19-22, proved to be an exceptional event that will long be remembered by all who attended.

Instead of focusing on the traditional Homecoming football game, this year's organizing committee invited alumni to the hockey home-opener of the McGill Redmen held at the newly refurbished McConnell Arena. The game was prefaced with an inaugural ceremony celebrating the arena's \$4 million renovation. Each guest received a square wooden puck commemorating the puck used at McGill in the late 1800s.

The Leacock Luncheon was another huge success. Hosted by an all-female headtable, with Derek Drummond, McGill's Vice-Principal (Development and Alumni Relations), acting as Master of Ceremonies, the luncheon honoured the 100th anniversary of the Royal Victoria College, McGill's renowned women's residence. Several class reunions, a walking tour of Montreal, a cyber-café and the traditional closing lunch at Gibby's rounded out this very special week-end.

Plans are already under way for next year's Homecoming. If 2001 is a special anniversary year for you, why not consider helping to organize your class reunion? For more information, please contact Kathy Bowman, the McGill Alumni Association Class Reunion Coordinator, at (514) 398-3554 or via e-mail at kathyb@martlet1.lan.mcgill.ca.

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