

# Business

- **Master of Accounting**
- **Master of Business Administration**
- **Master of Business Administration Accelerated Stream**
- **Master of Business Administration with concentration in Business Analytics**
- **Master of Business Administration with Concentration in Financial Management**
- **Master of Business Administration with Concentration in International Business**
- **Master of Business Administration with Concentration in International Development Management**
- **Master of Business Administration with Concentration in Management and Change**
- **Master of Business Administration with Concentration in Technology Management**
- **Master of Business Administration with Concentration in International Development Management and Specialization in African Studies**
- **Master of Business Administration with Specialization in African Studies**
- 
- **Ph.D. Management**

## Master of Accounting

### About the Program

The Spratt M.Acc. is a post-graduate degree designed for those students wanting to pursue a Chartered Professional Accountant (CPA) designation. Students graduating from the M.Acc. will be exempt from the CPA Canada Professional Education Program (PEP) and will proceed directly to the CPA Canada Common Final Examination.

The M.Acc. program is designed to be completed on a full-time basis over four terms (16 months), with a minimum of three terms of registration, normally summer, fall, summer. Students would take 2.5 credits in the first summer, complete a 1.0 credit internship and 0.5 credits of course work in the fall of year one, and the remainder of the program in the second summer. Students would then be prepared to write the CPA Canada Common Final Examination in the fall of the second year.

Instructors in the Spratt M.Acc. program have significant professional accounting experience. The courses and course pedagogy are highly applied with a heavy use of case studies.

### 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 M.Acc. 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; demonstrated coverage of the CPA Competency Map at the 'Entry' level, and a minimum grade of C- in each of the prerequisite courses (courses that meet the Entry level requirements of the CPA Competency Map) with a minimum overall average of B+ in the prerequisite courses.

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.

### Program Requirements

Students admitted as full-time students must normally complete their degree requirements within four terms after the date of initial registration.

The program consists of the following courses:

#### M.Acc. (6.0 credits)

|  |             |
|--|-------------|
| <b>1. 4.75 credits in compulsory courses:</b>  | <b>4.75</b> |
| ACCT 5120 [0.5] Advanced Concepts  |             |
| ACCT 5121 [0.5] Advanced Concepts II   |             |
| ACCT 5123 [0.5] Advanced Taxation  |             |
| ACCT 5125 [0.5] Advanced Assurance   |             |
| ACCT 5127 [0.25] Management Consulting   |             |
| ACCT 5129 [0.25] Professional Accounting Cases I   |             |
| ACCT 5130 [0.5] Advanced Finance   |             |
| ACCT 5131 [0.5] Performance Management   |             |
| ACCT 5133 [0.5] Advanced Integration I   |             |
| ACCT 5135 [0.5] Advanced Integration II  |             |
| ACCT 5137 [0.25] Professional Accounting Cases II  |             |
| <b>2. 0.25 credit in M.B.A. Elective course for M.Acc. students (to be selected from list below)</b> | <b>0.25</b> |
| <b>3. 1.0 credit in:</b>   | <b>1.0</b>  |
| ACCT 5199 [1.0] Internship   |             |
| <b>Total Credits</b>   | <b>6.0</b>  |

#### M.B.A. Elective Courses for M.Acc. Students

|                  |   |
|------------------|---|
| ACCT 5013 [0.25] | Financial Reporting and Control in Public Organizations |
| FINA 5514 [0.25] | International Finance                                   |
| 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 |
| ITIS 5401 [0.25] | Fundamentals of IT Service Management                             |
| ITIS 5403 [0.25] | ICT for Development   |
| 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  |
| TOMS 5303 [0.25] | Managing Projects   |

## 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 business analytics, financial management, international business, international development management, 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 is an 8.5 credit program. Applicants with a four year undergraduate degree in business from a recognized Canadian University, or equivalent, can apply to follow the 6.0 credit Accelerated stream.

The MBA can be completed on a full time or part time basis. Some courses in the International Development Management concentration and some elective courses may be offered only in the daytime. Candidates with less than two years of relevant 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

#### Applicable to both MBA (8.5 credits) and MBA – Accelerated Stream (6.0 credits)

- 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 (Graduate Management Admission Test) with a minimum score of 550 or an equivalent GRE (Graduate Record Exam) score. To calculate your equivalent GRE score, you can use the GRE Comparison Table for Business Schools
- 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.

#### MBA Accelerated Stream (6.0 credits)

Applicants to the MBA Accelerated stream must meet the following additional criteria:

- Completed, in the past five years, a four-year bachelor's degree from a recognized Canadian university in:
  - Business, or
  - Economics with a minor in business
  - or equivalent.
- Have a minimum overall average of B+.

#### 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 MBA (8.5 credits) is designed to be completed in a minimum of three terms of full time study (over 16 months) or a minimum of three years of part-time study. The MBA – Accelerated stream (6.0 credits) is designed to be completed in a minimum of two terms of full time study (up to one year) or two years of part time study.

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

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

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

Elective credits may be selected from any of the other concentration courses for which students have the prerequisites, MBA electives, or from relevant courses in other departments. Permission of the School is required for elective courses taken outside of Sprott and students are normally limited to no more than 1.5 credits outside of Sprott.

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

- Business Analytics
- Financial Management
- International Business
- International Development Management
- 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:                                | 1.0        |
| BUSI 5999 [1.0] Internship <sup>1</sup>          |            |
| 4. 0.0 credit in:                                |            |
| BUSI 5998 [0.0] MBA Skills Workshop <sup>2</sup> |            |
| <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: <sup>1</sup>                   | 1.0        |
| BUSI 5999 [1.0] Internship <sup>1</sup>          |            |
| 5. 0.0 credit in:                                | 0.0        |
| BUSI 5998 [0.0] MBA Skills Workshop <sup>2</sup> |            |
| <b>Total Credits</b>                             | <b>8.5</b> |

#### Variations:

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

|  |             |
|--|-------------|
| 1. 4.25 credits in compulsory core courses                                       | 4.25        |
| 2. 4.5 credits in the concentrations: 2.25 credits in each of two concentrations | 4.5         |
| 3. 1.0 credit in:  | 1.0         |
| BUSI 5999 [1.0] Internship <sup>1</sup>  |             |
| 4. 0.0 credit in:  | 0.0         |
| BUSI 5998 [0.0] MBA Skills Workshop <sup>2</sup>                                 |             |
| <b>Total Credits</b>   | <b>9.75</b> |

<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.

#### M.B.A. - Accelerated stream (6.0 credits)

|   |            |
|---|------------|
| 1. 1.75 credits in compulsory core courses <sup>1</sup> | 1.75       |
| 2. 3.25 credits in elective courses                     | 3.25       |
| 3. 1.0 credit in:                                       | 1.0        |
| BUSI 5999 [1.0] Internship <sup>2</sup>                 |            |
| 4. 0.0 credit in:                                       | 0.0        |
| BUSI 5998 [0.0] MBA Skills Workshop                     |            |
| <b>Total Credits</b>                                    | <b>6.0</b> |

#### M.B.A. - Accelerated stream with one concentration (6.0 credits)

|   |            |
|---|------------|
| 1. 1.75 credits in compulsory core courses <sup>1</sup> | 1.75       |
| 2. 2.25 credits in a chosen concentration               | 2.25       |
| 3. 1.0 credit in elective courses                       | 1.0        |
| 4. 1.0 credit in:                                       | 1.0        |
| BUSI 5999 [1.0] Internship                              |            |
| 5. 0.0 credit in:                                       | 0.0        |
| BUSI 5998 [0.0] MBA Skills Workshop                     |            |
| <b>Total Credits</b>                                    | <b>6.0</b> |

#### M.B.A. - Accelerated stream with two concentrations (7.25 credits for full-time stream)

|  |             |
|--|-------------|
| 1. 1.75 credits in compulsory core courses <sup>1</sup>                          | 1.75        |
| 2. 4.5 credits in the concentrations: 2.25 credits in each of two concentrations | 4.5         |
| 3. 1.0 credit in:  | 1.0         |
| BUSI 5999 [1.0] Internship   |             |
| 4. 0.0 credit in:  | 0.0         |
| BUSI 5998 [0.0] MBA Skills Workshop  |             |
| <b>Total Credits</b>   | <b>7.25</b> |

<sup>1</sup> The required core courses will be based on previous course work. Courses may vary from one student to another and will depend on their undergraduate program, grades obtained in the relevant undergraduate courses and their chosen concentration.

<sup>2</sup> Students with less than two (2) years of relevant professional employment experience must successfully complete the Internship in order to graduate. Students with two or more years relevant work experience may apply for an exemption.

<sup>3</sup> Non-credit required skills workshop.

### 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    |
| BUSI 5998 [0.0]  | MBA Skills Workshop     |
| 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                                      |
| MKTG 5200 [0.5]  | Marketing Strategy   |
| TOMS 5301 [0.25]   | Modeling Business Decisions  |
| TOMS 5302 [0.25]   | Operations Management  |
| STGY 5900 [0.5]  | Corporate and Business Strategy  |
| For students in International Development Management Concentration Only: |  |
| IDMG 5610 [0.25]   | Introduction to International Development (replaces ITIS 5401 in core) |
| ITIS 5403 [0.25]   | ICT for Development (replaces TOMS 5301 in core)                       |
| TOMS 5314 [0.25]   | Supply Chain Management (replaces TOMS 5302 in core)                   |

## M.B.A. Concentration Courses

### Concentration in Business Analytics

#### 1.75 credits required concentration courses:

|                  |                                     |
|------------------|-------------------------------------|
| DATA 5000 [0.5]  | Data Science Seminar                |
| ITIS 5431 [0.25] | Business Analytics for Managers     |
| ITIS 5432 [0.25] | Business Analytics Methods          |
| ACCT 5012 [0.25] | Performance Measurement and Control |
| FINA 5511 [0.25] | Investments                         |
| TOMS 5303 [0.25] | Managing Projects                   |

#### 0.5 credit elective concentration course from:

|                 |  |
|-----------------|--|
| BUSI 6905 [0.5] | Advanced Statistical Methods for Business Research |
| ECON 5027 [0.5] | Econometrics I                                     |
| ECON 5055 [0.5] | Financial Econometrics                             |
| STAT 5602 [0.5] | Analysis of Categorical Data                       |
| STAT 5702 [0.5] | Modern Applied and Computational Statistics        |
| STAT 5703 [0.5] | Data Mining  |

### 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 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      |
| TOMS 5303 [0.25] | Managing Projects  |
| TOMS 5305 [0.25] | International Development Projects Preparation and Formulation |

\* 0.5 credit in International Development from the Norman Paterson School of International Affairs (NPSIA), to be approved by the School of Business and NPSIA

\* 0.5 credit from the School of Public Policy and Administration (SPPA), with permission of the School of Business and SPPA

### 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 |

### Master of Business Administration with Concentration in International Development Management and Specialization in African Studies (8.5 credits)

|                          |  |     |
|--------------------------|--|-----|
| <b>1. 0.5 credit in:</b> |  | 0.5 |
| AFRI 5000 [0.5]          | African Studies as a Discipline: Historical and Current Perspectives |     |
| <b>2. 0.0 credit in:</b> |  | 0.0 |

|                           |  |            |
|---------------------------|--|------------|
| AFRI 5800 [0.0]           | Scholarly Preparation in African Studies |            |
| <b>3. 4.25 credits in</b> | compulsory core courses                  | 4.25       |
| <b>4. 2.25 credits in</b> | concentration courses <sup>1</sup>       | 2.25       |
| <b>5. 0.5 credit in</b>   | elective courses <sup>1</sup>            | 0.5        |
| <b>6. 1.0 credit in:</b>  |  | 1.0        |
| BUSI 5999 [1.0]           | Internship <sup>2</sup>                  |            |
| <b>7. 0.0 credit in:</b>  |  |            |
| BUSI 5998 [0.0]           | MBA Skills Workshop <sup>3</sup>         |            |
| <b>Total Credits</b>      |  | <b>8.5</b> |

<sup>1</sup> A total of 1.0 credit between concentration and elective courses must be designated as having sufficient African Studies content to meet the requirements of the specialization.

<sup>2</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>3</sup> Non-credit required skills workshop.

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

|                           |  |            |
|---------------------------|--|------------|
| <b>1. 0.5 credit in:</b>  |  | 0.5        |
| AFRI 5000 [0.5]           | African Studies as a Discipline: Historical and Current Perspectives   |            |
| <b>2. 0.0 credit in:</b>  |  | 0.0        |
| AFRI 5800 [0.0]           | Scholarly Preparation in African Studies   |            |
| <b>3. 1.0 credit in</b>   | courses designated as having sufficient African Studies content, within the School of Business or elsewhere, with permission of the School | 1.0        |
| <b>4. 4.25 credits in</b> | compulsory core courses  | 4.25       |
| <b>5. 1.75 credits in</b> | elective courses   | 1.75       |
| <b>6. 1.0 credit in:</b>  |  | 1.0        |
| BUSI 5999 [1.0]           | Internship <sup>1</sup>  |            |
| <b>7. 0.0 credit in:</b>  |  |            |
| BUSI 5998 [0.0]           | MBA Skills Workshop <sup>2</sup>   |            |
| <b>Total Credits</b>      |  | <b>8.5</b> |

<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> Non-credit required skills workshop.

#### 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 |
|-----------------|-----------------------------------|

#### International Affairs

|                 |                                 |
|-----------------|---------------------------------|
| INAF 5603 [0.5] | Issues in Development in Africa |
|-----------------|---------------------------------|

#### 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 |
|-----------------|---|

#### Women's and Gender Studies

|                 |  |
|-----------------|--|
| WGST 5902 [0.5] | Advanced Topics in Women's and Gender Studies II |
|-----------------|--|

#### Additional M.B.A. Elective Courses

These are additional to electives selected from other concentrations, and are available to all M.B.A. students.

|                  |  |
|------------------|--|
| BUSI 5106 [0.25] | Business Case Analysis and Presentations |
| BUSI 5108 [0.25] | Sustainable Business Development         |
| BUSI 5905 [0.5]  | Special Topics                           |
| BUSI 5906 [0.25] | Special Topics                           |

|                  |                     |
|------------------|---------------------|
| FINA 5515 [0.5]  | Micro Finance       |
| ITIS 5403 [0.25] | ICT for Development |
| TOMS 5303 [0.25] | Managing Projects   |

## 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 a 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 adjusted at the time of admission, as set out below.

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: accounting, finance, information systems, international business, management science, marketing, organizational behaviour, and

productions/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 Graduate Management Admission Council (GMAC). Successful candidates will normally have a GMAT score of at least 600. Equivalent GRE scores (as defined by the Educational Testing Service) may be considered.

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:

|   |             |
|---|-------------|
| 1. 1.5 credits in research and analysis methods   | 1.5         |
| 2. 1.5 credits in seminar courses in functional areas of business, including at least one two-course sequence | 1.5         |
| 3. 1.5 credits from a selection of course electives approved by the thesis supervisor or mentor               | 1.5         |
| 4. Presentation and oral defence of the thesis proposal   | 0.5         |
| 5. 5.0 credits in 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                                     |             |
| 8. Participation in the Sprott School of Business teaching seminar series                                     |             |
| 9. Classroom teaching or equivalent research supported seminar delivery to professional audiences             |             |
| <b>Total Credits</b>  | <b>10.0</b> |

### Course Requirements

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

|   |  |
|---|--|
| 1. 1.5 credits (BUSI 6902 and BUSI 6905 are mandatory) in:  | 1.5  |
| BUSI 6902 [0.5]   | Research Methodology in Business                   |
| BUSI 6903 [0.5]   | Qualitative Research Design                        |
| BUSI 6904 [0.5]   | Quantitative Research Design                       |
| BUSI 6905 [0.5]   | Advanced Statistical Methods for Business Research |
| 2. 1.5 credits in seminars including at least one two-course sequence, from the following doctoral seminar courses: | 1.5  |
| BUSI 6000 [0.5]   | Seminar in Accounting I                            |
| & BUSI 6001 [0.5]   | and Seminar in Accounting II                       |

|  |   |     |
|--|---|-----|
| BUSI 6100 [0.5]<br>& BUSI 6101 [0.5]   | Seminar in Management I: Modern Organization Theory<br>and Seminar in Management II: Current Topics in Organizational Behaviour   |     |
| BUSI 6103 [0.5]  | Seminar in Strategic Management   |     |
| BUSI 6200 [0.5]<br>& BUSI 6201 [0.5]   | Seminar in Marketing I: Management and Strategy<br>and Seminar in Marketing II: Consumer Behaviour  |     |
| BUSI 6300 [0.5]<br>& BUSI 6301 [0.5]   | Seminar in Management of Production/Operations I: Strategic Management of Production Systems<br>and Seminar in Management of Production/Operations II: Production/Technology/Strategy Interface |     |
| BUSI 6400 [0.5]<br>& BUSI 6401 [0.5]   | Seminar in Information Systems I: Research Issues<br>and Seminar in Information Systems II: Current Trends  |     |
| BUSI 6500 [0.5]<br>& BUSI 6501 [0.5]   | Seminar in Finance I: Topical issues in Investments<br>and Seminar in Finance II: Theories and Empirical Methods in Corporate Finance   |     |
| BUSI 6600 [0.5]  | Entrepreneurship  |     |
| BUSI 6700 [0.5]<br>& BUSI 6705 [0.5]   | Seminar in International Business I: International Markets and Strategy<br>and Seminar in International Business II: Managing in a Global Environment   |     |
| 3. The remaining 1.5 credits will be electives that are chosen with the approval of the thesis supervisor to assist in the thesis research process. Courses may be chosen from the list below, from the lists above or from outside the School in a supporting discipline with permission. |   | 1.5 |
| BUSI 6009 [0.5]  | Special Topics in Accounting  |     |
| BUSI 6104 [0.5]  | Managing the Change Process   |     |
| BUSI 6105 [0.5]  | Women in Management   |     |
| BUSI 6109 [0.5]  | Special Topics in Management  |     |
| BUSI 6209 [0.5]  | Special Topics in Marketing   |     |
| BUSI 6303 [0.5]  | Systems Optimization: Methods and Models  |     |
| BUSI 6304 [0.5]  | Management of Innovation and Technology   |     |
| BUSI 6306 [0.5]  | Advanced Methods and Models of Management Science   |     |
| BUSI 6309 [0.5]  | Special Topics in Operations Management   |     |
| BUSI 6409 [0.5]  | Special Topics in Information Systems   |     |
| BUSI 6509 [0.5]  | Special Topics in Finance   |     |
| BUSI 6709 [0.5]  | Special Topics in International Business  |     |
| BUSI 6900 [0.5]  | Directed Readings   |     |
| BUSI 6901 [0.5]  | Special Topics  |     |
| <b>4. 0.5 credits in:</b>  |   | 0.5 |
| BUSI 6907 [0.5]  | Ph.D. Thesis Tutorial   |     |

### **BUSI 6900: Directed Readings**

A student may, with the approval of his or her thesis supervisor, take up to two directed readings courses. These courses should relate directly to the student's thesis work.

### **Comprehensive Examinations**

All Ph.D. candidates are required to successfully complete a comprehensive examination. The examination will cover material relating to the student's area of specialization, research methodology associated with that area, and seminal and important works in the management field. Questions for the examination will be set by the student's comprehensive examination committee. The comprehensive examination will take place over a period of two to three weeks and will consist of a written and an oral part.

The comprehensive examinations must be completed successfully before the Ph.D. proposal defense is scheduled. Under normal circumstances, the written comprehensive and the oral defense must occur within eight terms of a full-time student's initial registration in the Ph.D. program. Part-time students should complete the comprehensives within sixteen terms of initial registration in the Ph.D. program. Students who do not fulfil this requirement will 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 5120 [0.5 credit]****Advanced Concepts**

An in-depth exploration of selected topics in financial accounting, assurance and taxation.

**ACCT 5121 [0.5 credit]****Advanced Concepts II**

An in-depth exploration of selected topics in management accounting, finance and corporate governance.

**ACCT 5123 [0.5 credit]****Advanced Taxation**

Canadian taxation planning issues regarding personal and business decisions involving individuals, corporations, partnerships and trusts.

Prerequisite(s): ACCT 5120.

**ACCT 5125 [0.5 credit]****Advanced Assurance**

Assurance concepts are applied to a range of assurance and auditing engagements, including auditing financial statements and non-financial statement assurance engagements. Current trends in assurance are also explored.

Prerequisite(s): ACCT 5120.

**ACCT 5127 [0.25 credit]****Management Consulting**

An introduction to the full range of the management consulting service industry, business models utilized, marketing approaches and critical issues for success of management consulting projects and individual career progression.

**ACCT 5129 [0.25 credit]****Professional Accounting Cases I**

An introduction to approaching, planning and writing accounting cases, including integration across multiple disciplines.

**ACCT 5130 [0.5 credit]****Advanced Finance**

The impact of the financing decision upon the value of the firm, firm valuation, investing and risk management.

Prerequisite(s): ACCT 5121.

**ACCT 5131 [0.5 credit]****Performance Management**

Exploration of performance management in evaluating organizational performance, management decision making, effective problem solving skills and making recommendations for improvements to organizational operations.

Prerequisite(s): ACCT 5121.

**ACCT 5133 [0.5 credit]****Advanced Integration I**

Discussion, analysis and integration with an emphasis on the application of strategic management to various accounting and finance issues.

Prerequisite(s): completion of a minimum of 2.0 credits in the Master of Accounting program with a minimum average grade of B-.

**ACCT 5135 [0.5 credit]****Advanced Integration II**

Discussion, analysis and integration of issues involving financial reporting, assurance, finance, management accounting, taxation and/or strategy.

Prerequisite(s): ACCT 5133.

**ACCT 5137 [0.25 credit]****Professional Accounting Cases II**

A continued development and honing of problem solving abilities when placed in real-life, business situations. Case-writing skills will be finessed, with focus on analysis and integration, while keeping the big picture in mind.

Prerequisite(s): ACCT 5129.



**ACCT 5199 [1.0 credit]****Internship**

Focus is on the application of M.Acc. course knowledge and building management skills in a professional environment. Minimum 480 hours. Graded Sat/Uns.  
Prerequisite(s): ACCT 5120, ACCT 5121, ACCT 5123, ACCT 5125, ACCT 5127, ACCT 5129 and approval of the M.Acc. office.

**Business (BUSI) Courses****BUSI 5106 [0.25 credit]****Business Case Analysis and Presentations**

Introduction to, and practical application of, the methods and tools of rigorous business case analysis and the design of strategic responses, including the preparation and delivery of presentations designed to convince decision makers of the validity of the analysis and strategic response.

**BUSI 5108 [0.25 credit]****Sustainable Business Development**

An integration of sustainable business strategies examining corporate perspectives on environmental and social issues, and the implications on stakeholder management strategies. Students will apply concepts of sustainable business development in analyzing successful and flawed organizational strategies drawn from current business literature.

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

**BUSI 5998 [0.0 credit]****MBA Skills Workshop**

Provides preparation for the MBA program, as well as professional and career development. The course is graded SAT/UNSAT based on attendance and engagement.

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

A degree requirement for students with less than two years of relevant experience within a professional environment. Focus on the application of MBA course knowledge and building management skills in a business environment.

Prerequisite(s): successful completion of two academic terms; subject to approval by the MBA Office.

Minimum 480 hours.

**BUSI 6000 [0.5 credit]****Seminar in Accounting I**

Foundations in accounting theory and research methods in financial accounting, management accounting, taxation and assurance.

**BUSI 6001 [0.5 credit]****Seminar in Accounting II**

Research methods, theory and practice in reporting, performance measurement, control, risk management and governance.

**BUSI 6009 [0.5 credit]****Special Topics in Accounting**

Designed to expose students to new and emerging issues in selected areas of accounting research. The topics covered vary from year to year according to varied research expertise among the area faculty.

Prerequisite(s): permission of the School.

**BUSI 6100 [0.5 credit]****Seminar in Management I: 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]****Seminar in Management II: 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 6103 [0.5 credit]****Seminar in Strategic Management**

Current topics and debates in the research on strategic management, sustainable business development and corporate governance. Foundational theories to be reviewed may include agency, institutional, network, resource-based view, resource dependence, stakeholder, stewardship and transaction cost economics theories. Precludes additional credit for BUSI 6803 (no longer offered).

**BUSI 6104 [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.

Precludes additional credit for BUSI 6704 (no longer offered).

**BUSI 6105 [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.

Precludes additional credit for BUSI 6802 (no longer offered).

**BUSI 6109 [0.5 credit]****Special Topics in Management**

Designed to expose students to new and emerging issues in selected areas of management research. The topics covered vary from year to year according to varied research expertise among the area faculty.

Prerequisite(s): permission of the School.

**BUSI 6200 [0.5 credit]****Seminar in Marketing I: Management and Strategy**

Marketing theory, history, and developments through the analysis, synthesis, and extension of theoretical and empirical papers on marketing management and strategy including all aspects of the marketing mix plus alliances, competitive advantage, global marketing strategies and segmenting, targeting and positioning.

**BUSI 6201 [0.5 credit]****Seminar in Marketing II: Consumer Behaviour**

Consumer decision making theory and practice including information processing, behavioural decision theory and consumer culture theory perspectives.

**BUSI 6209 [0.5 credit]****Special Topics in Marketing**

Designed to expose students to new and emerging issues in selected areas of marketing research. The topics covered vary from year to year according to varied research expertise among the area faculty.

Prerequisite(s): permission of the School.

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

Developing a firm's strategies with respect to facilities, locations, technologies, vertical integration and sourcing arrangements. Recent developments in management policies and practices that enable production systems to excel and grow in the era of innovation-, cost-, 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 and sustainability using process technologies; integration of production strategy and technology; and supply chain interactions with development chain. Topics include process reengineering, quality function deployment, supply chain restructuring and the deployment of process innovations.

**BUSI 6303 [0.5 credit]****Systems Optimization: Methods and Models**

Management science approaches in modeling systems for decision-making under certainty and uncertainty. Linear programming, network flows problems and applications, discrete optimization models, heuristics and metaheuristics, dynamic programming, nonlinear programming, simulation. Links between theory and application will be illustrated through case studies and applied modeling.

Precludes additional credit for BUSI 6703.

Prerequisite(s): permission of the School.

**BUSI 6304 [0.5 credit]****Management of Innovation and 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.

Precludes additional credit for BUSI 6801 (no longer offered).

**BUSI 6306 [0.5 credit]****Advanced Methods and Models of Management Science**

Advanced study of decision-making under certainty and uncertainty. Preprocessing and reformulation methods, optimization theory for large scale problems; stochastic programming; metaheuristics; multicriteria analysis; simulation. Links between theory and application will be illustrated through case studies and applied modeling. Precludes additional credit for BUSI 6906 (no longer offered).

Prerequisite(s): BUSI 6303 or permission of the School.

**BUSI 6309 [0.5 credit]****Special Topics in Operations Management**

Designed to expose students to new and emerging issues in selected areas of operations management research. The topics covered vary from year to year according to varied research expertise among the area faculty.

Prerequisite(s): permission of the School.

**BUSI 6400 [0.5 credit]****Seminar in Information Systems I: Research Issues**

This seminar provides an advanced understanding of research themes, approaches, and methods prevalent in the Information Systems area. Students will engage in examining research issues in IS and perform critical analyses of the research methodologies used to investigate and report on them.

**BUSI 6401 [0.5 credit]****Seminar in Information Systems II: Current Trends**

Theory and practice in current information systems research.

**BUSI 6409 [0.5 credit]****Special Topics in Information Systems**

Designed to expose students to new and emerging issues in selected areas of information systems research. The topics covered vary from year to year according to varied research expertise among the area faculty.

Prerequisite(s): permission of the School.

**BUSI 6500 [0.5 credit]****Seminar in Finance I: Topical issues in Investments**

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.

Prerequisite(s): graduate-level finance courses or permission of the School.

**BUSI 6501 [0.5 credit]****Seminar in Finance II: Theories and Empirical Methods in Corporate Finance**

Foundations for empirical research methodologies used in selected papers in finance; informational issues and their impact on capital market efficiency; economics of mergers and acquisitions, dividend and information; and emerging areas in finance such as market failures, corporate governance, financial crisis, and behavioural finance.

Prerequisite(s): graduate-level finance courses or permission of the School.

**BUSI 6509 [0.5 credit]****Special Topics in Finance**

Designed to expose students to new and emerging issues in selected areas of finance research. The topics covered vary from year to year according to varied research expertise among the area faculty.

Prerequisite(s): permission of the School.

**BUSI 6600 [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. Precludes additional credit for BUSI 6806 (no longer offered).

**BUSI 6700 [0.5 credit]****Seminar in International Business I: International Markets and Strategy**

An advanced examination of contemporary theory on the international expansion of the firm: Globalization, trade and investment flows, trade blocs, and free trade zones; consumers and culture; key actors in global markets; sequential internationalization, expansion modes, and location theory; strategy by firm size.

Precludes additional credit for BUSI 6804 (no longer offered).

**BUSI 6705 [0.5 credit]****Seminar in International Business II: Managing in a Global Environment**

The role of culture, cognition, and behaviour as it relates to management theory and practices. Issues related to globalization, technology, and workplace diversity are explored through an investigation of cultural theories and their implications for cognition, behaviour, and management.

**BUSI 6709 [0.5 credit]****Special Topics in International Business**

Designed to expose students to new and emerging issues in selected areas of international business research. The topics covered vary from year to year according to varied research expertise among the area faculty.

Prerequisite(s): permission of the School.

**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 6903 [0.5 credit]****Qualitative Research Design**

The use of qualitative data in business research. Includes discussion of research design; data collection, analysis and interpretation techniques; overview of philosophy of science debates regarding epistemological and ontological stance; and practical, hands-on experience.

Prerequisite(s): BUSI 6902.

**BUSI 6904 [0.5 credit]****Quantitative Research Design**

In-depth study of various theories and assumptions of quantitative research design methodologies in business and management research. Exploration of alternative research designs to select a particular strategy; critique of research from a variety of practice settings applying quantitative design methods; Design a research project.

Prerequisite(s): BUSI 6902.

**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 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.

**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.

**ITIS 5431 [0.25 credit]****Business Analytics for Managers**

Decision support systems in organizations; moving from business intelligence to business analytics; big data trends in organizations; theories and trends in data analytics. Prerequisite(s): ITIS 5401 or permission of the School of Business.

**ITIS 5432 [0.25 credit]****Business Analytics Methods**

Tools for data analytics; analyzing data beyond statistics; data mining and predictive modeling; time series analysis and forecasting; neural networks algorithms in business analytics.

Prerequisite(s): ITIS 5431 and BUSI 5801 (or equivalent).

**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&A's 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.

**International Development Mgmt (IDMG) Courses****IDMG 5610 [0.25 credit]****Introduction to International Development**

Overview of the theoretical and practical underpinnings of international development management. Covering macro and micro level perspectives, the course offers rich insights into current approaches and debates in international development management.

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

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 (no longer offered) and MGMT 5102 (no longer offered).

Prerequisite(s): enrolment in the MBA program in the Sprott School of Business or 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 (no longer offered).

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).

**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 (no longer offered) and MKTG 5202 (no longer offered).

**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.

**Technology 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 with an emphasis on supporting techniques, practices, and methods as means for structuring, analyzing, scoping, planning, executing, monitoring, controlling, and reporting on international development projects.

**TOMS 5305 [0.25 credit]****International Development Projects Preparation and Formulation**

Processes, assessment methodologies and tools, and practices for designing international development projects, developing funding proposals, managing calls for proposals, organizing procurement, and evaluating the implementation of the project's activities.

**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.

**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)