

***CORE COURSES***

**MBAB 5P01 Accounting for Decision-Making I**

The functional basics of accounting for management and business decisions. Data collection, classification, processing and interpretation.

**MBAB 5P02 Quantitative Analysis**

Statistical and quantitative approaches to business decision making, analysis of business problems including descriptive statistics, regression and forecasting techniques, linear programming and decision tree analysis.

**MBAB 5P03 Economic Environment of Business**

Macro and micro economic concepts related to business decision making including sales taxes and subsidies, consumer and production theory and various market structures such as discriminating monopoly, oligopoly and dominant firms. The determinants of levels of national income, employment, interest rates, inflation and prices in the Canadian economy. Government monetary, fiscal and international economic policies.

**MBAB 5P04 Organizational Behaviour and Design**

Individual, group and organizational processes in organizations. Micro level topics include motivation, leadership, individual perception and attitudes, group dynamics and conflict management. Organization theory (macro) topics include organization design; environment, technology and structure, power and politics in organizations and organizational culture.

**MBAB 5P05 Marketing Management**

Demonstrating the role of marketing in the firm, exploring the relationship of marketing to other functions, and helping students to learn how to make marketing decisions in the context of general management.

**MBAB 5P06 Accounting for Decision-Making II**

An examination of financial reporting issues and managerial accounting techniques in the context of problem solving and decision making in business.

**MBAB 5P07 Operations Management**

Managerial issues relating to the operations function of organizations, concepts and techniques of operations-production management, product and service design, process selection, facility location and layout, quality management, planning, inventory and supply-chain management, project management and management of new technologies.

### **MBAB 5P08 Financial Management**

Concepts, instruments and techniques used for financial decision making. Emphasis is on the maximization of shareholders' wealth and on the role of the financial manager in choosing the appropriate techniques for typical problem solving.

### **MBAB 5P09 Management Information Systems**

Information systems and their application in business organizations. Key management issues with respect to the use of computer and information technology in modern business environments. The various tools of information systems and the interrelationships of computer systems and telecommunications as management challenges in the technology age.

### **MBAB 5P20 Applied Business Research**

The basic tools of business research to gather, record, and analyze data for aid in making business decisions. Survey design, scales, multivariate analysis and non-parametric measures.

### **MBAB 5P21 Business Strategy**

The development of plans and activities that integrate the various operating and support functions of an organization to effect strategies of competitive positioning. The tasks of governance and leadership related to the dynamic nature of corporate strategy. The accountability of the firm to internal and external stakeholders.

### **MBAB 5P22 Global Business**

Exposes students to numerous challenges a firm faces as it attempts to internationalize its operations. At the end of the course the student is expected to have a better understanding of the micro factors which make management of international businesses distinct from domestic businesses. The topics to be covered include the international aspects of business functions, entry strategies, site selection, world trade developments and ethics in international business.

### **MBAB 5P23 Entrepreneurship**

Theories of entrepreneurship and entrepreneurship, entrepreneurial attributes, new venture creation processes, web based business operations, and business plan preparation.

### **MBAB 5P24 Business Law**

The legal environment of business and basic legal considerations for business organizations including forms of organization, liability of owners, shareholders, directors and managers.

### **MBAB 5P25 Business Ethics**

Ethical theory and cases pertaining to business individuals, business organizations, and political-economic systems. Topics may include basic concepts of philosophical ethics; the rights and responsibilities of shareholders and other stakeholders; corporate governance; moral issues in international business; moral obligations to consumers; workplace issues; the natural environment; the relation of ethics and law; capitalism and its critics; future directions for the relationship of business to the rest of society.

## *ACCOUNTING SPECIALIZATION COURSES*

### **MBAB 5P31 Managerial Accounting I**

Internal recording systems devised to implement and guide management planning and control with particular emphasis on cost finding, product costing, cost behaviour and cost allocations as well as analysis and communication of relevant information to users in a professional manner.

### **MBAB 5P32 Financial Accounting I**

The theory and practice of financial statement preparation including the measurement, reporting, and disclosure of assets, liabilities, equity, revenue and expenses with specific reference to generally accepted accounting principles and interpretation of related reports.

### **MBAB 5P33 Taxation for Business Decisions**

The principles of individual and corporate taxation emphasizing the effects of federal and sub-federal income taxes on decision making in business.

### **MBAB 5P34 Managerial Accounting II**

Performance evaluation, divisional performance measurement, transfer pricing, behavioural implications of accounting information and current issues as well as analysis and communication of relevant information to users in a professional manner.

### **MBAB 5P35 Financial Accounting II**

The theory and practice of financial statement preparation in accordance with generally accepted accounting principles. Complex issues including accounting for leases, pensions, future income taxes, inter corporate investments and cash flow reporting.

### **MBAB 5P36 Financial Accounting III**

The theory and practice of financial statement preparation in accordance with generally accepted accounting principles with emphasis on accounting for complex business organizations and not-for-profit organizations.

## *BUSINESS ANALYTICS SPECIALIZATION COURSES*

### **MBAB 5P11 Introduction to Business Analytics**

Foundations, Functionalities, and Applications of Business Intelligence/Business Analytics; Business Intelligence Architecture and Components; Multi-Dimensional Analysis (OLAP), Data Pre-Processing and Visualization Techniques; Basic Data Mining Technologies and Business Applications; Introduction to Techniques for Data Clustering, and Classification.

### **MBAB 5P12 Advanced Business Analytics**

Advanced Business Analytics and Enterprise Reporting; Advanced Clustering and Classification Techniques; Predictive Modeling; Association Rule Mining; Text Mining and Web Analytics; Visual Analytics.

### **MBAB 5P13 Database Management Systems**

Fundamental concepts of file systems and database systems; data models; the relational database model; conceptual database design and the ER model; normalization; Physical database design, Introduction to SQL.

### **MBAB 5P14 Systems Analysis and Design**

System development life cycle; data flow in the business processes through use cases; gathering functional and non-functional business requirements; documentation of process models through data flow diagrams; and documentation of data models through entity-relationship diagrams.

### **MBAB 5P15 Introduction to Information Assurance**

Topics include domains of: Information security risk assessment and management; incident management, business continuity and disaster recovery planning; legal regulations affecting security (Financial BASIL, SOX, IFRS, PIPEDA, etc.), cCompliance; operations security; physical (environmental) security; security architecture and design; forensic investigation, security governance, strategic alignment of security function, information security program development and management.

### **MBAB 5P16 Enterprise Infrastructure Architecture**

Review of networking concepts; computer network management and performance evaluation; review of enterprise architectures frameworks; Application architecture; Technology architecture; server environments- client server, P2P, thin/thick client etc. and operating systems; network configurations: hardware, platforms, and hosting; virtualization; cloud computing; grid computing.

### **MBAB 5P17 E-business Applications**

E-Business models and strategies; e-business applications in supply chain management, e-procurement, and CRM, performance metrics, e-business architecture, and security issues and challenges in conducting e-business, privacy and legal issues

### **MBAB 5P18 Supply Chain Management and Enterprise-wide Systems**

Fundamental concepts, framework, and information technology context of enterprise-wide systems; importance of integrated information systems in an organization; technological infrastructure, and integration of enterprise-wide applications; material flows across supply chains

## ***FINANCE SPECIALIZATION COURSES***

### **MBAB 5P41 Financial Statement Analysis**

Analysis of financial accounting procedures and the rules that govern disclosure. Emphasis in on basic financial statements and how alternative accounting methods affect those statements and the analysis of financial statement relationships.

### **MBAB 5P42 Equity Investments, Markets, and Instruments**

Selecting an investment in a global market and the organization, structures, and functioning of securities markets. Discussion of the security market indicator series and the efficient capital markets. An introduction to security valuation, stock market analysis, industry analysis, company analysis, stock selection and technical analysis, with discounted cash flow implications.

### **MBAB 5P43 Debt Investments**

Features and valuation of fixed income securities. Risk and returns associated with investing in bonds. Analysis of debt instruments with unique features.

### **MBAB 5P44 Derivative Instruments**

Introduction to options, futures and swap markets. Pricing principles and theory of these derivative securities as they apply to various trading and hedging strategies.

### **MBAB 5P45 International Finance**

Overview of the international financial environment, the theoretical and practical aspects of the various international financial markets, and the impact of the international environment on the financial decision making of the individual and the firm.

### **MBAB 5P46 Portfolio Management and Alternative Investments**

Portfolio management policies for individual and institutional investors, asset allocation, general portfolio construction and revision, equity and fixed-income portfolio management strategies, real estate portfolio management, and hedging strategies. Performance measurement, performance attribution analysis, and AIMR performance presentation standards are presented. Analysis of real estate and currency or foreign exchange investments and investment companies.

## ***HUMAN RESOURCE MANAGEMENT SPECIALIZATION COURSES***

### **MBAB 5P51 Introduction to Industrial Relations**

This introductory course emphasizes the practical application of basic skills required to manage in workplaces which are either unionized or might become unionized. Lectures, readings, simulations, case analyses, and other assignments will acquaint students with the structure and functioning of the Canadian industrial relations system, basic employment law concepts, the union certification process, negotiation and administration of collective agreements, strikes and dispute resolution in an international context.

### **MBAB 5P52 Introduction to Human Resource Management**

This course provides a basic overview of key aspects of managing Human Resources in domestic and global markets, emphasizing the link between HR policies, practices, organizational strategy and legislative requirements. Topics will include recruitment and selection, job analysis, training and development, performance management, benefits, health and safety, industrial relations and collective bargaining.

### **MBAB 5P53 Training and Development**

A systematic examination of training and development in organizations. Topics include: training and development as a process and an investment; the organizational context of effective training and development; adult education theory; equity in training; and organizational learning. Primary emphasis will be placed on the theoretical and applied aspects of instructional systems design including: needs analysis, program design, development and implementation and program evaluation and follow-up.

### **MBAB 5P54 Compensation Management**

This course deals with strategic compensation formulation and planning, as well as the management of the compensation system. Topics include: the process for developing compensation objectives, economic and behavioural theories of compensation, pay and benefits determination, job and market evaluation, skill or knowledge-based pay, and pay equity. The course explores the use of individual, group, and organizational incentives to support compensation objectives. The course also examines the process and procedures involved in implementing, managing, and evaluating the compensation system.

### **MBAB 5P55 HR Planning and Strategy**

This course explores various aspects of the Human Resources Planning process at the micro and macro level and their relationship to organizational strategy. Topics will include forecasting human resource requirements, environmental scanning, examining supply and demand, and recommendations on how to deal with surpluses and shortages of staff.

### **MBAB 5P56 Recruitment and Selection**

This course provides an in-depth review of current recruitment and selection practices in the Canadian environment, as well in global markets. Topics include job analysis, preparation and evaluation of job descriptions, human rights legislation, employment standards and pay equity considerations in addition to understanding the different interviewing methods available to managers.

### **MBAB 5P57 Managing Health and Safety**

Provides a basic knowledge of health and safety. Topics include legislation, psychosocial hazards, hazard recognition and assessment, hazard control, accident investigation, and other topics of interest.

### **MBAB 5P58 Negotiating in Organizations**

Understanding, analyzing, and using the key processes and sub-processes of negotiating in a broad range of business situations to optimize participants' negotiating effectiveness.

## ***MARKETING SPECIALIZATION COURSES***

### **MBAB 5P60 Marketing of High-Technology Products and Innovations**

Marketing of high-technology products and innovations occurs in turbulent environments, and requires rapid decision making with incomplete information. Innovations are introduced at frequent intervals, research-and-development spending is vital, and there are high mortality rates for both products and businesses. This course will explore concepts and practices related to marketing in this unique, fast-paced environment.

### **MBAB 5P61 Marketing Strategy**

The development and the execution of marketing strategies. Topics include market orientation, customer retention strategies, industry, customer and competitive analysis, sources of competitive advantage and advanced marketing mix strategies. Computer simulation.

### **MBAB 5P62 Marketing Research**

The role of marketing research as a marketing decision making tool. Topics include questionnaire design, experimentation, sampling, data collection and analysis and statistical methods for marketing research.

### **MBAB 5P63 International Marketing**

Globalization is now a top priority for large and small companies, and marketing is the key function allowing firms to expand worldwide. This course uses a practical, managerial approach to explore global decisions. Topics covered include market selection and entry, alliances, competitive analysis, global consumers and brands, cross-cultural management, global communications and organization. Extensive class discussions and oral presentations by students cover cases and articles on international markets.

### **MBAB 5P64 Consumer Behaviour**

The application of behavioural science concepts to marketing; the interactions of consumers, sellers, public policy makers and researchers.

### **MBAB 5P65 Business-to-Business Marketing**

This course develops the managerial skills and insights required to apply marketing principles to effectively and efficiently market business products and services to other companies, government bodies and institutions. The course will examine the unique aspects of business-to-business marketing such as shifting channel power relationships, the nature of e-commerce, organizational buying behaviour.

### **MBAB 5P66 Services Marketing**

Students taking this course will become more aware of the nature and characteristics of services, more knowledgeable about the ways services need to be marketed due to their intangible core, and more knowledgeable about service quality, the foundation of services marketing. Students completing the course will understand the success factors in services marketing.

### **MBAB 5P67 Sales Management**

Management of the sales force and the role of the sales function in marketing strategy. This course covers the inter-related sales force management processes of developing and implementing the company's strategic sales program, and reviewing and evaluating sales performance. Specific topics include planning and organizing the selling function; estimating market potential and forecasting sales; account management strategies and managing customer interactions; recruiting, selecting, training, compensating, and motivating salespeople; and evaluating the sales force and individual salespeople.

### **MBAB 5P68 New Product Development**

Major issues, problems, and challenges faced by new product development managers and their teams. Topics include: (1) the key stages of product development: opportunity identification, idea generation; product design; product testing; launch issues; and life-cycle management; (2) new analytical methods to reduce risk and improve innovativeness at both new product team-level and firm-level, and (3) a variety of new product development strategies (i.e., incremental versus radical innovativeness; technological discontinuities and dominant designs; new product diffusion and adoption; and exploration versus exploitation) from the perspective of large companies and start-ups.

### **MBAB 5P69 Integrated Marketing Communications**

Current topics in marketing communications. Topics include: (1) coordinating and synchronizing the various promotional mix elements to develop effective communications programs; (2) examining the roles of advertising, sales promotion, direct marketing, and the use of social media within communications programs; and, (3) managerial decision-making in marketing communications from both theoretical and practical perspectives.

## ***OPERATIONS MANAGEMENT SPECIALIZATION COURSES***

### **MBAB 5P71 Project Management**

Concepts and techniques for managing projects. Role of the project manager, strategic issues, resource allocation, conflict management, risk management, planning, budgeting, scheduling and controlling projects.

### **MBAB 5P72 Quality Management**

Management, control, and improvement of quality. Statistical tools and the business context. Quality management systems, such as ISO 9000. Quality control tools, such as control charts. Quality improvement methods, such as lean and six sigma.

### **MBAB 5P73 Logistics and Supply Chain Management**

Supply chain modeling and performance. Strategic, planning and operational issues central to the management of supply chains. Design and coordination of supply chain networks, inventory management and planning, sourcing, procurement, transportation, and strategic partnerships.

### **MBAB 5P74 Simulation of Business Systems**

Fundamental concepts and methods for simulation modeling and analysis. Discrete-event simulation models. Topics include design of experiments, input and output analysis, and model validation. Applications include inventory systems, waiting line systems, scheduling, and process improvement.

### **MBAB 5P75 Advanced Business Modeling with Spreadsheets**

Methods for building spreadsheet models for business problems. Practical application of OR tools and techniques. Topics include linear programming, goal programming, integer programming, transportation and network models.

### **MBAB 5P76 Advanced Operations Management: Special Topics**

Various topics will be studied. May include: forecasting, revenue management, service operations, and/or healthcare operations.

## ***OTHER ELECTIVE COURSES***

### **MBAB 5P81 Corporate Entrepreneurship and Innovation**

Creating and maintaining entrepreneurship in mid-sized and large organizations. Leadership and management issues in entrepreneurship, innovation and technology. Challenges and opportunities for successful corporate entrepreneurship.

### **MBAB 5P82 Leadership and Change**

Theoretical, research and practical aspects of leadership and change designed to develop individual capacity to lead and to enact organizational change.

### **MBAB 5P83 Managing and Mentoring the Growing Venture**

Opportunities and challenges for managing growing ventures; application and adaptation of management techniques at different company growth stages; mentoring roles of external stakeholders along the venture life cycle.

## ***CO-OP COURSES***

### **MBAB 5N11 Co-op Placement I**

Co-op work placement (4 months) with an approved employer.

### **MBAB 5N12 Co-op Placement II**

Co-op work placement (4 months) with an approved employer. Enrolment subject to approval by Program Director.

### **MBAB 5N13 Co-op Placement III**

Co-op work placement (4 months) with an approved employer. Enrolment subject to approval by Program Director.

### **MBAB 5N14 Co-op Placement IV**

Co-op work placement (4 months) with an approved employer. Enrolment subject to approval by Program Director.

### **MBAB 5N90 Co-op Training and Development**

Framework for the development of learning objectives by students for individual work term(s). Includes orientation to the co-op experience, goal setting, résumé preparation, interview skills preparation.



## ***NON-CREDIT COURSES***

### **MBAB 5N81 Business Writing**

(also offered as MACC 5N81)

Emphasis on written business communication memos, letters, e-mails, reports, proposals.

### **MBAB 5N82 Business Reading**

(also offered as MACC 5N82)

Vocabulary and conventions of North American business.

### **MBAB 5N83 Business Listening**

(also offered as MACC 5N83)

Practice with business related audio/video materials. Academic note-taking skills.

### **MBAB 5N84 Business Speaking**

(also offered as MACC 5N84)

Developing oral communication skills for business meetings and presentations. Recognizing cultural differences in business practices.

### **MBAB 5N85 Strategies for Success**

(also offered as MACC 5N85)

Workshops, seminars and presentations to assist in providing international students with a smooth transition to graduate studies in business.