

learn by doing, i.e., to design and execute a research project; third, to provide some practice in the handling and interpretation of research results.

Prerequisite(s): BUSI 275, 276; 331; third year Business standing. (3-0 or 3-0)

#### **BUSI 435 Marketing Management (3 sem. hrs.)**

The concepts and problems associated with the management of the marketing function. The development of problem-solving and effective communication skills, primarily through the use of the case study method.

Prerequisite(s): fourth year Business standing. (3-0 or 3-0)

#### **BUSI 437 Advertising and Promotional Strategy (3 sem. hrs.)**

A study of advertising and promotional strategy. Promotional planning, the various media, and the mechanics of advertising. Ethics and advertising's role in modern society.

Prerequisite(s): BUSI 331; third year Business standing. (3-0 or 3-0)

#### **BUSI 441 Advanced Topics in Business Finance (3 sem. hrs.)**

An in-depth look into advanced financial topics from personal, business, and investment finance. Topics covered include risk management, derivatives, and portfolio management. Case studies along with group projects are used to communicate these principles.

Prerequisite(s): BUSI 317 or 318, 342. (3-0 or 3-0)

#### **BUSI 442 Advanced Personal Financial Planning (3 sem. hrs.)**

This course is the capstone for the financial planning track and will take an in-depth look into advanced personal finance topics. Topics covered include family law, risk management, retirement planning, estate planning and practice management. Case studies along with group projects are used to communicate these principles.

Prerequisite(s): BUSI 241; 304, 317 or 318; 428. (3-0 or 3-0)

#### **BUSI 446 Commercial Legal Relations (3 sem. hrs.)**

The legal environment within which businesses must function, especially the legal relationships between individuals and commercial organizations. The legal relationships between the corporation and shareholders, directors, employees, financiers, debtors, lawyers, and society in general.

*NB:* May not be offered every year.

Prerequisite(s): BUSI 345, 346. (3-0 or 3-0)

#### **BUSI 470 Information Systems Project/Internship (3 or 4 sem. hrs.)**

Application of several business disciplines and information systems concepts, principles, and practice in an actual business information system. Students are expected to develop a complex business information systems project. Students work closely with both the professor and individuals in the information systems profession. Students may also take the course as an internship while actually working for an enterprise in an information systems position.

Cross-listed: ISYS 470.

Prerequisite(s): Fourth year standing; Microsoft Office Suite, and BUSI 221, 222, 280; 342, 370, 371. (0-0; 3/4-0)

#### **BUSI 480 Leadership in the Global Context (3 sem. hrs.)**

This course addresses issues faced by leaders working in settings throughout the globe. Students examine approaches to leadership and develop an understanding of the important role culture plays in multi-cultural organizational contexts. Cross-cultural communication, cultural intelligence, and individual and organizational behaviour in various cultures is studied. Particular attention is given to the servant leadership approach and how to develop the mindset of an effective leader in both non-governmental and for-profit organizational contexts.

*NB:* May not be offered every year.

Cross-listed: ECON 480.

Prerequisite(s): Third year standing. (3-0 or 3-0)

#### **BUSI 481 Business Ethics (3 sem. hrs.)**

Role of business in contemporary society where multiple demands are placed upon it, responsibility of a corporation to its many constituencies, responsiveness to changing cultural climate. A biblical basis for business ethics.

Prerequisite(s): Third year Business standing. (3-0 or 3-0)

#### **BUSI 484 Strategic Management (3 sem. hrs.)**

A capstone, integrative course that focuses on how firms formulate, implement, and evaluate strategies. Strategic management concepts and techniques; comprehensive strategic analyses of organizations.

Prerequisite(s): Fourth year Business standing. (3-0; 3-0)

#### **BUSI 486 Small Business & Entrepreneurship I (3 sem. hrs.)**

A capstone, integrative course focused on key concepts of entrepreneurship: the nature and role of the entrepreneur; creating and organizing new ventures; the tools and techniques needed to facilitate and plan a new enterprise; and the insight and judgment skills required in dealing with new venture management. Preparation and presentation of a comprehensive business plan.

Prerequisite(s): Fourth year Business standing. (3-0; 3-0)

#### **BUSI 487 Small Business and Entrepreneurship II (3 sem. hrs.)**

Entrepreneurial finance; obtaining venture and growth capital; valuation, structure, and negotiation of a deal; and obtaining debt capital. Managing rapid growth and entrepreneurship beyond the start-up; the entrepreneur and the troubled company; the harvest and beyond.

Prerequisite(s): Fourth year Business standing.

Recommended: BUSI 486. (0-0; 3-0)

#### **BUSI 490 Integrative Group Project (3 sem. hrs.)**

The course requires students to apply several business disciplines, in an actual business setting, to the development of a complex business project. Students work closely with both the professor and individuals in the business community.

*NB:* May not be offered every year.

Cross-listed: ISYS 490.

Prerequisite(s): Fourth year Business standing or permission of instructor. (3-0 or 3-0)

## **BUSINESS ADMINISTRATION, GRADUATE COURSES**

### **CORE BUSINESS COURSES**

#### **MBA 501 Marketing Management (3 sem. hrs.)**

The course explores the theoretical underpinnings of the discipline of marketing in order to develop a conceptual framework to critique the practice of marketing in the early 21st century. The course utilizes extensive case analysis techniques to enhance the manager's ability to develop and critique marketing plans in both the for-profit and non-profit sectors.

#### **MBA 521 Managerial Accounting (3 sem. hrs.)**

Managerial Accounting provides managers with an understanding of internal reporting of operating results, including the tools they need to interpret key financial information and improve overall performance. Management accounting plays a vital decision making role in today's lean organization. Topics include cost concepts and applications, cost-volume-profit relationships, product costing, budgeting, and standard costing.

#### **MBA 525 Managerial Economics (3 sem. hrs.)**

The course applies economic theories and quantitative methods to management decision making. Solutions for many important management decision problems in the areas of product selection, pricing, investment, and organization design can be found in managerial economics using relevant

economic theories and quantitative methods. Topics include theory of the firm, theory of consumer demand, industrial organization, game theory, forecasting, statistical estimation, decision making under uncertainty, capital budgeting.

**MBA 542 Managerial Finance (3 sem. hrs.)**

The course provides an opportunity for the manager to develop good understanding in the area of capital investment and financing. The capital investment decision allocates scarce resources to projects in the organization and involves asset valuation, capital budgeting, risk management, working capital management, and performance assessment. The financing decision chooses sources of cash to finance the investment decisions and involves capital structure, financial instruments, the risk-return trade-off, financial planning, and the cost of capital. Ethical considerations and management in the global context from a Christian worldview are integrated into these topics.

**MBA 552 Human Resource Management (3 sem. hrs.)**

This course focuses on the strategic use of human resource practices to reinforce and support the core capabilities of the organization. The course reviews the functions of human resource management, organizational behaviour, and organizational theory within a business and a non-profit setting, with a special emphasis on doing business in the global marketplace. The course examines how organizations plan for, attract, retain, and manage employees for a sustained competitive advantage.

**MBA 570 Information and Knowledge Management Systems (3 sem. hrs.)**

This course provides an overview and understanding of the issues involved in the strategic management of the information and knowledge assets of national, international, and transnational organizations. The course examines a broad range of issues and problems associated with information systems (IS) and knowledge management systems (KMS) and their alignment with the strategic goals of an organization. The course includes a comparative study of present theories with particular attention to the role of computer-based information and knowledge management systems in the organizational policy of a variety of business, government and other institutions.

**MBA 571 Operations Management (3 sem. hrs.)**

This course considers the various operative models by which firms attempt to create value. We assume that business operations are conducted to realize the aims of the business strategy. Toward that end, students develop the skills and the thinking necessary to maximize the effectiveness of the operations. Topics include quality, production/supply chain planning, production/supply chain execution, process design, and project management. Analytical methods are introduced when appropriate. Specific consideration is given to the correct management of the service content of the firm's products.

**MBA 590, 591, 592 Christian Leadership and Ethics (1, 1, 1 sem. hr.)**

This unique course consists of three modules taken during the first three residencies. The course explores a Christian perspective on business and how it impacts management and leadership of organizations. The course introduces students to cutting edge leadership theory, techniques, and tools. Topics include general leadership principles, motivation and behavioral change, decision making, vision setting, understanding group dynamics, team building, communication processes, understanding power, and conflict resolution. The course includes a self-assessment of leadership skills and focuses on Christian values and ethics in the marketplace, surveying Christian perspectives of morality as they relate to particular business leadership issues. This includes examination of ethical issues arising in the areas of corporate social responsibility, dispute resolution, employee rights, advertising and the use of information technology.

**MBA 593 Christian Leadership and Ethics (3 sem. hrs.)**

The course explores a Christian perspective on business and how it impacts management and leadership of organizations. The course introduces students to cutting edge leadership theory, techniques, and tools. Topics include general leadership principles, motivation and behavioral change, decision making, vision setting, understanding group dynamics, team building, communication processes, understanding power, and conflict resolution. The course includes a self-assessment of leadership skills and focuses on Christian values and ethics in the marketplace, surveying Christian perspectives of morality as they relate to particular business leadership issues. This includes examination of ethical issues arising in the areas of corporate social responsibility, dispute resolution, employee rights, advertising and the use of information technology.

**MBA 684 Business Strategy (6 sem. hrs.)**

The course focuses on competitive strategy at the corporate and business unit level. Strategy development is highly complex and this course helps students develop skills that identify and properly address issues. The format of the class is designed for thought and practice on the part of each student. Key topics include: learning curve, relative market share, value chain; Porter's 5 Forces, BCG, GE, PIMS, EVA and other such concepts; mission statement, competitive positioning, SWOT and other aspects of analyzing one's own organization; forecasting – sources of information, trends, and analysis; critically analyzing situations and persuasively presenting solutions to various audiences; ethics and corporate responsibilities; and implementation strategies.

**SPECIALIZATION COURSES – NON-PROFIT AND CHARITABLE ORGANIZATION MANAGEMENT**

**MBA 651 The Formation and Structure of Non-Profit and Charitable Organizations (3 sem. hrs.)**

The course explores the elements of an effective start-up of a charitable organization. They include analysis of steps needed to form a charitable organization, development of a business plan, recruiting leadership, establishing a board, securing seed funding, and much more. The course also analyzes why some organizations succeed while others do not.

**MBA 652 Management and Leadership for Non-Profit and Charitable Organizations (3 sem. hrs.)**

The course examines the unique characteristics and role of non-profit organizations in our society. From this perspective, we seek to understand the role of effective management and leadership of non-profits, with attention to factors that leaders may use to improve the effectiveness of their organizations. Through case description and theoretical analysis, students learn about major differences between managing non-profit and profit-making organizations. Student acquire skills focused on governance, financing, and general management of non-profit organizations.

**MBA 653 Legal Issues for Charitable Organizations (3 sem. hrs.)**

Managers of non-profit and charitable organizations face numerous legal challenges not faced by corporate managers. The course examines a number of such legal challenges including formation of the charity, obtaining charitable status, reporting requirements, charitable governance, employment and human rights concerns including codes of conduct and lifestyle requirements, working with volunteers, and exposure to tort liability.

**MBA 654 Grants, Funding, and Not-for-Profit Marketing (3 sem. hrs.)**

Securing adequate resources is a challenge for all non-profit organizations. Funding can be obtained from a variety of sources, including grants, user fees, gifts and bequests and investments. This course provides the tools

for properly assessing the funding mix of an organization and developing strategies to increase revenue streams. In particular, topics such as fee setting and collection, grant writing, investment management, public relations, and donor development and relations are covered.

**MBA 655 Financial Management of Non-Profit and Charitable Organizations (3 sem. hrs.)**

The practice of financial management in non-profit organizations is significantly different from that in for-profit businesses. Many of the differences stem from the difficulty of measuring and valuing outputs, and from restrictions imposed by donors and grant-making agencies. This course considers accounting, budgeting, financing, investment, and other financial management activities in non-profit organizations, including fund accounting, form and interpretation of financial statements, endowment management issues, federal and provincial regulation, measurement and evaluation of organizational performance, and control systems design. The course is ideally suited for students who expect to manage non-profit organizations or serve on non-profit boards.

**SPECIALIZATION COURSES – MANAGEMENT OF THE GROWING ENTERPRISE.**

**MBA 671 Enterprise Start-Up and Positioning (3 sem. hrs.)**

The course explores the process of creating a new venture, including opportunity recognition, feasibility analysis, business plan creation, and financing. This course looks at factors that lead towards entrepreneurial success including characteristics of the entrepreneur. Class discussion and case analyses present decision making techniques and skills required to evaluate business start-up strategies.

**MBA 672 Business and Venture Financing (3 sem. hrs.)**

This course focuses on the development of strategies for financing entrepreneurial ventures. It includes analysis of numerous funding sources including debt, venture capital, and private equity financing. It includes a study of the contractual and operational relationships which exist between suppliers of venture capital, intermediaries, and the entrepreneurial firm. The course also assists managers in understanding how to pragmatically structure and negotiate the financing deal.

**MBA 673 Strategic Issues in Marketing the Growing Enterprise (3 sem. hrs.)**

The course familiarizes students with writings and research in the areas of e-marketing, global marketing, internal marketing, relationship marketing, services marketing, and sports marketing, particularly with respect to how each impacts the growing enterprise. The rapidly evolving field of marketing requires extensive discussion around these various topics and the ability to connect these seemingly disparate topics together within an integrated theoretical marketing framework.

**MBA 674 Leadership, Management, and Systems Change (3 sem. hrs.)**

Growing enterprises often encounter leadership, management, and systems problems caused by their growth. To sustain growth, the activities of entrepreneurs usually have to change from innovation to delegation, with greater levels of communication and organization. Different functional and leadership skills are needed at various stages of growth. External support such as accountants, lawyers, and investors often have to be incorporated into the operations of the firm. In addition, corporate systems require significant change as the enterprise grows. This course is designed to identify the reasons for, and the tools to make critical leadership, management, and systems change as the enterprise grows.

**MBA 675 The Legal Environment of Business (3 sem. hrs.)**

The course provides students with an understanding of the legal environment in which Canadian businesses operate. The course focuses on key areas of the legal environment that particularly impact business decision making including the legal system and risk management, contractual principles and issues, corporate formation and governance, partnerships, agency, employment and human rights issues, intellectual property considerations, and business torts.

**SPECIALIZATION COURSES – INTERNATIONAL BUSINESS**

**MBA 661 Global Economic Competitiveness (3 sem. hrs.)**

The course includes the study of the competitiveness of companies in different countries and regions given ever-changing economic conditions and government policies. General trends in the increasingly interdependent global economy are reviewed. With an integrated global economy, the production process is increasingly fragmented, and the implications of this fragmentation on competitiveness are reviewed. Other topics included in the course are: the emergence of the Chinese and Indian economies and their impact on the global economy, the acceleration of regional economic integration in Europe, North America and Asia and the implication of such for the global economy.

**MBA 662 Managing a Global Organization (3 sem. hrs.)**

The course examines a number of issues particularly critical to the management of international businesses or multinational firms. These topics include an examination of comparative management practices including similarities and differences in cross cultural management styles; a comparison of Pacific Rim, European Union and North American value systems; analysis of best practices and their impact in industries such as automotive, electronics, education, and medical services. It also includes discussion of current international business issues including the future of globalization, the impact of outsourcing, and particular areas of corporate risk including foreign exchange and the political/social climate; and an exploration of current economic and business planning in multilingual organizations.

**MBA 663 International Business Law (3 sem. hrs.)**

The course examines the legal regime within which international businesses operate. It includes topics such as international dispute resolution, understanding treaties and conventions, GATT rules, international contract issues, and intellectual property concerns. It also explores how a Christian worldview may impact a person doing business internationally including such areas as developing trust based relationships, dealing with corporate and government corruption, facing bribery issues, and employment issues with foreign employees.

**MBA 664 International Finance and Accounting (3 sem. hrs.)**

This course explores important accounting and finance issues for firms operating in a multinational environment. The course provides an overview of international differences in accounting and financial reporting and the need for international harmonization of accounting standards. It particularly examines accounting and finance issues faced by corporations operating in the United States, Europe, and the Pacific Rim. The course also explores the implication of governments, standard setting bodies and other regulators in both developed and emerging markets increasingly requiring the use of IFRS either by listed companies or all companies.

**MBA 665 Comparative International Management (Travel Study) (3 sem. hrs.)**

This course provides a direct introduction to global business practices. The course normally is taught as part of an overseas travel experience. This provides students with experiential as well as classroom learning and enables students to better grasp the differences in cultures and the management techniques of each.