

# Business

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- **Master of Business Administration**
- **Master of Business Administration with Specialization in African Studies**
- **Master of Business Administration with Concentration in International Development Management and Specialization in African Studies**
- **Ph.D. Management**

## Master of Business Administration

### About the Program

The Sprott MBA is a professional degree designed for those who would like to develop their expertise and improve their management knowledge and skills. The Sprott MBA is market driven and currently focuses in the areas of financial management, international business, international development management, management accounting, management and change, and technology management. The MBA program consists of a set of compulsory core courses, a concentration and a set of elective courses.

The MBA can be completed on a full time or part time basis, depending on the concentration selected. Candidates with less than two years of professional employment experience must complete a mandatory internship. Professional employment experience must be verified by the School. Further details are available at [sprott.carleton.ca/mba](http://sprott.carleton.ca/mba)

Instructors in the Sprott MBA have significant management or consulting experience outside the university. The courses and course pedagogy are highly applied, using case studies of actual corporations and industries. While working within small teams, the emphasis is on the diagnosis of problems, identification of strategic options and solutions.

### Academic Regulations

See the General Regulations section of this Calendar.

**Academic standing:** a grade of B- or better is normally required in each credit counted towards the degree. However, a candidate may, with the recommendation of the School and the approval of the Dean of the Faculty of Graduate and Postdoctoral Affairs, be allowed to count a grade of C+ in 0.75 credits.

Withdrawal from the program will be required if an MBA student:

- Receives a grade of lower than B- in 1.25 credits or more, or
- Fails to achieve a weighted GPA of 7.0 after completing 2.0 credits of study, or to maintain it, or
- Receives a grade lower than C+ in the same course more than once.

### Admission Requirements

- Applicants are expected to hold an Honours bachelor's degree or equivalent, with a minimum overall average of B.
- The Sprott School requires that all applicants submit a GMAT with a minimum score of 550 obtained in the Graduate Management Admission Test (GMAT) offered by Pearson Vue, Bloomington, MN.
- Proficiency in English is necessary to pursue graduate studies at Carleton University. See Section 3.6 of the General Regulations of this Calendar for English proficiency rules.

### Notes:

1. Admission is judged primarily on the applicant's ability to successfully undertake advanced study in management based on his/her work experience and achievement, GMAT score and undergraduate grades. Possession of the minimum admission requirements does not, in itself, guarantee acceptance.
2. As the M.B.A is a professional degree, advanced standing for previous course work is not granted.

### Program Requirements

The full-time stream is designed to be completed in three terms of study over 16 months.

The part-time stream is designed to be completed in a minimum of three years of part-time study.

Applicants without a minimum of two years professional employment experience are required to complete a mandatory internship, which in some cases may extend the length of the program.

Further details on program timing are provided in the General Regulations section of this Calendar, under Time Limits for Program Completion, Section 13.2.

Attendance and completion of M.B.A. Orientation Skills Workshops is a mandatory M.B.A. degree requirement. Designated workshops must be completed by the first week of class in the first fall term of admission. For details on the Skills Workshops requirements, students should contact the MBA Office or consult the website, [sprott.carleton.ca/mba](http://sprott.carleton.ca/mba)

Courses are 0.25-credit/quarter-credit (six weeks), or 0.5 credit/half-credit, 12 weeks.

Students must successfully complete 4.25 credits of compulsory core courses. Students with no concentration must take 3.25 credits of elective courses. Students with one concentration, except those in International Development Management, must take 2.25 credits from one concentration and 1.0 credits of elective courses. Students in the International Development Management Concentration must take 2.25 credits of concentration courses and 0.5 credits of elective courses.

The elective credits may be selected from any of the other concentration courses, MBA electives, or from relevant

courses in other departments, with permission of the School.

Before students take concentration courses, they must have successfully completed the relevant core courses.

Students having less than two (2) years of professional employment experience must successfully complete BUSI 5999 [1.0] Internship in order to graduate. Details and requirements for the internship are available from the School.

### Concentrations in the MBA Program

- Financial Management
- International Business
- International Development Management
- Management Accounting (constitutes partial completion of the requirements for the Certified Management Accounting (CMA) designation, by agreement with the Society of Management Accountants of Ontario)
- Management and Change
- Technology Management

### M.B.A. Program Structure and Variations

#### M.B.A. (8.5 credits)

1. 4.25 credits in compulsory core courses	4.25
2. 3.25 credits in elective courses	3.25
3. 1.0 credit in BUSI 5999	1.0
<b>Total Credits</b>	<b>8.5</b>

#### M.B.A. with one concentration (8.5 credits)

1. 4.25 credits in compulsory core courses	4.25
2. 2.25 credits in a chosen concentration	2.25
3. 1.0 credit in elective courses	1.0
4. 1.0 credit in BUSI 5999 <sup>1</sup>	1.0
<b>Total Credits</b>	<b>8.5</b>

#### Variations:

**Concentration in Management Accounting (8.5 credits) - available in the part-time stream only**

**Concentration in International Development Management (8.0 credits)**

1. 4.25 credits in core courses. IDM students must take ITIS 5403, TOMS 5303 and TOMS 5304 (see below) in place of ITIS 5401, TOMS 5301 and TOMS 5302

2. 2.25 credits in concentration courses consisting of 1.5 credits of IDMG courses offered by the Norman Paterson School of International Affairs (NPSIA), School of Public Policy and Administration (SPPA), and 0.75 credits in the Sprott School of Business as specified below. <sup>2</sup>

3. 0.5 credit in electives from the list of elective courses <sup>3</sup>

4. 1.0 credit in BUSI 5999 <sup>1</sup>

#### Master of Business Administration with two concentrations (9.75 credits for full-time stream)

1. 4.25 credits in compulsory core courses	4.25
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2. 4.5 credits in the concentrations: 2.25 credits in each of two concentrations with the exception of the International Development Management Concentration

3. 1.0 credit in BUSI 5999

**Total Credits** 9.75

- <sup>1</sup> Students with less than two (2) years of professional employment experience must successfully complete BUSI 5999 [1.0] Internship in order to graduate. Students with two or more years work experience may apply for an exemption.
- <sup>2</sup> IDMG courses are not open to students in other concentrations.
- <sup>3</sup> IDM students may not take electives in other concentration courses.

#### Master of Business Administration with Specialization in African Studies (8.5 credits)

1. 0.5 credit in: 0.5  
AFRI 5000 [0.5] African Studies as a Discipline: Historical and Current Perspectives

2. 0.0 credit in: 0.0  
AFRI 5800 [0.0] Scholarly Preparation in African Studies

3. 1.0 credit in courses designated as having sufficient African Studies content, within the School of Business or elsewhere, with permission of the School

1. 4.25 credits in compulsory core courses 4.25

2. 1.75 credits in elective courses 1.75

3. 1.0 credit in BUSI 5999 1.0

**Total Credits** 8.5

#### Master of Business Administration with Concentration in International Development Management and Specialization in African Studies (8.0 credits)

1. 0.5 credit in: 0.5  
AFRI 5000 [0.5] African Studies as a Discipline: Historical and Current Perspectives

2. 0.0 credit in: 0.0  
AFRI 5800 [0.0] Scholarly Preparation in African Studies

3. 4.25 credits in compulsory core courses 4.25

4. 2.25 credits in concentration courses (with 1.0 credit in courses designated as having sufficient African Studies content, within the School of Business or elsewhere, with permission of the School) 2.25

5. 1.0 credit in: 1.0  
BUSI 5999 [1.0] Internship

**Total Credits** 8.0

#### Selection of Courses - African Studies

The courses listed below (all are worth 0.5 credit) are relevant to students of African Studies and could, with the approval of the specific requirements of the units involved, be used as courses to help fulfill degree requirements. There are also often graduate courses and 4000-level courses in a number of units at Carleton that are offered on an ad hoc basis that have significant content appropriate to African Studies. To have any such course count towards their degree requires approval of the

Director of the Institute of African Studies when it is being offered.

Note: the number of spaces in graduate courses offered by other departments may be limited, and registration may be conditional upon obtaining the prior approval of the department concerned. It is the student's responsibility to ensure that permission is obtained from the appropriate department prior to registering in any of the following courses.

### African Studies

AFRI 5000 [0.5]	African Studies as a Discipline: Historical and Current Perspectives
AFRI 5050 [0.5]	Selected Topics in African Studies
AFRI 5100 [0.5]	African Studies Abroad
AFRI 5700 [0.5]	Directed Readings in African Studies
AFRI 5900 [0.5]	Placement
AFRI 5800 [0.0]	Scholarly Preparation in African Studies

### Anthropology

ANTH 5109 [0.5]	Development, Dependency and Gender
ANTH 5202 [0.5]	The Anthropology of Underdevelopment
ANTH 5209 [0.5]	Special Topics in the Anthropology of Africa
ANTH 5809 [0.5]	Selected Topics in the Anthropology of Development and Underdevelopment

### English

ENGL 5008 [0.5]	Studies in African Literature
ENGL 5010 [0.5]	Studies in Caribbean Literature

### French

FREN 5600 [0.5]	Littératures du monde francophone
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### International Affairs

INAF 5603 [0.5]	Issues in Development in Africa
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### Law

LAWS 5007 [0.5]	Race, Ethnicity and the Law
LAWS 5603 [0.5]	International Law: Theory and Practice

### Political Science

PSCI 5107 [0.5]	Globalization, Adjustment and Democracy in Africa
PSCI 5202 [0.5]	Development Theory and Issues
PSCI 5203 [0.5]	Southern Africa After Apartheid
PSCI 5801 [0.5]	Foreign Policies of African States

### Sociology

SOCI 5404 [0.5]	Race, Ethnicity and Class in Contemporary Societies
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### Women's and Gender Studies

WGST 5902 [0.5]	Advanced Topics in Women's and Gender Studies
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## M.B.A. Course Categories

### M.B.A. Compulsory Core Courses

ACCT 5001 [0.25]	Financial Accounting
ACCT 5002 [0.25]	Managerial Accounting
BUSI 5801 [0.25]	Statistics for Managers
BUSI 5802 [0.25]	Business Ethics

BUSI 5803 [0.25]	Managerial Economics
FINA 5501 [0.25]	Financial Management
FINA 5502 [0.25]	Corporate Finance
IBUS 5701 [0.25]	International Business
ITIS 5401 [0.25]	Fundamentals of IT Service Management
MGMT 5100 [0.5]	Managing People and Organizations
MGMT 5101 [0.25]	Managing People
MGMT 5102 [0.25]	Managing Organizations
MKTG 5200 [0.5]	Marketing Strategy
MKTG 5201 [0.25]	Marketing Strategy Formulation
MKTG 5202 [0.25]	Marketing Strategy Implementation
TOMS 5301 [0.25]	Modeling Business Decisions
TOMS 5302 [0.25]	Operations Management
STGY 5900 [0.5]	Corporate and Business Strategy
STGY 5901 [0.25]	Corporate and Business Strategy
STGY 5902 [0.25]	Strategic Management Capstone Project

For students in International Development Management Concentration Only:

ITIS 5403 [0.25]	ICT for Development
TOMS 5303 [0.25]	Managing Projects
TOMS 5304 [0.25]	Logistics and Supply Chain Management

## M.B.A. Concentration Courses

### Concentration in Financial Management

ACCT 5011 [0.25]	Financial Statement Analysis
ACCT 5012 [0.25]	Performance Measurement and Control
ACCT 5013 [0.25]	Financial Reporting and Control in Public Organizations
ACCT 5014 [0.25]	Financial Corporate Governance and Accountability
FINA 5511 [0.25]	Investments
FINA 5512 [0.25]	Valuation
FINA 5513 [0.25]	Mergers and Acquisitions
FINA 5514 [0.25]	International Finance
FINA 5521 [0.25]	Financial Management Concentration Integration

### Concentration in Management Accounting

ACCT 5020 [0.5]	Intermediate Financial Accounting
ACCT 5021 [0.5]	Advanced Financial Accounting
ACCT 5022 [0.5]	Intermediate Management Accounting
ACCT 5023 [0.5]	Advanced Management Accounting
ACCT 5014 [0.25]	Financial Corporate Governance and Accountability

### Concentration in Management and Change

MGMT 5111 [0.25]	Conflict and Negotiation
MGMT 5112 [0.25]	Power and Influence
MGMT 5113 [0.25]	Managing Teams
MGMT 5114 [0.25]	Managing Diversity
MGMT 5115 [0.25]	Leadership
MGMT 5116 [0.25]	Managing Performance

MGMT 5117 [0.25]	Knowledge Management
MGMT 5120 [0.5]	Fundamentals of Leading and Managing Organizational Change

### Concentration in Technology Management

ITIS 5411 [0.25]	IT Service Support
ITIS 5412 [0.25]	IT Service Delivery
ITIS 5413 [0.25]	Enterprise Architecture and Governance
TOMS 5311 [0.25]	Quality Management
TOMS 5312 [0.25]	Technology Development
TOMS 5313 [0.25]	Technology Adoption for Services
TOMS 5314 [0.25]	Supply Chain Management
MKTG 5211 [0.25]	Technology Marketing
ITIS 5421 [0.25]	Strategic Management of Technology Concentration Integration

### Concentration in International Business

IBUS 5711 [0.25]	International Marketing and Trade
IBUS 5712 [0.25]	Business and Government in Emerging Economies
IBUS 5713 [0.25]	Doing Business in the United States
IBUS 5714 [0.25]	Buyer Behaviour in International Markets
IBUS 5715 [0.25]	Foreign Markets: Selection, Assessment and Entry Strategies
IBUS 5716 [0.25]	Management of International Business
IBUS 5721 [0.25]	Regional and Global Business Strategies Concentration Integration
FINA 5514 [0.25]	International Finance
TOMS 5314 [0.25]	Supply Chain Management

### Concentration in International Development Management

IBUS 5712 [0.25]	Business and Government in Emerging Economies
MGMT 5115 [0.25]	Leadership
ITIS 5414 [0.25]	Emerging Information Technologies and Business Innovation
IDMG 5600 [0.5]	Human Resource Development
IDMG 5603 [0.5]	Project Operations in a Developing Country Context
IDMG 5615 [0.5]	Civil Society Organizations and Development

### Concentration in International Development Management Concentration Electives

IDMG 5601 [0.5]	Conflict and Development
IDMG 5602 [0.5]	Issues in International Development
IDMG 5604 [0.5]	Human Security: From Policy to Practice
IDMG 5605 [0.5]	Human Rights: International Politics and Policies
IDMG 5606 [0.5]	Agriculture and Rural Development
IDMG 5607 [0.5]	Global Health Policy

IDMG 5609 [0.5]	International Aspects of Economic Development
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IDMG 5616 [0.5]	Program Evaluation in Developing Countries
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IDMG 5617 [0.5]	Health Policy in Developing Countries
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IDMG 5619 [0.5]	Rights, Development and Conflict
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IDMG 5620 [0.5]	Development Assistance Theory and Practice
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### Other Elective Courses

BUSI 5905 [0.5]	Special Topics
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BUSI 5906 [0.25]	Special Topics
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FINA 5515 [0.5]	Micro Finance
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### Additional MBA Elective Courses

These are additional to electives selected from other concentrations, and are available to students in all concentrations.

BUSI 5905 [0.5]	Special Topics
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BUSI 5906 [0.25]	Special Topics
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FINA 5515 [0.5]	Micro Finance
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ITIS 5403 [0.25]	ICT for Development
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TOMS 5303 [0.25]	Managing Projects
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### Ph.D. Management

#### About the Program

The focus of the Ph.D. program in Management is applied research about complex management problems in a rapidly changing and globally oriented environment. The doctoral program in management is designed to develop graduates who are skilled in research with both a theoretical and practical understanding of the complex problems of business and managers and contribute to the advancement of management knowledge and practice. Graduates will pursue careers in university education and research, in training and research in private and public sector organizations, and in business management.

The program is designed to accomplish its objectives by its orientation to a holistic, integrative, and discipline-supported approach to management problem solving, focused on critical issues facing managers in organizations.

#### Academic Regulations

See the General Regulations section of this Calendar.

Academic Standing: Doctoral students must normally obtain a grade of B- or better in each credit, and Satisfactory on the comprehensive examinations, the Ph.D. thesis and its oral defence.

#### Admission Requirements

Admission into the Ph.D. program will be judged primarily on the applicant's ability to undertake research successfully and his/her prospects for completion of the program.

The normal requirement for admission to the doctoral program in management is a master's degree (or

equivalent) in business or a related field with an A-average and a bachelor's degree. A number of years of work experience is desirable.

A student enrolled in the M.B.A. program (or a similar research-based master's program in business) who has completed a minimum of 2.5 credits and who has shown outstanding academic performance and research promise may be admitted to the Ph.D. program without completing the master's program. Normal Ph.D. program requirements, as stated below, will apply. Each case will be considered on an individual basis for advanced standing in the Ph.D. program. Advanced standing will be considered for a maximum of 1.5 credits.

Applicants who have completed a thesis-based master's program in business or a related area may have their program requirements, as set out below, adjusted at the time of admission.

All Ph.D. candidates, regardless of their previous field of specialization, are expected to have or to acquire a basic knowledge of statistics and at least two of the following areas of management: finance, marketing, organizational behavior, management science, information systems, and production/operations management. Students will be admitted to the program with a course of study designed where appropriate to supplement previous education, experience, and training.

Graduate Management Admission Test (GMAT) - the School requires that all applicants submit scores obtained in the Graduate Management Admission Test (GMAT) offered by the Education Testing Service of Princeton, New Jersey. Successful candidates will normally have a GMAT score of at least 600.

All applicants whose first language is not English must be tested for proficiency in the English language. See Section 3.6 of the General Regulations section of this Calendar for details.

### Program Requirements

The degree can be pursued on a full-time or part-time basis.

The program requirements for the Ph.D. in Management are:

10.0 credits comprised of:

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| 1. <b>1.5 credits in</b> research and analysis methods  | 1.5 |
| 2. <b>1.5 credits in</b> seminar courses in functional areas of business  | 1.5 |
| 3. <b>1.0 credit from</b> a selection of advanced course electives in the School of Business                      | 1.0 |
| 4. <b>1.0 credit in</b> free electives which must be approved by the thesis supervisor                            | 1.0 |
| 5. <b>5.0 credits in</b> a Thesis, which must be defended at an oral examination                                  | 5.0 |
| 6. One written and one oral comprehensive examination   |     |
| 7. Participation in the Sprott School of Business research seminar series on current business issues for one year |     |

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| 8. Participation in the Sprott School of Business seminar series on, and classroom experience in, teaching methods |  |
| 9. Presentation and oral defence of the thesis proposal  |  |

Total Credits	10.0
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### Course Requirements

All students in the doctoral program are required to complete successfully the following courses:

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| 1. <b>1.5 credits in:</b> | 1.5 |
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BUSI 6902 [0.5]	Research Methodology in Business	
BUSI 6907 [0.5]	Ph.D. Thesis Tutorial	
BUSI 6905 [0.5]	Advanced Statistical Methods for Business Research	
or BUSI 6906 [0.5]	Advanced Methods and Models of Management Science	

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| 2. <b>1.5 credits in</b> advanced seminars including at least one two-course sequence, from the following doctoral seminar courses: | 1.5 |
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BUSI 6100 [0.5] & BUSI 6101 [0.5]	Seminar in Modern Organization Theory and Current Topics in Organizational Behaviour	
BUSI 6200 [0.5] & BUSI 6201 [0.5]	Seminar in Marketing I and Seminar in Marketing II	
BUSI 6300 [0.5] & BUSI 6301 [0.5]	Seminar in Management of Production/Operations I: Strategic Management of Production Systems and Seminar in Management of Production/Operations II: Production/Technology/Strategy Interface	
BUSI 6400 [0.5] & BUSI 6401 [0.5]	Seminar in Information Systems I: Information and Computing Technologies in Management and Seminar in Information Systems II: Analysis and Design of Information Systems	
BUSI 6500 [0.5] & BUSI 6501 [0.5]	Seminar in Finance I and Seminar in Finance II	
3. <b>1.0 credit from</b> the following advanced seminars:	1.0	
BUSI 6701 [0.5]	Choice Behaviour	
BUSI 6702 [0.5]	Analysis and Representation of Complex Problems	
BUSI 6703 [0.5]	Systems Concepts in Management	
BUSI 6704 [0.5]	Managing the Change Process	
BUSI 6801 [0.5]	Management of Technology	
BUSI 6802 [0.5]	Women in Management	
BUSI 6803 [0.5]	Corporate Strategy and Policy	
BUSI 6804 [0.5]	International Business Strategy	
BUSI 6805 [0.5]	Canadian Business Competitiveness	

Students are strongly encouraged to complete 0.5 credit from the following series of courses which focuses on the dimensions of complex problem representation and analysis:

BUSI 6701 [0.5]	Choice Behaviour
BUSI 6702 [0.5]	Analysis and Representation of Complex Problems
BUSI 6703 [0.5]	Systems Concepts in Management
BUSI 6704 [0.5]	Managing the Change Process

Students are also strongly encouraged to complete 0.5 credit from the following series of courses oriented to specific management issues.

BUSI 6801 [0.5]	Management of Technology
BUSI 6802 [0.5]	Women in Management
BUSI 6803 [0.5]	Corporate Strategy and Policy
BUSI 6804 [0.5]	International Business Strategy
BUSI 6805 [0.5]	Canadian Business Competitiveness

The remaining 1.0 credit elective, chosen with the approval of the thesis supervisor to assist in the thesis research process, normally will be chosen from either those courses at the 5000- or 6000-level in the School of Business listed above, or from outside the School in a supporting discipline or in the area of statistics.

### Comprehensive Examinations

All Ph.D. candidates are required to successfully complete one written and one oral examination. The written examination will consist of a major essay that provides a comprehensive analytical review of the literature in an area of the student's specialization. The issues dealt with in the essay will be distinct from the student's thesis topic. The submission of the essay will be followed within three to four weeks by a comprehensive oral examination. In addition to questions based on the written portion, the oral comprehensive will include questions on peripheral topics previously assigned by the student's comprehensive examination committee.

The comprehensive examinations must be completed successfully before the Ph.D. proposal defence is scheduled. In normal circumstances, the oral defence must occur within four calendar terms of the student's initial registration in the Ph.D. program. Students who do not fulfil this requirement may be asked to withdraw from the program.

### Thesis

All Ph.D. candidates are required to complete successfully a thesis normally equivalent to a minimum of 5.0 credits on a topic approved by the School. Students with appropriate background will be reviewed for possible adjustment of thesis weight.

### Accounting (ACCT) Courses

#### ACCT 5001 [0.25 credit]

##### Financial Accounting

Fundamentals of financial accounting. Techniques used to measure business transactions, preparation of financial statements, recording and valuation of assets, liabilities and equities.

Precludes additional credit for BUSI 5004 (no longer offered).

#### ACCT 5002 [0.25 credit]

##### Managerial Accounting

Fundamentals of managerial accounting and control. Techniques for management decision-making, planning, and control including cost-volume-profit analysis, product costing, variance analysis, relevant costing, transfer pricing and the balanced scorecard.

Precludes additional credit for BUSI 5005 (no longer offered).

Prerequisite(s): ACCT 5001.

#### ACCT 5011 [0.25 credit]

##### Financial Statement Analysis

A user-oriented approach to the study of financial statements. The role of the financial statements and the annual report in the financial reporting process, using ratio analysis to analyze firm performance and make forecasts of future performance.

Precludes additional credit for BUSI 5000 (no longer offered).

Prerequisite(s): ACCT 5001 ACCT 5002 and FINA 5502.

#### ACCT 5012 [0.25 credit]

##### Performance Measurement and Control

Efficacy and efficiency of corporate strategies. Design and use of performance measurement systems from an organizational integrated systems view. Balanced scorecard, activity-based management, and other performance measurement and control systems.

Precludes additional credit for BUSI 5000 (no longer offered).

Prerequisite(s): ACCT 5001 AND ACCT 5002.

#### ACCT 5013 [0.25 credit]

##### Financial Reporting and Control in Public Organizations

Public sector accounting principles, practices, and unique financial reporting requirements. Comparison with private sector financial reporting, control, and performance evaluation.

Prerequisite(s): ACCT 5001 and ACCT 5002.

#### ACCT 5014 [0.25 credit]

##### Financial Corporate Governance and Accountability

Corporate governance functions including management and controllership, boards of directors, auditors, security commissions and the control of enterprise-wide risk management. Historical development and evaluation of current practices, including Sarbanes Oxley and its implications.

Prerequisite(s): ACCT 5001 and ACCT 5002.

#### ACCT 5020 [0.5 credit]

##### Intermediate Financial Accounting

Concepts, methods and uses of financial accounting information, including an in-depth examination of the preparation and analysis of the financial statements of publicly traded and privately owned entities.

Prerequisite(s): successful completion of ACCT 5001, ACCT 5002, FINA 5501 and FINA 5502.

**ACCT 5021 [0.5 credit]****Advanced Financial Accounting**

The preparation and analysis of advanced financial accounting topics including pensions, earnings per share, leases, business combinations, taxation and foreign currency.

Prerequisite(s): ACCT 5001 and ACCT 5002, ACCT 5020, FINA 5501 and FINA 5502.

**ACCT 5022 [0.5 credit]****Intermediate Management Accounting**

Cost and managerial accounting topics in business decision making, including product and process costing, cost behavior analysis, differential costing, contribution margin analysis and decision analysis under uncertainty.

Prerequisite(s): ACCT 5001, ACCT 5002, FINA 5501 and FINA 5502.

**ACCT 5023 [0.5 credit]****Advanced Management Accounting**

Advanced topics in cost and managerial accounting, including budgeting, capital budgeting, standard cost systems, transfer pricing and performance evaluation of managers, organizations and strategy implementation.

Prerequisite(s): ACCT 5001, ACCT 5002, ACCT 5022 and FINA 5502.

**Business (BUSI) Courses****BUSI 5801 [0.25 credit]****Statistics for Managers**

Techniques for using data to make an informed use of statistics. Applications, interpretation and limitations of results. Sampling, descriptive statistics, probability concepts, estimation and testing of hypotheses and regression, using practical business situations.

Precludes additional credit for BUSI 5904.

**BUSI 5802 [0.25 credit]****Business Ethics**

Impact of corporate decisions on society. Models and standards of business ethics and corporate social responsibility (CSR). Methods of measuring and reporting. The rise of corporate power, stakeholder analysis, corporate governance, sustainability, national and international pressures on CSR.

**BUSI 5803 [0.25 credit]****Managerial Economics**

The application of economic principles and methodologies to business decision problems. The logic and consequences of consumer and producer decision-making and the resultant market outcomes.

Precludes additional credit for BUSI 5604.

**BUSI 5900 [0.5 credit]****Tutorials/Directed Studies in Business**

Tutorials or directed readings in selected areas of business, involving presentation of papers as the basis for discussion with the tutor.

Prerequisite(s): admission to the program prior to the fall term of 2008 and permission of the M.B.A. Program Director. Completion of an undergraduate business course may be required.

**BUSI 5905 [0.5 credit]****Special Topics**

At the discretion of the School, a course dealing with selected topics of interest to students in the MBA Program. Topics will vary from year to year, and will be announced in advance of the registration period.

Prerequisite(s): Permission of the School.

**BUSI 5906 [0.25 credit]****Special Topics**

At the discretion of the School, a course dealing with selected topics of interest to students in the MBA program. Topics will vary from year to year, and will be announced in advance of the registration period.

Prerequisite(s): permission of the School.

**BUSI 5907 [0.5 credit]****M.B.A. Thesis Tutorial**

A seminar designed to help the student formulate and evaluate specific research topics. The successful submission of a thesis proposal is necessary for the completion of the course.

Prerequisite(s): admission to the program prior to the fall term of 2008 and permission of the M.B.A. Program Director.

**BUSI 5908 [1.0 credit]****M.B.A. Research Project**

Prerequisite: admission to the program prior to the fall term of 2008 and permission of the M.B.A. Program Director.

**BUSI 5909 [1.5 credit]****M.B.A. Thesis Research**

Prerequisite: BUSI 5907 and admission to the program prior to the fall term of 2008 and permission of the M.B.A. Program Director.

**BUSI 5999 [1.0 credit]****Internship**

As a condition for graduation, all students with less than 2 years of management or professional employment experience are required to have a minimum of four months practical management experience. The internship will be selected and assigned by the Director of the M.B.A. program. Details are available from the School.

**BUSI 6100 [0.5 credit]****Seminar in Modern Organization Theory**

The development of post-structuralist organization theory is examined. Theories of organizational culture and symbolism, political theories of organization, ethnomethodological, decision-based and population ecology approaches are investigated. The social, economic, and intellectual forces shaping organization theory provides a major focus.

**BUSI 6101 [0.5 credit]****Current Topics in Organizational Behaviour**

Current topics and debates in the research on organizational behaviour. Potential topics include motivation, learning, communication, decision-making, small group behaviour, leadership, careers, power and conflict.

**BUSI 6200 [0.5 credit]****Seminar in Marketing I**

Marketing theory, history, and developments through the analysis, synthesis, and extension of theoretical and empirical papers on: the marketing concept, the role of marketing in various types of organizations, defining and segmenting markets; managing new product introductions, established products and marketing planning.

**BUSI 6201 [0.5 credit]****Seminar in Marketing II**

Marketing decision-making practice and theory in business and not-for-profit organizations in such areas as consumer decision-making, organizational decision-making, analytical methods, and research methods to aid in marketing decision-making.

**BUSI 6300 [0.5 credit]****Seminar in Management of Production/Operations I: Strategic Management of Production Systems**

Developing the firm's strategies with respect to facilities, locations, production technologies, and sourcing arrangements. Recent developments in management policies and practices that enable production systems to operate at full potential in the wake of time- and quality-based competition.

**BUSI 6301 [0.5 credit]****Seminar in Management of Production/Operations II: Production/Technology/Strategy Interface**

The evolution and management of process innovation; management of productivity using production technologies; integration of production strategy and technology; and interactions with research and development. Topics include quality function deployment and the deployment of process innovations.

**BUSI 6400 [0.5 credit]****Seminar in Information Systems I: Information and Computing Technologies in Management**

The role of computing and communications technologies and information systems in the functioning of organizations and managers. Current developments in the information systems field.

**BUSI 6401 [0.5 credit]****Seminar in Information Systems II: Analysis and Design of Information Systems**

Theory and practice concerning factors determining the effective use of computing technologies, particularly on the match between the information systems and its users.

**BUSI 6500 [0.5 credit]****Seminar in Finance I**

Selected topics in financial theory. Topics are chosen according to new developments in theory and with the interests of the students in mind. These may include theory of derivatives, pricing theory, information asymmetries, agency theory, economic efficiency, and empirical methods.

**BUSI 6501 [0.5 credit]****Seminar in Finance II**

Emerging areas in finance such as total quality management, left-hand financing, activity-based costing, multi-criteria decision-making, neural networks, etc. Integrative problems spanning two or more functional disciplines in management, such as taxation.

**BUSI 6701 [0.5 credit]****Choice Behaviour**

Examines choice behaviour from a variety of disciplines. Topics covered may include individual choice models in economics, Von-Neumann-Morgenstern utility, Luce Choice Axiom and its extensions, multi-criteria individual choice behaviour, and multi-criteria group choice behaviour.

**BUSI 6702 [0.5 credit]****Analysis and Representation of Complex Problems**

This course uses qualitative and quantitative techniques and theoretical frameworks to represent organizational systems, problems and decisions that executives and managers face. The qualitative models are viewed as primary, providing the setting for the quantitative models, selection of choice mechanism, and interpretation of solutions.

**BUSI 6703 [0.5 credit]****Systems Concepts in Management**

A unified outlook toward management theory is developed through specifying system variables, components, boundaries and limitations. The importance of computer-based systems for analyzing and managing integrated systems in the context of control, decision-making and model-building.

**BUSI 6704 [0.5 credit]****Managing the Change Process**

The process of organizational change and the external forces which drive such changes. Topics include both micro and macro theories of change and issues around change management such as leadership and resistance to change.



**BUSI 6801 [0.5 credit]****Management of Technology**

Introduction to issues in the management of technology. Topics include: technology strategy and policy, technology forecasting and planning, the process of technology innovation from concept to market, research and development management, technology adoption, diffusion and implementation, technology transfer, and technology and social issues.

**BUSI 6802 [0.5 credit]****Women in Management**

An exploration of the research and organizational challenges arising from changing gender roles. Topics include: the sex segregation of work, gender differences in management styles, work-family conflict, women's careers, managing sexual harassment, employment equity and pay equity.

**BUSI 6803 [0.5 credit]****Corporate Strategy and Policy**

Theories of the firm, origins of the modern corporation, analysis of the external environment, industry analysis, value chain analysis, resource-based theory, distinctions between corporate and business strategy, economies of scope, diversification and sustainable competitive advantage.

**BUSI 6804 [0.5 credit]****International Business Strategy**

An advanced examination of contemporary theory on international business expansion. Topics include trade and investment flow interactions; expansion modes, location theory, and sequential expansion; globalization, consumer behaviour, and culture; trans-border information flows; internationalization by firm size; strategic alliances; and free trade blocs.

**BUSI 6805 [0.5 credit]****Canadian Business Competitiveness**

Competitiveness at the country, industry, and firm levels, examined in the context of Canada's unique characteristics from various domestic and international perspectives including industrial organization theory, comparative perspectives on industrial concentration, internalization theory, Porter's competitiveness diamond, business-government interactions, and government support programs for business.

**BUSI 6806 [0.5 credit]****Entrepreneurship**

An examination of research in entrepreneurship focusing on theory building and empirical testing of factors that shapes the identification, evaluation and exploitation of opportunities and the creation of new organizations. Topics include: environmental influences on formation and growth, theories of growth and entrepreneurial clustering.

**BUSI 6900 [0.5 credit]****Directed Readings**

Directed readings in selected areas of business, involving presentation of papers as the basis for discussion. A part of the requirement for the course may be participation in an advanced course at the undergraduate/graduate level. Prerequisite(s): permission of the School.

**BUSI 6901 [0.5 credit]****Special Topics**

Designed to expose students to new and emerging issues in selected areas of business research. Integrative problems involving two or more areas of business research are also explored. The topics covered may vary from year to year.

Prerequisite(s): permission of the School.

**BUSI 6902 [0.5 credit]****Research Methodology in Business**

The study of research techniques commonly used in research on business and management issues. The development of knowledge of these methodologies and their application, and their possible use in the thesis research of the student are the two main goals of this course.

**BUSI 6905 [0.5 credit]****Advanced Statistical Methods for Business Research**

A practical introduction to advanced statistical methods used in business research, with particular focus on discrete categorical data. Topics include the analysis of two-way and three-way tables; loglinear modeling; logistic regression; generalized linear models. Students will analyze real data using appropriate software packages.

**BUSI 6906 [0.5 credit]****Advanced Methods and Models of Management Science**

Advanced study of decision-making under certainty and uncertainty. Topics include: constrained and unconstrained optimization; project management; scheduling and facilities location; multi-objective dynamic programming; multi-attribute utility theory; discrete choice. Links between theory and application will be illustrated through case studies and applied modeling.

**BUSI 6907 [0.5 credit]****Ph.D. Thesis Tutorial**

An intensive preparation for Ph.D. thesis research, under the direction of one or more members of the School. The successful submission of a thesis proposal is necessary for the completion of the course.

**BUSI 6908 [0.0 credit]****Ph.D. Comprehensives**

Preparation for comprehensive examinations.

**BUSI 6909 [5.0 credits]****Ph.D. Thesis**

## **Financial Management (FINA) Courses**

### **FINA 5501 [0.25 credit]**

#### **Financial Management**

Overview of finance from the perspective of the financial manager. Corporate governance issues, financial markets, time value of money, valuation and yields of financial securities, capital budgeting, financial statement analysis, and the trade-off between risk and return.

Precludes additional credit for BUSI 5504.

Prerequisite(s): ACCT 5001 and BUSI 5801.

### **FINA 5502 [0.25 credit]**

#### **Corporate Finance**

Aspects of corporate finance of most concern to managers: investment, financing and payout decisions, corporate restructuring. Case studies will be used.

Prerequisite(s): ACCT 5001, ACCT 5002, BUSI 5801 and FINA 5501.

### **FINA 5511 [0.25 credit]**

#### **Investments**

The analytical foundations and tools necessary for successful decision making by investment managers and analysts and by individual investors. Includes a significant hands-on component.

Prerequisite(s): ACCT 5001, ACCT 5002, BUSI 5801, FINA 5501 and FINA 5502.

### **FINA 5512 [0.25 credit]**

#### **Valuation**

Valuation techniques needed for enterprise valuation. The identification of value drivers, insights into the valuation of companies in different settings. Step-by-step procedures for valuing businesses. Includes a team case analysis and presentation.

Prerequisite(s): ACCT 5001, ACCT 5002, BUSI 5801, FINA 5501 and FINA 5502.

### **FINA 5513 [0.25 credit]**

#### **Mergers and Acquisitions**

Theory and practice of mergers and acquisitions. Skills needed to be effective in mergers and acquisitions. Best practices in deal origination, design, implementation and post merger integration.

Precludes additional credit for BUSI 5500.

Prerequisite(s): FINA 5512, BUSI 5801, ACCT 5001, ACCT 5002, FINA 5501 and FINA 5502.

### **FINA 5514 [0.25 credit]**

#### **International Finance**

Issues encountered by the multinational financial manager in making financing and investment decisions within a global context. Foreign exchange markets, parity conditions, currency quotation methods, management of foreign exchange/political risk and international capital budgeting.

Prerequisite(s): ACCT 5001, ACCT 5002, BUSI 5801, FINA 5501 and FINA 5502.

### **FINA 5515 [0.5 credit]**

#### **Micro Finance**

Introduces students to the theory and practice of microfinance. Provides students with a comprehensive understanding of microfinance, its achievements, its current challenges, and the basic skills needed to manage microfinance institutions (MFIs). Serves as a forum to reflect on the future of microfinance and of financing for development in general. A mix of cases and lectures will be used.

Prerequisite(s): FINA 5501, FINA 5502.

Also offered at the undergraduate level, with different requirements, as BUSI 4515, for which additional credit is precluded.

### **FINA 5521 [0.25 credit]**

#### **Financial Management Concentration Integration**

Integrates and applies all the accounting and finance concentration coursework. Critical thinking is stressed via the case study approach. Focuses on complex problems and allows students to gain a deeper understanding of the salient issues discussed within the financial management concentration.

Precludes additional credit for BUSI 5500.

Prerequisite(s): ACCT 5001, ACCT 5002, BUSI 5801, FINA 5501, FINA 5502, FINA 5512 and FINA 5513.

## **Information Systems (ITIS) Courses**

### **ITIS 5401 [0.25 credit]**

#### **Fundamentals of IT Service Management**

ITIL and ISO 20000 topics including service support and service delivery fundamentals. Service support includes service/help desk, configuration, incident, problem, release, and change management. Service delivery includes security, service level, capacity, continuity, availability and IT financial management.

Prerequisite(s): Prerequisite: ITIS 5401.

### **ITIS 5403 [0.25 credit]**

#### **ICT for Development**

Conceptual frameworks to understand the prospects and challenges and roles of information and of information and communications technologies (ICTs) in social and economic development; knowledge and skills to help in the effective planning, development, implementation and management of ICT for development initiatives; case studies.

### **ITIS 5411 [0.25 credit]**

#### **IT Service Support**

Management of IT processes crucial to business operations. IT service management (ITSM) best practices including service desk management, incident management, problem management, change management, release management, and configuration management.

Prerequisite(s): ITIS 5401.

**ITIS 5412 [0.25 credit]****IT Service Delivery**

Service level management, services reporting, service continuity and availability management, budgeting and accounting for IT services, capacity management and information security management. Service level agreements (SLAs) and information technology security techniques or subjects.

Prerequisite(s): ITIS 5401.

**ITIS 5413 [0.25 credit]****Enterprise Architecture and Governance**

Exploration and analysis of enterprise architecture frameworks used to guide organizations in aligning business and IT strategies and goals while enhancing organizational efficiency in the adoption and use of IT. Models of IT Governance.

Prerequisite(s): ITIS 5401.

**ITIS 5414 [0.25 credit]****Emerging Information Technologies and Business Innovation**

Examines the emerging information technology trends and how new technologies can be incorporated to drive process innovation and improve operational performance.

Prerequisite(s): ITIS 5401, or ITIS 5403 for students in the International Development Management Concentration.

**ITIS 5421 [0.25 credit]****Strategic Management of Technology Concentration Integration**

Components and aspects of technology strategy formulation and its successful implementation in an organization. Technology strategy from a general management perspective, designing and developing technology strategy for sustaining competitiveness. Project-based course.

Prerequisite(s): ITIS 5401, ITIS 5411, ITIS 5412, ITIS 5413.

**International Business (IBUS) Courses****IBUS 5701 [0.25 credit]****International Business**

Managerial and strategic implications of differing international environments for a variety of business functions including structure and control, managing human resources, marketing, finance and logistics. Complexities of working across political and cultural boundaries. Precludes additional credit for BUSI 5300 (no longer offered).

**IBUS 5711 [0.25 credit]****International Marketing and Trade**

Models for understanding factors that influence buyer decisions in different markets. Product adaptation, distribution networks, promotion practices, cross-border pricing strategy and regulatory and other limitations. The macro and micro effects of culture provide a connecting theme.

Precludes additional credit for BUSI 5301 (no longer offered).

Prerequisite(s): IBUS 5701.

**IBUS 5712 [0.25 credit]****Business and Government in Emerging Economies**

Projects in emerging economies often involve partnerships between businesses, local governments and foreign donors. Emerging forms of cooperation which address issues of poverty, infrastructure and education. The role of international firms in the process of economic transition. Precludes additional credit for BUSI 5300 (no longer offered).

Prerequisite(s): IBUS 5701.

**IBUS 5713 [0.25 credit]****Doing Business in the United States**

The role of the United States as Canada's most important foreign trade partner. The U.S. as a distinct business environment. Regulatory structures, competitive environment, buyer behaviour and business culture in the U.S. and Canada.

Precludes additional credit for BUSI 5300 (no longer offered).

Prerequisite(s): IBUS 5701.

**IBUS 5714 [0.25 credit]****Buyer Behaviour in International Markets**

Globalization and the divergent, crossvergent and convergent paradigms are used to explain and analyze the behaviour of buyers across different markets and cultures. Socio-cultural, psychological, organizational and other factors that guide purchase decision-making behavior in consumer and B2B markets are examined.

Prerequisite(s): IBUS 5701.

**IBUS 5715 [0.25 credit]****Foreign Markets: Selection, Assessment and Entry Strategies**

Selection and assessment of foreign markets suitable to corporate capabilities. Factors affecting the internationalization of firms, from SMEs and born globals to large multinationals. Methods for foreign market entry and service, from exporting, licensing, and franchising to JVs, M&As and greenfield investment.

Prerequisite(s): IBUS 5701.

**IBUS 5716 [0.25 credit]****Management of International Business**

Operating organizations across national and cultural boundaries adds complexity to the tasks that confront managers and requires specific skills. Topics discussed include motivation, leadership, communication and negotiation in a cross-cultural context as well as the pervasive effects of culture on interactions within and across firms.

Prerequisite(s): IBUS 5701.

**IBUS 5721 [0.25 credit]****Regional and Global Business Strategies  
Concentration Integration**

Regional and global business expansion strategies and how global interdependence and regional trade groups affect international investment and marketing strategies. Environmental and political factors that influence policy within and between trade blocs and how businesses participate in these processes.

Precludes additional credit for BUSI 5301 (no longer offered).

Prerequisite(s): IBUS 5701 and successful completion of all courses in the International Business concentration. Students in the Minor in International Business must have successfully completed 0.75 credits from courses in the International Business concentration. .

**International Development Mgmt (IDMG) Courses****IDMG 5600 [0.5 credit]****Human Resource Development**

The economic analysis and theory of the major areas of human development in developing areas, including demography and population, education, health, nutrition, women and development, social security, labour markets, and human resources planning.

Also listed as INAF 5600.

Prerequisite(s): enrolment in the International Development Management Concentration of the MBA Program in the Sprott School of Business.

**IDMG 5601 [0.5 credit]****Conflict and Development**

Examination of competing interpretations of conflict in developing countries; material conditions, institutional factors, and ideological, or identity-based framing processes. The impact of war on development, and implications for policy.

Also listed as INAF 5209.

Prerequisite(s): enrolment in the International Development Management Concentration of the MBA Program in the Sprott School of Business.

**IDMG 5602 [0.5 credit]****Issues in International Development**

International political, social and economic aspects of development. Approaches to trade policies, finance, regional integration, technology transfer and transnational enterprises, global governance, international civil society and development, the environment and natural resources, and social and labour issues in the international context. Also listed as INAF 5002.

Prerequisite(s): enrolment in the International Development Management Concentration of the MBA Program in the Sprott School of Business.

**IDMG 5603 [0.5 credit]****Project Operations in a Developing Country Context**

Evolution, institutional framework and central policy issues of international development programming. Practical emphasis, with applications to project operations and planning, finance and funding, capital mobilization, administration, procurement, preventing fraud and corruption, monitoring, effectiveness measurement, and options for improving the planning and delivery of assistance.

Also listed as INAF 5003.

Prerequisite(s): enrolment in the International Development Management Concentration of the MBA Program in the Sprott School of Business.

**IDMG 5604 [0.5 credit]****Human Security: From Policy to Practice**

Human security issues including perspectives of key governmental, international and non-governmental actors. Micro-disarmament, the protection of civilians, war economies, and post-conflict security issues.

Also listed as INAF 5704.

Prerequisite(s): enrolment in the International Development Management Concentration of the MBA Program in the Sprott School of Business.

**IDMG 5605 [0.5 credit]****Human Rights: International Politics and Policies**

Overview of key international human rights policies and debates. Themes include human rights and religion, development, trade, culture, and gender. Readings from applied and scholarly disciplines, focusing on the actions of governments, civil society, development agencies, international organizations and regional bodies.

Also listed as INAF 5709.

Prerequisite(s): enrolment in the International Development Management Concentration of the MBA Program in the Sprott School of Business.

**IDMG 5606 [0.5 credit]****Agriculture and Rural Development**

A study of the agricultural sector, rural areas, and rural welfare in developing countries, including structural change in agriculture, agrarian reform, rural development strategies in various countries, and public policies affecting agriculture, activities ancillary to agriculture, rural industry, and public service.

Also listed as INAF 5006.

Prerequisite(s): enrolment in the International Development Management Concentration of the MBA Program in the Sprott School of Business.

**IDMG 5607 [0.5 credit]****Global Health Policy**

Global dimensions of health issues, including the linkages between health and development, international trade and economic policy, and human security. Approaches to understanding health challenges and examines the international policy framework for meeting them.

Also listed as INAF 5706.

Prerequisite(s): enrolment in the International Development Management Concentration of the MBA Program in the Sprott School of Business.

**IDMG 5609 [0.5 credit]****International Aspects of Economic Development**

Economic theory and policy dimensions of key issues in international economic development. Topics include: trade theory and policy for developing countries; debt, adjustment and macroeconomic stabilization; the role of international financial institutions; financial flows and the role of multinational corporations.

Also listed as INAF 5009.

Prerequisite(s): enrolment in the International Development Management Concentration of the MBA Program in the Sprott School of Business.

**IDMG 5615 [0.5 credit]****Civil Society Organizations and Development**

The context, roles, structures and strategies of nongovernmental organizations in the development process at the global, national and local levels. The role of development aid and NGOs is considered.

Also listed as PADM 5815.

Prerequisite(s): enrolment in the International Development Management Concentration of the MBA Program in the Sprott School of Business.

**IDMG 5616 [0.5 credit]****Program Evaluation in Developing Countries**

The context, critical issues and methods relating to the evaluation of development interventions.

Also listed as PADM 5816.

Prerequisite(s): enrolment in the International Development Management Concentration of the MBA Program in the Sprott School of Business.

**IDMG 5617 [0.5 credit]****Health Policy in Developing Countries**

Debates regarding health policy in the developing world, in the context of the global health sector reform movement, trade and intellectual property regimes, and strategies of corporate and NGO actors. Issues of gender, class and the determinants of health.

Also listed as PADM 5817.

Prerequisite(s): enrolment in the International Development Management Concentration of the MBA Program in the Sprott School of Business.

**IDMG 5619 [0.5 credit]****Rights, Development and Conflict**

Uses economic institutionalism to examine the intersection of development and conflict, focusing on how the connection between property rights and development affects conflict. Topics include gender, land conflict, urban peripheries, migration and refugees, domestic and transnational crime, and state violence.

Also listed as INAF 5219.

Prerequisite(s): enrolment in the International Development Management Concentration of the MBA Program in the Sprott School of Business.

**IDMG 5620 [0.5 credit]****Development Assistance Theory and Practice**

Economic, moral, and political arguments for development assistance, aid effectiveness; the role of bilateral and multilateral donors; aid accounting, human development and human rights; NGOs and international assistance.

Also listed as INAF 5602.

Prerequisite(s): enrolment in the International Development Management Concentration of the MBA Program in the Sprott School of Business.

**Management (MGMT) Courses****MGMT 5100 [0.5 credit]****Managing People and Organizations**

Understanding organizations and the relationships that define them. Theories, concepts and experiential exercises help students understand their own values, attitudes and goals and those of others how to motivate, communicate, teach and lead others; and how to apply these concepts to improving personal and organizational performance.

Precludes additional credit for MGMT 5101 and MGMT 5102.

Prerequisite(s): enrolment in the MBA program in the Sprott School of Business or permission of the School.

**MGMT 5101 [0.25 credit]****Managing People**

Understanding organizations through the relationships that define them. Theories, concepts and experiential exercises are used to help students understand their own values, attitudes and goals; how to motivate, communicate, teach and lead others, and how to apply these concepts to improving personal and organizational performance.

Precludes additional credit for BUSI 5100 (no longer offered).

Prerequisite(s): Permission of the School.

**MGMT 5102 [0.25 credit]****Managing Organizations**

The design and function of complex organizations including the effects of size, environment, and technology on organizational structures and systems. Sources of uncertainty and strategies for managing environmental relationships. Work teams, group dynamics and organizational culture.

Precludes additional credit for BUSI 5101.

Prerequisite(s): MGMT 5101 and requires permission of the School.

**MGMT 5111 [0.25 credit]****Conflict and Negotiation**

Conflict, negotiation and bargaining. The bargaining process, conflict handling and how to analyze, plan and implement successful negotiations. Management and labour objectives and strategies that lead to conflict.

Prerequisite(s): MGMT 5100, or MGMT 5101 and MGMT 5102.

**MGMT 5112 [0.25 credit]****Power and Influence**

The role of power and influence in organizations. Sources of power, the effectiveness of various influence tactics, the implications of powerlessness, types of empowerment, organizational politics and fostering constructive versus destructive political behaviour in organizations.

Precludes additional credit for BUSI 5101.

Prerequisite(s): MGMT 5100, or MGMT 5101 and MGMT 5102.

**MGMT 5113 [0.25 credit]****Managing Teams**

Factors affecting team performance. Team development, the impact of team size, team processes, organizational practices that support teams, potential team interventions and the unique challenges faced by virtual teams.

Prerequisite(s): MGMT 5100, or MGMT 5101 and MGMT 5102.

**MGMT 5114 [0.25 credit]****Managing Diversity**

Exploration of issues arising from diversity within organizations including the implications of cultural differences for motivation, communication, conflict and leadership. Identification of practices that facilitate the effective management of diversity.

Prerequisite(s): MGMT 5100, or MGMT 5101 and MGMT 5102.

**MGMT 5115 [0.25 credit]****Leadership**

Post-heroic leadership theories, with a practical emphasis on developing and honing leadership skills in practicing managers. A highly self-reflective course, requiring students to question and share their own leadership styles and situational antecedents.

Prerequisite(s): MGMT 5100, or MGMT 5101 and MGMT 5102.

**MGMT 5116 [0.25 credit]****Managing Performance**

Principles and techniques relating to the development, support, and evaluation of employee performance in organizations. Models of individual and organizational performance; identifying high performing employees; methods of measuring performance; employee development and incentive systems.

Prerequisite(s): MGMT 5100, or MGMT 5101 and MGMT 5102.

**MGMT 5117 [0.25 credit]****Knowledge Management**

Knowledge as a resource; methodologies for managing ongoing and future knowledge needs in businesses. As required knowledge is dispersed and developed throughout the globe, international dimensions of knowledge management.

Prerequisite(s): MGMT 5100, or MGMT 5101 and MGMT 5102.

**MGMT 5120 [0.5 credit]****Fundamentals of Leading and Managing Organizational Change**

How individuals, groups and organizations respond to change; overview of key change models and change strategy. At the micro level how individuals respond to change, how change should be managed, change management competencies and changing organizational culture.

Precludes additional credit for MGMT 5121 and MGMT 5122

Prerequisite(s): 0.5 credits (or the equivalent from the Management and Change concentration courses, as well as MGMT 5100, or MGMT 5101 and MGMT 5102).

**MGMT 5121 [0.25 credit]****Fundamentals of Organizational Change  
Concentration Integration**

A macro view of organizational change. The nature of change, forces for and against change, tools to diagnose what needs to be changed, and various change strategies. Key conceptual models for understanding organizational change.

Precludes additional credit for BUSI 5806 (no longer offered).

Prerequisite(s): 0.5 credits (or the equivalent) from the Management and Change concentration courses, as well as MGMT 5100, or MGMT 5101 and MGMT 5102 plus permission of the school.

**MGMT 5122 [0.25 credit]****Leading and Managing Organizational Change  
Concentration Integration**

What change means for individuals and groups. Conceptual models for understanding change at the micro level. Responses to change, managing its negative impacts, gaining commitment to change, change management competencies and changing organizational culture.

Precludes additional credit for BUSI 5806 (no longer offered).

Prerequisite(s): 0.5 credits (or the equivalent) from the Management and Change concentration courses, as well as MGMT 5100, or MGMT 5101 and MGMT 5102 plus permission of the school.

**Marketing (MKTG) Courses****MKTG 5200 [0.5 credit]****Marketing Strategy**

Essential concepts for cultivating and maintaining successful buyer-seller relationships, including customer and competitor analysis, segmentation, targeting, and positioning. Translation of target market and positioning decisions into actionable marketing plans, including product, pricing, channel and promotional decisions, and tools for forecasting/evaluating success.

Precludes additional credit for MKTG 5201 and MKTG 5202.

**MKTG 5201 [0.25 credit]****Marketing Strategy Formulation**

Basic concepts underlying development and sustaining of successful buyer-seller relationships including the core concepts and practice of marketing, the role of marketing in the organization, relationship and exchange bases, environmental scanning, competitor assessment, marketing research, segmentation, positioning, targeting of markets and strategy planning.

Precludes additional credit for BUSI 5204 (no longer offered).

**MKTG 5202 [0.25 credit]****Marketing Strategy Implementation**

Development and implementation of marketing strategy and plans, including interpretation of strategic positioning into product, promotion, pricing and channel decisions and the measurement and tracking of marketing success. Special attention to the role of product innovation and introduction.

Precludes additional credit for BUSI 5200 (no longer offered).

Prerequisite(s): MKTG 5201.

**MKTG 5211 [0.25 credit]****Technology Marketing**

Marketing in technology-intensive environments, with focus on business buying processes. Buyer behaviour, competitive and environmental analysis, planning and implementation of product and service innovations, targeting and positioning in the early stages of introduction, management through the growth stages, tracking success and contingency planning.

**Strategic Management (STGY) Courses****STGY 5900 [0.5 credit]****Corporate and Business Strategy**

Strategic management focuses on the evaluation of environmental opportunities and threats in the external environment and the analysis of strengths and weaknesses in the organization's value chain, in order to determine core competencies as the foundation for a sustainable competitive advantage. Company Capstone Project required.

Precludes additional credit for STGY 5901 and STGY 5902.

Prerequisite(s): all MBA core courses must be completed with grade of B- or better.

**STGY 5901 [0.25 credit]****Corporate and Business Strategy**

Strategic analysis, formulation and implementation. Strategic management emphasizes the determination and evaluation of environmental opportunities and threats in light of strengths and weaknesses in the organization's value chain using VRIO in order to enhance its core competencies and craft a sustainable competitive advantage.

Precludes additional credit for BUSI 5808.

**STGY 5902 [0.25 credit]****Strategic Management Capstone Project**

Research and analyze a firm according to principles of STGY 5901 course. Using Factiva, Mergent, Hoovers, Bloomberg, Statistics Canada, US Census Bureau, industry associations, SEC, SEDAR, identify and analyze data to construct case study and analysis of corporate and business strategies of a single firm.

Precludes additional credit for BUSI 5808.

## **Technology and Operations Management (TOMS) Courses**

### **TOMS 5301 [0.25 credit]**

#### **Modeling Business Decisions**

Quantitative methods for strategic, tactical, and operational business decision making. Optimization, simulation, project management, decision analysis, and multi-criteria analysis. Underlying ideas, model formulation, computer implementation, and analysis of model results, with applications from various business functions. Precludes additional credit for BUSI 5600 (no longer offered).

Prerequisite(s): BUSI 5801.

### **TOMS 5302 [0.25 credit]**

#### **Operations Management**

The provision of services and goods to customers, with focus on efficiency, effectiveness, and productivity. Planning and control of processes involving products, workers, equipment, suppliers, and customers. Effects of variation and uncertainty on lead time, inventory, quality, and customer service.

Precludes additional credit for BUSI 5600 (no longer offered).

Prerequisite(s): BUSI 5801.

### **TOMS 5303 [0.25 credit]**

#### **Managing Projects**

Foundations and core principles of managing projects and supporting techniques. Strategic, behavioral, team-based, technical, and global issues related to managing projects. Leadership dimensions, project selection and initiation, project definition, organization structure, risk assessment, scheduling, performance measurement, social responsibility, and learning systems.

Prerequisite(s): BUSI 5801 .

### **TOMS 5304 [0.25 credit]**

#### **Logistics and Supply Chain Management**

Foundations and core principles of logistics and supply chain management from domestic and global perspectives, with emphasis on organizational, strategic and operational issues. Context of logistics and supply chain, logistics and supply chain operations, SC designs.

Prerequisite(s): BUSI 5801.

### **TOMS 5311 [0.25 credit]**

#### **Quality Management**

Defining quality, quality improvement, six sigma, lean enterprise, benchmarking and control charts; quality audits, ISO 9000, ISO 20000 and the progressive excellence program; role of quality assurance in service and product development; Process management and performance excellence.

Precludes additional credit for BUSI 5805 (no longer offered).

Prerequisite(s): BUSI 5801, TOMS 5301 and TOMS 5302.

### **TOMS 5312 [0.25 credit]**

#### **Technology Development**

Transformation of knowledge and ideas into products, processes and services. Development/innovation process models, successful and efficient integrated product/process/service development, cross functional teams, quality function deployment, lead-user approach, open innovations paradigm, disruptive innovations, and intellectual property management.

Precludes additional credit for BUSI 5805 (no longer offered)

Prerequisite(s): TOMS 5301 and TOMS 5302.

### **TOMS 5313 [0.25 credit]**

#### **Technology Adoption for Services**

Adoption and implementation of technology- driven products and processes for enhanced services. Technology forecasting and scanning; transfer of technologies including technology sourcing, pricing, transfer modes, and success factors; selection of appropriate technology, its vendor and consultant; risk management; managing change.

Precludes additional credit for BUSI 5700 (no longer offered).

Prerequisite(s): TOMS 5301 and TOMS 5302.

### **TOMS 5314 [0.25 credit]**

#### **Supply Chain Management**

Organizational, strategic and operational aspects of managing supply chain from domestic and international perspectives. Outsourcing strategies, supplier relationship and information sharing, supplier networks, contracting and procurement management, logistic integration, role of information technology, and supply chain performance and metrics.

Precludes additional credit for BUSI 5601 (no longer offered).

Prerequisite(s): BUSI 5801, TOMS 5301 and TOMS 5302.

**Summer session:** some of the courses listed in this Calendar are offered during the summer. Hours and scheduling for summer session courses will differ significantly from those reported in the fall/winter Calendar. To determine the scheduling and hours for summer session classes, consult the class schedule at [central.carleton.ca](http://central.carleton.ca)

Not all courses listed are offered in a given year. For an up-to-date statement of course offerings for the current session and to determine the term of offering, consult the class schedule at [central.carleton.ca](http://central.carleton.ca)