

Business

This section presents the requirements for programs in:

- **Master of Accounting**
- **M.B.A.**
- **M.B.A. with concentration**
- **M.B.A. with concentrations**
- **Master of Arts Economics with Concentration in Financial Economics - Master of Business Administration with Concentration in Finance and Economics**
- **M.B.A. Concentration in Arts Management**
- **M.B.A. Concentration in Business Analytics**
- **M.B.A. Concentration in Financial Management**
- **M.B.A. Concentration in International Business**
- **M.B.A. Concentration in International Development Management**
- **M.B.A. Concentration in Management and Change**
- **M.B.A. Concentration in Technology Management**
- **M.B.A. with Specialization in African Studies**
- **M.Sc. Management**
- **Ph.D. Management**

Program Requirements

Master of Accounting (6.0 credits)

Requirements:

1. 5.0 credits in compulsory courses:	5.0
ACCT 5120 [0.5] Advanced Concepts	
ACCT 5121 [0.5] Advanced Concepts II	
ACCT 5123 [0.5] Advanced Taxation	
ACCT 5124 [0.25] Data Analytics for Professional Accountants	
ACCT 5125 [0.5] Advanced Assurance	
ACCT 5128 [0.25] Strategy for Professional Accountants	
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	
2. 1.0 credit in:	1.0
ACCT 5199 [1.0] Internship	
Total Credits	6.0

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 ¹	
4. 0.0 credit in:	0.0
BUSI 5998 [0.0] MBA Skills Workshop ²	
Total Credits	8.5

M.B.A. with 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: ¹	1.0
BUSI 5999 [1.0] Internship ¹	
5. 0.0 credit in:	0.0
BUSI 5998 [0.0] MBA Skills Workshop ²	
Total Credits	8.5

M.B.A. with concentrations (9.75 credits)

Requirements (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 ¹	
4. 0.0 credit in:	0.0
BUSI 5998 [0.0] MBA Skills Workshop ²	
Total Credits	9.75

¹ 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.

Variations:

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

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

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

1. 1.75 credits in compulsory core courses ¹	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	
Total Credits	6.0

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

1. 1.75 credits in compulsory core courses ¹	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	
Total Credits	7.25

- 1 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.
- 2 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.
- 3 Non-credit required skills workshop.

Master of Arts Economics with Concentration in Financial Economics - Master of Business Administration with Concentration in Finance and Economics (10.0 credits)

Students completing the dual degree pathway will graduate with: M.A. Economics with Concentration in Financial Economics, and M.B.A. with Concentration in Financial Economics.

Requirements:

1. 6.0 credits in compulsory courses:	6.0
ACCT 5001 [0.25] Financial Accounting	
ACCT 5002 [0.25] Managerial Accounting	
BUSI 5802 [0.25] Business Ethics	
BUSI 5998 [0.0] MBA Skills Workshop	
ECON 5020 [0.5] Microeconomic Theory	
ECON 5021 [0.5] Macroeconomic Theory	
ECON 5027 [0.5] Econometrics I	
ECON 5029 [0.5] Methods of Economic Research	
FINA 5501 [0.25] Financial Management	
FINA 5502 [0.25] Corporate Finance	
IBUS 5701 [0.25] International Business	
ITIS 5401 [0.25] Managing Information Systems in Organizations	
MGMT 5100 [0.5] Managing People and Organizations	
MKTG 5200 [0.5] Marketing Strategy	
TOMS 5302 [0.25] Operations Management	
STGY 5900 [0.5] Corporate and Business Strategy	
STGY 5903 [0.5] Strategic Concepts	
2. 1.75 credits in required concentration courses:	1.75
ECON 5051 [0.5] Asset Pricing	
ECON 5052 [0.5] Financial Markets and Instruments	
FINA 5512 [0.25] Valuation	
FINA 5513 [0.25] Mergers and Acquisitions	
FINA 5521 [0.25] Financial Management Concentration Integration	
3. 0.5 credit in elective concentration from:	0.5
ECON 5055 [0.5] Financial Econometrics	
ECON 5058 [0.5] Advanced Topics in Financial Economics	
ECON 5602 [0.5] International Monetary Theory and Policy	
ECON 5608 [0.5] Monetary Economics and Financial Intermediation	
4. 0.75 credit in M.B.A. elective courses	0.75

5. 1.0 credit in:	1.0
BUSI 5999 [1.0] Internship (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.)	
Total Credits	10.0

M.B.A. Core Course Requirements

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 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] Managing Information Systems in Organizations	
MGMT 5100 [0.5] Managing People and Organizations	
MKTG 5200 [0.5] Marketing Strategy	
TOMS 5302 [0.25] Operations Management	
STGY 5900 [0.5] Corporate and Business Strategy	
STGY 5903 [0.5] Strategic Concepts	
For students in International Development Management Concentration Only:	
IDMG 5610 [0.25] Introduction to International Development (replaces ACCT 5001 in core)	
ITIS 5403 [0.25] ICT for Development (replaces ITIS 5401 in core)	
TOMS 5314 [0.25] Supply Chain Management (replaces TOMS 5302 in core)	

M.B.A. Concentration in Arts Management (2.25 credits)

Concentration requirements:

1. 1.25 credits in:	1.25
MGMT 5129 [0.5] Managing the Arts	
MKTG 5229 [0.5] Marketing in the Arts and Culture Sectors	
MGMT 5128 [0.25] Ethical Issues in Managing Arts and Culture Organizations	
2. 1.0 credit in elective concentration courses, taken from one of the following three areas:	1.0
Art History	
ARTH 5112 [0.5] Topics in Historiography, Methodology and Criticism	
ARTH 5113 [0.5] Perspectives on Pre-Modernity	
ARTH 5114 [0.5] Feminism and Gender	
ARTH 5115 [0.5] Topics in Modern and Contemporary Art	
ARTH 5117 [0.5] Community/Identity	
ARTH 5210 [0.5] Topics in Indigenous Art	

ARTH 5218 [0.5]	Museum Studies and Curatorial Practice
ARTH 5403 [0.5]	Architecture and Its Institutions
ARTH 5500 [0.5]	Photography and Its Institutions
Canadian Studies	
CDNS 5302 [0.5]	Canadian Cultural Policy
CDNS 5401 [0.5]	Heritage Conservation I: History, Principles, and Concepts
CDNS 5402 [0.5]	Heritage Conservation II: Theory in Practice
Music	
One credit from any of the courses between MUSI 5000 and MUSI 5201 (inclusive). Some courses require permission of the department.	
Total Credits	2.25

M.B.A. Concentration in Business Analytics (2.25 credits)

Concentration requirements:	
1. 1.75 credits in:	1.75
DATA 5000 [0.5]	Data Science Seminar
ITIS 5431 [0.25]	Business Analytics for Managers
ITIS 5433 [0.5]	Business Analytics Methods
ITIS 5434 [0.25]	Data Visualization for Business Analytics
TOMS 5303 [0.25]	Managing Projects
2. 0.5 credit in elective concentration course from:	0.5
ITIS 5408 [0.5]	Social Analytics
or 0.5 credit course at the 4000 level or above (with permission of the School).	
Total Credits	2.25

M.B.A. Concentration in Financial Management (2.25 credits)

Concentration requirements:	
1. 2.25 credits in:	2.25
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]	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
Total Credits	2.25

M.B.A. Concentration in International Business (2.25 credits)

Concentration requirements:	
1. 2.25 credits in:	2.25
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
Total Credits	2.25

M.B.A. Concentration in International Development Management (2.25 credits)

Concentration requirements:	
1. 1.25 credits in:	1.25
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
2. 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
3. 0.50 credit from the School of Public Policy and Administration (SPPA), with permission of the School of Business and SPPA	0.5
Total Credits	2.25

M.B.A. Concentration in Management and Change (2.25 credits)

Concentration requirements:	
1. 2.25 credits in:	2.25
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
Total Credits	2.25

M.B.A. Concentration in Technology Management (2.25 credits)

Concentration requirements:	
1. 2.5 credits in:	2.5
ITIS 5411 [0.25]	IT Service Support
ITIS 5412 [0.25]	IT Service Delivery
ITIS 5413 [0.25]	Enterprise Architecture and Governance
ITIS 5421 [0.25]	Strategic Management of Technology Concentration Integration
MKTG 5211 [0.25]	Technology Marketing

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	
Total Credits		2.5

M.B.A. with Specialization in African Studies (8.5 credits)

Requirements:

1. 0.75 credit in:		0.75
IBUS 5712 [0.25]	Business and Government in Emerging Economies	
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. 1.5 credit in	elective specialization courses designated as having sufficient African Studies content, within the School of Business or elsewhere, with permission of African Studies and the School of Business.	1.5
4. 4.25 credits in	compulsory core courses	4.25
5. 1.0 credits in	elective courses	1.0
6. 1.0 credit in:		1.0
BUSI 5999 [1.0]	Internship ¹	
7. 0.0 credit in:		0.0
BUSI 5998 [0.0]	MBA Skills Workshop ²	
Total Credits		8.5

¹ 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.

² Non-credit required skills workshop.

Selection of Courses - African Studies

The courses listed below 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 fulfil 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]	Ethnography, Gender and Globalization
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

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

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 II
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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

M.Sc.

Management (5.0 credits)

Requirements (5.0 credits):

1. 1.5 credits in:		1.5
BUSI 5980 [0.5]	Foundations of Management Theory and Research	

BUSI 5981 [0.5]	Statistics for Business Research	
BUSI 5982 [0.5]	Research Methodology in Business	
2. 0.5 credit from:		0.5
BUSI 5983 [0.5]	Qualitative Research Design	
BUSI 5984 [0.5]	Quantitative Research Design	
3. 1.0 credit from:		1.0
BUSI 5080 [0.5]	Seminar in Accounting I	
BUSI 5081 [0.5]	Seminar in Accounting II	
BUSI 5180 [0.5]	Seminar in Management I: Modern Organization Theory	
BUSI 5181 [0.5]	Seminar in Management II: Current Topics in Organizational Behaviour	
BUSI 5280 [0.5]	Seminar in Marketing I: Management and Strategy	
BUSI 5281 [0.5]	Seminar in Marketing II: Consumer Behaviour	
BUSI 5380 [0.5]	Seminar in Management of Production/Operations I: Strategic Management of Production Systems	
BUSI 5381 [0.5]	Seminar in Management of Production/Operations II: Production/Technology/Strategy Interface	
BUSI 5383 [0.5]	Systems Optimization: Methods and Models	
BUSI 5480 [0.5]	Seminar in Information Systems I: Research Issues	
BUSI 5481 [0.5]	Seminar in Information Systems II: Current Trends	
BUSI 5580 [0.5]	Seminar in Finance I: Topical Issues in Investments	
BUSI 5581 [0.5]	Seminar in Finance II: Theories and Empirical Methods in Corporate Finance	
BUSI 5780 [0.5]	Seminar in International Business I: International Markets and Strategy	
BUSI 5781 [0.5]	Seminar in International Business II: Managing in a Global Environment	
or elective courses taken with the permission of the Director of the Graduate Research Program		
4. Completion of the Research Tutorial		
5. 2.0 credits in:		2.0
BUSI 5989 [2.0]	M.Sc. Thesis	
Total Credits		5.0

Research Tutorial

Students working with their supervisors will identify appropriate research topics and questions and will be mentored on how to conduct their thesis research. Research seminar attendance and participation are required.

Thesis

BUSI 5989 [2.0] M.Sc. Thesis is equivalent to 2.0 credits and should relate to issues consistent with the general focus of the M.Sc. program. The thesis must represent the results of the candidate's independent research undertaken after being admitted to graduate studies at Carleton University's Sprott School of Business. Previous

work of the candidate may be used only as introductory or background material for the thesis.

A candidate may carry on research work related to the thesis off-campus, provided that the work is approved in advance and arrangements have been made for regular supervision of research thesis activities with the Director of Graduate Research Programs.

All students require the Sprott School's approval for their research topic.

Each candidate submitting a thesis will be required to pass an oral examination on the subject of the thesis.

Ph.D. Management (10.0 credits)

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

Requirements:

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	
Total Credits	10.0

Specific 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]	Seminar in Accounting II
BUSI 6100 [0.5]	Seminar in Management I: Modern Organization Theory
& BUSI 6101 [0.5]	Seminar in Management II: Current Topics in Organizational Behaviour
BUSI 6103 [0.5]	Seminar in Strategic Management
BUSI 6200 [0.5]	Seminar in Marketing I: Management and Strategy
& BUSI 6201 [0.5]	Seminar in Marketing II: Consumer Behaviour

BUSI 6300 [0.5] & BUSI 6301 [0.5]	Seminar in Management of Production/Operations I: Strategic Management of Production Systems Seminar in Management of Production/Operations II: Production/Technology/Strategy Interface	
BUSI 6400 [0.5] & BUSI 6401 [0.5]	Seminar in Information Systems I: Research Issues Seminar in Information Systems II: Current Trends	
BUSI 6500 [0.5] & BUSI 6501 [0.5]	Seminar in Finance I: Topical issues in Investments Seminar in Finance II: Theories and Empirical Methods in Corporate Finance	
BUSI 6600 [0.5]	Entrepreneurship	
BUSI 6700 [0.5] & BUSI 6705 [0.5]	Seminar in International Business I: International Markets and Strategy 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	
4. 0.5 credits in:		0.5
BUSI 6907 [0.5]	Ph.D. Thesis Tutorial	

Directed Reading: a student may, with the approval of his or her thesis supervisor, take up to two directed readings courses (BUSI 6900 Directed Readings). 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.

Regulations - M.Acct.

See the General Regulations section of this Calendar.

Guidelines for Completion

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

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.

Ph.D. Management

Admission into the Ph.D. Management 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.

Regulations - M.B.A.

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.B.A. 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.

M.A.-M.B.A.: students following the M.A.-M.B.A. dual pathway are governed by the academic regulations for the M.B.A. (above) and the M.A. Economics. For academic regulations concerning the M.A., consult the Economics programs section of this Calendar.

Guidelines for Completion

Details on program timing are provided in the General Regulations section of this Calendar, under **Time Limits for Program**

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, M.B.A. electives, or from relevant courses in other departments. Permission of the School is required for elective courses taken outside of Spratt and students are normally limited to no more than 1.5 credits outside of Spratt.

Students having less than two (2) years of professional employment experience must successfully complete BUSI 5999 [1.0] Internship in order to graduate. While enrolled in BUSI 5999, students are permitted to register in no more than the equivalent of 0.5 credit per term and this course(s) must be taken outside of normal working hours.

Regulations

See the General Regulations section of this Calendar.

Academic Standing

A grade of B- or higher 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 0.5 credit.

Withdrawal from the program will be required if an M.Sc. student:

- Receives a grade of lower than B- in 1.0 credit 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.

Regulations - PhD

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

M. Accounting

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.

Students who hold a CPA, CMA designation and who have completed the Strategic Leadership Program, Case Examination and Board Report, may be exempted from the course ACCT 5133 Advanced Integration I, with the approval of the M.Acc. Director.

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.

M.B.A. and M.B.A. Accelerated Stream

- 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. The GRE Comparison Table for Business Schools can be used to calculate equivalent GRE scores.
- 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.

M.B.A. Accelerated Stream

Applicants to the M.B.A. accelerated stream must meet the following additional criteria:

- Must have 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, and
- Have a minimum overall average of B+.

Note: 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.

M.A.-M.B.A.

Applicants to the M.A.-M.B.A. dual degree pathway must qualify for admission for both the M.A. Economics and the M.B.A program. For admission information concerning the M.A., consult the Economics program section of this Calendar.

M.Sc. Management

Admission into the M.Sc. in Management program will be judged primarily on the applicant's potential to undertake research successfully and his/her prospects for completion of the program. Applicants will submit a research proposal statement on applying to the program.

The normal requirement for admission to the master's program in management is an Honours Bachelor of Commerce degree (or equivalent, e.g. 4-year Commerce, Bachelor of Business Administration or similar degrees) with at least a B+ average. Applicants who do not meet the normal requirements for admission may be required to complete additional courses, extra to the normal program requirements.

All applicants to the program are required to submit a GMAT (Graduate Management Admission Test) score with a minimum of 600 or an equivalent GRE (Graduate Record Exam) score. To calculate the equivalent GRE score, applicants can use the GRE Comparison Table for Business Schools.

Ph.D. Management

Admission into the Ph.D. Management 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.

Transfer from the Master's to the Ph.D. Program

Students enrolled full-time in the M.Sc. in Management program at Carleton University may be permitted to transfer into the Ph.D. program without completing the master's program, provided they meet the following conditions:

- Completion of 2.5 credits of master's courses with a minimum average of A
- Have demonstrated exceptional research potential
- Make a formal application for admission to the Ph.D. program no later than the third term of initial registration in the M.Sc. program

- Have permission of the Director of Graduate Research Programs.

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 5002.

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.

Includes: Experiential Learning Activity

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

Prerequisite(s): 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 5002.

ACCT 5014 [0.25 credit]

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.

ACCT 5120 [0.5 credit]

Advanced Concepts

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

Includes: Experiential Learning Activity

ACCT 5121 [0.5 credit]

Advanced Concepts II

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

ACCT 5122 [0.25 credit]

Issues in Taxation

This course will provide students additional knowledge in Canadian Federal Taxation required in the MAcc program. Emphasis on corporate income tax and some specialized topics.

Prerequisite(s): permission of the M.Acc. office.

ACCT 5123 [0.5 credit]

Advanced Taxation

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

Includes: Experiential Learning Activity

Prerequisite(s): ACCT 5120.

ACCT 5124 [0.25 credit]

Data Analytics for Professional Accountants

Data and information analysis with application to professional accounting.

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.

Includes: Experiential Learning Activity

Prerequisite(s): ACCT 5120.

ACCT 5128 [0.25 credit]

Strategy for Professional Accountants

Overview of the strategy process required of professional accountants. Case-based course with accounting focus, exploring the development of a company's situation analysis, identification and analysis of strategic and operational issues.

Includes: Experiential Learning Activity

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

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

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

Prerequisite(s): ACCT 5120, ACCT 5121 and ACCT 5129.

ACCT 5199 [1.0 credit]**Internship**

Application of M.Acc. course knowledge and building management skills in a professional environment.

Minimum 480 hours. Graded Sat/Uns.

Includes: Experiential Learning Activity

Prerequisite(s): permission of the M.Acc. office.

Business (BUSI) Courses**BUSI 5080 [0.5 credit]****Seminar in Accounting I**

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

BUSI 5081 [0.5 credit]**Seminar in Accounting II**

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

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

BUSI 5180 [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.

Also offered, with different requirements, as BUSI 6100, for which additional credit is precluded.

BUSI 5181 [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.

Also offered, with different requirements, as BUSI 6101, for which additional credit is precluded.

BUSI 5280 [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.

Also offered, with different requirements, as BUSI 6200, for which additional credit is precluded.

BUSI 5281 [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.

Also offered, with different requirements, as BUSI 6201, for which additional credit is precluded.

BUSI 5380 [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.

Also offered, with different requirements, as BUSI 6300, for which additional credit is precluded.

BUSI 5381 [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 re-engineering, quality function deployment, supply chain restructuring and the deployment of process innovations.

Also offered, with different requirements, as BUSI 6301, for which additional credit is precluded.

BUSI 5383 [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.

Includes: Experiential Learning Activity

Also offered, with different requirements, as BUSI 6303, for which additional credit is precluded.

BUSI 5480 [0.5 credit]**Seminar in Information Systems I: Research Issues**

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.

Includes: Experiential Learning Activity

Also offered, with different requirements, as BUSI 6400, for which additional credit is precluded.

BUSI 5481 [0.5 credit]**Seminar in Information Systems II: Current Trends**

Theory and practice in current information systems research.

Also offered, with different requirements, as BUSI 6401, for which additional credit is precluded.

BUSI 5580 [0.5 credit]**Seminar in Finance I: Topical Issues in Investments**

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

Also offered, with different requirements, as BUSI 6500, for which additional credit is precluded.

BUSI 5581 [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.

Also offered, with different requirements, as BUSI 6501, for which additional credit is precluded.

BUSI 5780 [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.

Also offered, with different requirements, as BUSI 6700, for which additional credit is precluded.

BUSI 5781 [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.

Also offered, with different requirements, as BUSI 6705, for which additional credit is precluded.

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 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): GPA of 10.0 or higher and permission of the School.

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**

Includes: Experiential Learning Activity

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**

Includes: Experiential Learning Activity

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 5980 [0.5 credit]**Foundations of Management Theory and Research**

Exploration of seminal and foundational works in management theory and research. Review of the foundational thinking of scholars that influenced and shaped the management discipline.

BUSI 5981 [0.5 credit]**Statistics for Business Research**

In-depth examination and critique of statistical inference. Linear regression. Statistical computing software will be used.

BUSI 5982 [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.

Also offered, with different requirements, as BUSI 6902, for which additional credit is precluded.

BUSI 5983 [0.5 credit]**Qualitative Research Design**

The use of qualitative data in business research.

Discussion of research design, data collection, analysis and interpretation techniques; overview of philosophy of science debates regarding epistemological and ontological stance, with practical experience.

Includes: Experiential Learning Activity

Prerequisite(s): BUSI 5982.

Also offered, with different requirements, as BUSI 6903, for which additional credit is precluded.

BUSI 5984 [0.5 credit]**Quantitative Research Design**

In-depth study of theories and assumptions of quantitative research design methodologies in management; exploration of alternative research designs; conceptual understanding and application of statistical methods for data analysis; critique of research from a variety of practice settings applying quantitative design methods; design a research project.

Includes: Experiential Learning Activity

Prerequisite(s): BUSI 5982.

Also offered, with different requirements, as BUSI 6904, for which additional credit is precluded.

BUSI 5989 [2.0 credits]**M.Sc. Thesis**

M.Sc. Thesis.

Includes: Experiential Learning Activity

BUSI 5992 [0.25 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.

Includes: Experiential Learning Activity

Prerequisite(s): permission of the School of Business.

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

Also offered, with different requirements, as BUSI 5080, for which additional credit is precluded.

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

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

Also offered, with different requirements, as BUSI 5081, for which additional credit is precluded.

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.

Also offered, with different requirements, as BUSI 5180, for which additional credit is precluded.

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.

Also offered, with different requirements, as BUSI 5181, for which additional credit is precluded.

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.

Also offered, with different requirements, as BUSI 5280, for which additional credit is precluded.

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.

Also offered, with different requirements, as BUSI 5281, for which additional credit is precluded.

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.

Also offered, with different requirements, as BUSI 5380, for which additional credit is precluded.

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.

Also offered, with different requirements, as BUSI 5381, for which additional credit is precluded.

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.

Includes: Experiential Learning Activity

Precludes additional credit for BUSI 6703.

Prerequisite(s): permission of the School.

Also offered, with different requirements, as BUSI 5383, for which additional credit is precluded.

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.

Includes: Experiential Learning Activity

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. Includes: Experiential Learning Activity
Prerequisite(s): permission of the School.

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

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.
Also offered, with different requirements, as BUSI 5480, for which additional credit is precluded.

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

Theory and practice in current information systems research.
Also offered, with different requirements, as BUSI 5481, for which additional credit is precluded.

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 chosen according to new developments in theory and with the interests of the students in mind and 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.
Also offered, with different requirements, as BUSI 5580, for which additional credit is precluded.

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.
Also offered, with different requirements, as BUSI 5581, for which additional credit is precluded.

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).
Also offered, with different requirements, as BUSI 5780, for which additional credit is precluded.

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.
Also offered, with different requirements, as BUSI 5781, for which additional credit is precluded.

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**

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.

Also offered, with different requirements, as BUSI 5982, for which additional credit is precluded.

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

The use of qualitative data in business research.

Discussion of research design, data collection, analysis and interpretation techniques; overview of philosophy of science debates regarding epistemological and ontological stance; with practical experience.

Includes: Experiential Learning Activity

Prerequisite(s): BUSI 6902.

Also offered, with different requirements, as BUSI 5983, for which additional credit is precluded.

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

In-depth study of theories and assumptions of quantitative research design methodologies in management; exploration of alternative research designs; conceptual understanding and application of statistical methods for data analysis; critique of research from a variety of practice settings applying quantitative design methods; design a research project.

Includes: Experiential Learning Activity

Prerequisite(s): BUSI 6902.

Also offered, with different requirements, as BUSI 5984, for which additional credit is precluded.

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.

Includes: Experiential Learning Activity

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**

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

Prerequisite(s): 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): 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.

Includes: Experiential Learning Activity

Prerequisite(s): 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.

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): 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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

Precludes additional credit for BUSI 5500.

Prerequisite(s): FINA 5501, FINA 5502, FINA 5512 and FINA 5513.

Information Systems (ITIS) Courses**ITIS 5401 [0.25 credit]****Managing Information Systems in Organizations**

Key issues in managing of information systems in organizations. Business and information technology challenges faced by managers and how decisions are made about acquiring, deploying, and using information technologies to achieve business objectives.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

ITIS 5408 [0.5 credit]**Social Analytics**

The process, tools and techniques necessary to acquire, clean, and analyze text that has been generated on social platforms. Social network analysis, sentiment analysis, topic extraction, and co-occurrence analysis.

Includes: Experiential Learning Activity

Prerequisite(s): ITIS 5401, MKTG 5200, BUSI 5801.

Also offered at the undergraduate level, with different requirements, as BUSI 4408, for which additional credit is precluded.

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

Precludes additional credit for ITIS 5433.

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

ITIS 5433 [0.5 credit]**Business Analytics Methods**

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

Includes: Experiential Learning Activity

Precludes additional credit for ITIS 5432.

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

ITIS 5434 [0.25 credit]**Data Visualization for Business Analytics**

Principles, techniques, technology and applications of data visualization for decision making; cognition and visual perception; types of visual analysis; interactive dashboards; story telling; infographics.

Includes: Experiential Learning Activity

Prerequisite(s): ITIS 5431 or permission of the School.

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.

Includes: Experiential Learning Activity

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

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

Product adaptation, distribution networks, promotion practices, cross-border pricing strategy and regulatory and other limitations. Trade trends and the macro and micro effects of culture provide connecting themes.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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, and cross-regional buyer behaviour within the U.S. Comparative view of the business culture in the U.S. and Canada.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

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.

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.

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.

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.

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.

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.

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.

Includes: Experiential Learning Activity

Prerequisite(s): MGMT 5100 and 0.5 credit from MGMT 5111, MGMT 5113 or MGMT 5115; and registration in the Management and Change concentration or a grade of A- or better in MGMT 5100.

MGMT 5128 [0.25 credit]**Ethical Issues in Managing Arts and Culture Organizations**

Ethical issues in the management and governance of arts and culture organizations including cultural appropriation, rights of production and reproduction, artistic ownership, and censorship.

Prerequisite(s): BUSI 5802.

MGMT 5129 [0.5 credit]**Managing the Arts**

The challenges of managing arts organizations with emphasis on the changing environment of arts consumption and funding. The tensions arising from blending artistic and aesthetic dimensions with functional considerations when judging organizational and personal issues form a continuing theme.

Also offered at the undergraduate level, with different requirements, as BUSI 4129, for which additional credit is precluded.

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

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

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.

MKTG 5229 [0.5 credit]**Marketing in the Arts and Culture Sectors**

Advanced study of marketing within the arts and culture sectors. Facilitates sophisticated understanding of the knowledge and skills required for marketing managers to respond to changing market environments in order to bring arts and culture offerings to their target audiences.

Prerequisite(s): MKTG 5200.

Also offered at the undergraduate level, with different requirements, as BUSI 4229, for which additional credit is precluded.

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

Strategic management focuses on evaluation of opportunities and threats in external environments in light of an organization's strengths and weaknesses, in order to determine a sustainable competitive advantage. Emphasis on corporate and business level strategic analysis and formulation. Organizational capstone project required.

Includes: Experiential Learning Activity

Prerequisite(s): all other MBA core courses.

STGY 5903 [0.5 credit]**Strategic Concepts**

An overview of business models and key strategic concepts facing firms in a global environment. Core functional area concepts in accounting, marketing, operations and HR are introduced and integrated through simulation. Skills in managing teams, meetings, business planning and presenting business plans.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

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

Prerequisite(s): BUSI 5801.