
INTERNATIONAL BUSINESS UNIVERSITY ACADEMIC CALENDAR 2026

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1. ACADEMIC SCHEDULE / IMPORTANT DATES

International Business University undergraduate programs are organized in term of 12 weeks each, beginning in January, April, July, and October. The academic year begins in January and ends in December.

TORONTO CAMPUS

Date (2026)	Day	Term Start/End	Deadlines	University Closed
01-Jan-26 (Thursday)	Thursday			New Year's Day - University Closed
05-Jan-26 (Monday)	Monday	Orientation – Class of Winter 2026		
07-Jan-26 (Wednesday)	Wednesday	Semester Begins (Winter 2026)		
13-Jan-26 (Tuesday)	Tuesday		Deadline: Winter Semester Course Add/Drop	
16-Feb-26 (Monday)	Monday			Family Day - University Closed
24-Feb-26 (Tuesday)	Tuesday		Deadline: Course Withdrawal	
25-Feb-26 (Wednesday) to 03-Mar-26 (Tuesday)		Reading Week (No Classes Scheduled)		
04-Mar-26 (Wednesday)	Wednesday	Semester Continues (Winter 2026)		
03-Apr-26 (Friday)	Friday			Good Friday - University Closed

08-Apr-26 (Wednesday)	Wednesday		Deadline: Scheduled Break Request for Summer '26 Semester	
21-Apr-26 (Tuesday)	Tuesday	Semester Ends (Winter 2026)		
22-Apr-26 (Wednesday) to 05-May-26 (Tuesday)		Semester Break		
04-May-26 (Monday)	Monday	Orientation – Class of Summer 2026		
06-May-26 (Wednesday)	Wednesday	Semester Begins (Summer-2026)		
12-May-26 (Tuesday)	Tuesday		Deadline: Summer Semester Course Add/Drop	
18-May-26 (Monday)	Monday			Victoria Day - University Closed
23-Jun-26 (Tuesday)	Tuesday		Deadline: Summer Semester Course Withdrawal	
24-Jun-26 (Wednesday) to 30-Jun-26 (Tuesday)		Reading Week (No Classes Scheduled)		
01-Jul-26 (Wednesday)	Wednesday			Canada Day - University Closed

02-Jul-26 (Thursday)	Thursday	Semester Continues (Summer 2026)		
03-Aug-26 (Monday)	Monday			Civic Holiday (University Closed)
06-Aug-26 (Thursday)	Thursday		Deadline: Scheduled Break Request for Fall '26 Semester	
18-Aug-26 (Tuesday)	Tuesday	Semester Ends (Summer 2026)		
19-Aug-26 (Wednesday) to 01-Sep-26 (Tuesday)		Semester Break		
31-Aug-26 (Monday)	Monday	Orientation – Class of Fall 2026		
02-Sep-26 (Wednesday)	Wednesday	Semester Begins - Fall 26		
07-Sep-26 (Monday)	Monday			Labour Day - University Closed
08-Sep-26 (Tuesday)	Tuesday		Deadline: Fall Term Course Add/Drop	
12-Oct-26 (Monday)	Monday			Thanksgiving Day - University Closed
20-Oct-26 (Tuesday)	Tuesday		Deadline: Course Withdrawal Fall Semester	

21-Oct-26 (Wednesday) to 27-Oct-26 (Tuesday)		Reading Week (No Classes Scheduled)		
28-Oct-26 (Wednesday)	Wednesday	Semester Continues (Fall 2026)		
03-Dec-26 (Thursday)	Thursday		Deadline: Scheduled Break Request for Fall '26 Semester	
15-Dec-26 (Tuesday)	Tuesday	Semester Ends (Summer 2026)		
16-Dec-26 (Wednesday) to 05-Jan-27 (Tuesday)		Semester Break		
25-Dec-26 (Friday) & 26- Dec-26 (Saturday)				Christmas Day - University Closed
28-Dec-26 (Monday)	Monday			Boxing Day (Observed) - University Closed

OTTAWA CAMPUS

Date (2026)	Term Start/End	Deadlines	University Closed
01-Jan-26			New Year's Day - University Closed
26-Jan-26 (Monday)	Orientation – Class of Winter 2026		

28-Jan-26 (Wednesday)	Semester Begins Block 1 (Winter 2026)		
Feb 3 2026 (Tuesday)		Deadline: Winter Semester Course Add/Drop	
16-Feb-26			Family Day - University Closed
17 Mar-26 (Tuesday)		Deadline: Course Withdrawal	
18-Mar-26 (Wednesday)	Semester Continues Block 2 (Winter 2026)		
08-Apr-26		Deadline: Scheduled Break Request for Summer '26 Semester	
03-Apr-26			Good Friday - University Closed
5 May-26 (Tuesday)	Semester Ends (Winter 2026)		
May 6 2026-May 18 2026	Semester Break		
19-May-26 (Tuesday)	Orientation – Class of Summer 2026		
20-May-26 (Wednesday)	Semester Begins Block 1 (Summer 2026)		
May 26 2026		Deadline: Summer Semester Course Add/Drop	
18-May-26			Victoria Day - University Closed

01-Jul-26			Canada Day - University Closed
Jul 7 2026		Deadline: Summer Semester Course Withdrawal	
8-Jul-26 (Wednesday)	Semester Continues Block 2 (Summer 2026)		
03-Aug-26			Civic Holiday - University Closed
06-Aug-26		Deadline: Scheduled Break Request for Fall Semester	
25-Aug-26 (Wednesday)	Last Day of Classes Summer Semester		
26-Aug-26 (Wednesday) to 01-Sep-26 (Tuesday)		Semester Break	
31-Aug-26 (Monday)	Monday	Orientation – Class of Fall 2026	
02-Sep-26 (Wednesday)	Wednesday	Semester Begins - Fall 26	
07-Sep-26 (Monday)	Monday		Labor Day - University Closed
08-Sep-26 (Tuesday)	Tuesday	Deadline: Fall Term Course Add/Drop	
12-Oct-26 (Monday)	Monday		Thanksgiving Day - University Closed
20-Oct-26 (Tuesday)	Tuesday	Deadline: Course Withdrawal Fall Semester	

21-Oct-26 (Wednesday) to 27-Oct-26 (Tuesday)		Reading Week (No Classes Scheduled)	
28-Oct-26 (Wednesday)	Wednesday	Semester Continues (Fall 2026)	
03-Dec-26 (Thursday)	Thursday	Deadline: Scheduled Break Request for Fall '26 Semester	
15-Dec-26 (Tuesday)	Tuesday	Semester Ends (Summer 2026)	
16-Dec-26 (Wednesday) to 05-Jan-27 (Tuesday)		Semester Break	
25-Dec-26 (Friday) & 26- Dec-26 (Saturday)			Christmas Day - University Closed
28-Dec-26 (Monday)	Monday		Boxing Day (Observed) - University Closed

Dates are subject to change - as needed*

2. GOVERNANCE OF THE UNIVERSITY

IBU has adopted a bicameral governance structure allocating governance responsibilities between the Board of Directors and Board of Governance. The Board of Governors is responsible for governing, directing, and overseeing the academic affairs of IBU. Board of Directors is responsible over all operational functions to oversee the government, conduct, management and control of the University and its property, revenues, expenditures, business and affairs.

2.1. Board of Governors

The Board of Governors is responsible for the overall governance of the university. In consultation with Academic Council, the Board sets the strategic direction of the University.

- Alastair James Scott Summerlee - CEO, Ottawa Education Group and Academic Principal of IBU Ottawa Campus
- Winston Kassim - President at Winston Kassim Consulting
- Dr. Rahim Karim - President and CEO of the Canadian College of Naturopathic Medicine
- Ron Choudhury - Tax Partner Miller Thompson LLP
- Dr. Najma Ahmed - Surgeon-in-Chief (interim) at St. Michael's Hospital
- Feridun Hamdullahpur - Chancellor
- Asima Vezina - President and Vice-Chancellor of IBU
- Serdar Mutlu - Chair of the Board of Governors

The Board annually elects a chair, vice chair, secretary, and treasurer from amongst its members.

For complete information on the Board of Governors and the governance of International Business University, please refer to at www.ibu.ca

2.2. Board of Directors

- Serdar Mutlu - Chair of the Board of Directors
- Nurhan Aycan - Partner at Dentons, Mergers and Acquisitions Lawyer
- Yves Brodeur - Ambassador

2.3. Industry Advisory Council

- Tim McTiernan - Former President and Vice Chancellor of IBU
- Asima Vezina - President and Vice-Chancellor of IBU
- Clare Beckton – Founder of Own Your Own Success
- David McGown - Co-Founder Canadian Business Coalition for Climate Policy
- Jatin Nathwani - Founding Executive Director of the Waterloo Institute for Sustainable Energy (WISE)
- Louie Di Palma - Director, SME Programs
- Julien Papon – Founder of Vitesse and IBU Faculty Member
- Dan Arts – Real Estate Executive
- Gina Jeneroux – Co-Founder of AETHEON
- Lindsey Fair – Vice President at Invest Ottawa
- Marvin Hough – Founder, Marvin Hough International Research & Analysis Ltd (MIRA)
- Pamela McDonald Kuhne – Director of Partnerships and Innovation at Queensway Carleton Hospital

2.4. Academic Council

IBU's Academic Council is comprised of faculty, students, and administrators and is responsible for the academic direction of International Business University's programs and academic services in Ontario.

- Asima Vezina - President, Chair of the Academic Council
- Istvan Imre - Executive Dean and Vice-President, Vice-Chair of the Academic Council
- Swarna Bakshi Saini - Registrar
- Pavlos Gkasis - Academic Director
- 3 Full Time Faculty Representatives
 - Professor Erik Jensen
 - Professor Supinder Babra

- Professor Mano Weligodapola
- 1 Adjunct Faculty Representative
 - Professor Shraddha Wilfred
- 1 Student Representative
 - Rotates on a term-by-term basis

3. VISION AND MISSION

3.1. Vision

IBU is a student-focused business university offering programs that are career relevant, accelerated, and integrated with work connected projects. Graduates leave with knowledge, technical and interpersonal skills, and problem-solving experience

3.2. Mission

Educating the next generation of graduates who anticipate and drive change, and who make a difference at work and in their communities.

3.3. Guiding Pillars at IBU

- **Academic Excellence First**

Goal: To uphold rigorous standards that build institutional credibility and student value.

- Quality Control: Standardize rigorous assessment methodologies across both in person and online modalities.
- Expert Faculty: Recruit and retain a "scholar practitioner" faculty body possessing high academic credentials and current industry expertise
- Governance: Empower the Academic Council to lead curriculum innovation while ensuring regulatory compliance.

- **Superior Student Experience**

Goal: To deliver a personalized, immersive education that bridges the gap between the classroom and the global business environment.

- Personalized Learning: Implement tailored learning pathways and maintain low student to- faculty ratios.
- Experiential Integration: Mandate internships, business simulations, and industry-connected projects across all programs.
- Job Readiness: Embed international perspectives, digital literacy, business ethics, and essential durable skills into the core curriculum.
- Holistic Support: Expand comprehensive services for housing, mental health, and social integration to ensure student well-being.

- **Strategic Partnerships**

Goal: To cultivate a robust network of industry and academic allies

- Industry Alignment: Establish formal and informal feedback loops with corporate partners to ensure curricula remain career relevant.
- Institutional Collaboration: Develop joint programs and pathways while facilitating faculty and student exchanges with domestic and international peers.
- Community Impact: Engage with government and business leaders to contribute to local and regional economic development.

- **Strategic Growth**

Goal: Ensure long-term financial health and expand IBU's global footprint.

- Geographic Expansion: Develop a connected network of affiliated campuses in Ontario, across Canada, and internationally to provide global perspectives.
- Diversification: Build a "teaching and learning platform" that integrates education vertically from secondary schools to graduate degrees.

- **Agility and High Performance**

Goal: To build a high performance internal culture rooted in accountability and inclusion.

- Talent Acquisition: Attract and retain employees at all levels who possess an "entrepreneurial mindset."
- Accountability: Foster a culture where employee performance is directly aligned with student outcomes and institutional impact
- DEI Commitment: Formalize diversity, equity, and inclusion initiatives in hiring and all aspects of the campus life.
- Fiscal Responsibility: Maintain a lean but competent organizational structure to keep tuition accessible.

4. HISTORY OF INTERNATIONAL BUSINESS UNIVERSITY

International Business University started with the vision to establish an independent teaching- oriented and student-centered university in Canada. We call ourselves a “next generation” university because we combine academic excellence with a curriculum geared to the needs of the future.

In 2015, a founding group of academics and businesspeople came together to make this vision a reality. Right from the start, the intent was to establish a university specializing in business education with a global perspective encompassing businesses in Canada and around the world.

After extensive consultations with educational experts and business representatives, the group prepared innovative proposals to establish the university and its inaugural degree in 2019.

Ontario’s Postsecondary Education Quality Assessment Board (PEQAB) considered the group’s proposals in June 2020, approving the application for a university title and the first of its programs.

Ontario’s Minister of Colleges and Universities granted final consent on December 4, 2020, making IBU the first homegrown independent university ever to be established in the province. Since then, the founding group has turned its attention to launching the university in time for its September 2021 start.

IBU administrators are also busy planning further undergraduate as well as graduate programs to entrench the university’s place as a global center of excellence in business education.

4.1. Our Founding Administrators:

- Tim Mc Tiernan – Founding Vice Chancellor and President
- Mark Lovewell– Founding Vice President-Academic and Provost

5. UNIVERSITY POLICIES AND REGULATIONS

This section addresses policies and associated procedures of International Business University, including policies related to faculty members, administrative staff, and students.

- 5.1. IBU Residency Policy for Undergraduates
- 5.2. IBU Residency Policy for Graduates
- 5.3. IBU Policy on Undergraduate Student Status
- 5.4. IBU Grade Appeals Policy
- 5.5. IBU Graduation and Distinction Policy, Undergraduate
- 5.6. IBU Graduation and Distinction Policy, Graduate
- 5.7. IBU Policy on Continuous Enrolment
- 5.8. IBU Policy on Length of Completion, Undergraduate
- 5.9. IBU Policy on Length of Completion, Graduate
- 5.10. IBU Intellectual Property Policy
- 5.11. IBU Student Virtual Learning and IT Management Policy
- 5.12. IBU Policy on Ethical Research
- 5.13. IBU Student Code of Conduct
- 5.14. IBU Student Complaint Policy and Procedure
- 5.15. IBU Sexual violence policy
- 5.16. IBU Policy Of Student Rights and Responsibilities
- 5.17. IBU International Student Policy
- 5.18. IBU Free Speech Policy
- 5.19. IBU Policy on Academic Freedom

6. ADMISSION POLICIES:

- 6.1. IBU Admission Policy to Undergraduate Studies
- 6.2. IBU Admission Policy to Graduate Studies
- 6.3. IBU Transfer Credit Policy

7. ACADEMIC POLICIES

- 7.1. IBU Academic Integrity Policy
- 7.2. IBU Grading Policy, Undergraduate
- 7.3. IBU Grade Point Average, Undergraduate Policy
- 7.4. IBU Grading Policy, Graduate

8. GUIDELINES AND PRACTICES FOR COURSE DELIVERY

International Business University (IBU) proposes to provide two methods of delivery in the Bachelor of Commerce program: technology-enhanced (i.e., in-class lectures with blended virtual delivery) and virtual (i.e. the entire course is delivered online, with both synchronous and asynchronous elements). This enables students to study continuously on-campus, remotely or in a blended format (a combination of both).

These delivery methods are all consistent with the university's mission to build an innovative learning culture that ensures its graduates enjoy professional careers that are both personally rewarding and contribute to the betterment of society. This document outlines the guidelines and practices that will be associated with both methods of delivery. The university's formal Virtual Learning and Information Technology Management Policy is included as Policy number 3009.

The university's delivery methods will support and complement the university's strategic purposes in four ways:

- provide a superior educational experience.
- offer exceptional access not only in terms of ease and convenience but also by students' sense of connectivity and community.
- offer all the University's present and future programs or parts of programs virtually to domestic and international students in Canada and around the world during and after the Covid 19 pandemic. Cognizant of the recent experience that all universities are offering courses primarily remotely and online as the most effective tool in keeping student retention and maintaining continuing access to learning, the University will follow suit, and
- aid in the preparation of consistent and high-quality learning materials that can be used in all possible delivery formats used by the university.

In addition to for-credit certificates leading to IBU degree programs, IBU may offer in-class and virtual not-for-credit certificates, diplomas and courses approved as part of their continuing, professional and executive education programming. Not-for-credit certificates require in-depth knowledge in a particular subject area and comprise a coherent sequence of courses. They should adhere to the same standards of excellence that are expected of all IBU program offerings. Certificates, diplomas, courses, micro credentials and badges must meet institutional and divisional criteria with respect to quality assurance including any academic program review process.

The relevant guidelines and practices pertaining to the delivery of courses are organized under the six headings below.

- Student Preparation and Orientation

- Course Management System
- Accessible Technical Assistance for Students and Faculty
- Hardware, Software, and Technological Resources and Media
- Academic Community Policies
- Faculty Preparation and Orientation

8.1. Student Preparation and Orientation Technology Requirements

The university will post and publish minimum system requirements in all pre-admissions and registration materials associated with the delivery of its courses.

My IBU

A web-based environment known as My IBU will be available to students and faculty to provide a single point of access to all courses, campus community and other information. This environment will include the Course Management System, Student Services, Faculty Services, and specific forms, resources, and other information.

My IBU will provide opportunities for students to interact in the following ways:

- Virtual Student Lounge
- Virtual Campus Help
- Virtual Textbook Exchange
- Career Information Exchange

My IBU will also provide access to the following virtual university services:

- Bookstore
- Campus News
- Library
- Student Services
- Student Finance

My IBU will be developed, integrated and maintained by the IT Director. It will integrate custom-made and third-party software and services, including the learning management

system Canvas and as well as the integrated learning software Connect, which accompanies McGraw Hill texts.

Student Orientation

All IBU students will be enrolled in the Virtual Learning Orientation Course. This course will be designed and maintained by the IT Director in collaboration with the Instructional Designer. The purpose of the orientation course will be to help students (and faculty) use electronic resources effectively, and to guide users through set-up and

configuration of their systems to identify and address common issues before they become support issues, and before they impact a learning session.

Access to Course Materials

Once a student enrolls, they will gain access to the virtual course materials. All courses will use the same standardized course template.

Library

All students will have virtual access to the Library by way of My IBU. IT personnel will be available to provide assistance to students who may experience technical problems when accessing the Library. The librarian will be available to assist students in locating appropriate reference and resource material.

8.2. Faculty Preparation and Orientation

Faculty will be responsible for becoming familiar with the Canvas learning management system as well as with McGraw Hill's Connect in those cases where the course(s) they teach use a McGraw Hill text. In addition, faculty members will be expected to make every effort to keep up to date with the evolving technology used by the university in the delivery of its courses. The Instructional Designer will provide an orientation session to new faculty members who are unfamiliar with the technology.

Faculty Orientation

Newly appointed faculty will be provided with a detailed orientation to introduce them to the technology and best practices associated with technology-enhanced and virtual delivery.

Faculty will also be enrolled in a special orientation course which will provide instruction on how to use virtual resources effectively. Faculty will be guided through set-up and configuration of their systems and will be instructed on how to identify and address common issues before they become support issues, and before they impact a learning session.

The special faculty orientation course will help faculty members to better manage their classes and achieve the desired learning outcomes. As part of this, all faculty members will have access to a Faculty Handbook that includes advice on how to redirect technical support issues, and how to encourage students to use the services provided by the university.

Faculty Guidelines for Best Practices in Instruction General Faculty Responsibilities

Faculty members will be responsible for the following aspects of course delivery:

- ensure that all assignments/reports/exams etc. are graded and returned to the student (if appropriate) prior to the due date of the next assignment.
- respond to student inquiries within a twenty-four hour period;
- facilitate and monitor any scheduled group discussions. Faculty are encouraged to become actively involved in the group discussions by providing feedback and opinions;
- provide final letter grades for all students within the posted deadlines;
- post a 'farewell message' on the course's Canvas site and monitor communications from students for three days following the official submission of marks. The intent of this guideline is to ensure that students who wish to discuss their mark in a course will have access to the professor; and *participate in the end of course review with the Dean.*

Responsibilities of Faculty—Before the Course Begins

- Notify the Instructional Designer should they encounter any errors, unclear text information or dated information in the course.
- Submit all updates, corrections, or modifications to the syllabus, assignments, quizzes, final paper/exam/project details to the Instructional Designer. A minimum of four weeks lead time is required. All changes to course materials will be subject to approval by the Dean.
- Establish due dates for assignments and discussions, if not previously done.

Responsibilities of Faculty—Once the Course is Underway

- Check and respond to email at least once a day (within twenty-four hours).
- Check any discussion forums and respond to questions or comments at least once every day. It is Institute policy to respond to students within one business day.

- Lead the discussions and encourage equal participation by all students.
- Monitor the activity of all groups (if any).
- Intervene occasionally to stimulate discussion or improve class dynamics.
- Review and return student assignments with feedback, grading them if they are graded activities. Professors will be encouraged to use an MS Word feature called “Track Changes” on alternate program to insert their comments into students’ assignments before returning them in Canvas.

Course Review/Faculty Feedback

Students will complete Instructor/Course surveys at the end of each course. The results of these surveys will be provided to the faculty member and the Dean may review survey results with individual faculty members. Faculty will have a chance to provide feedback to the Dean on how to ensure that required textbook(s) and resources remain relevant and timely. During this process, they may make recommendations about texts and materials.

Canvas and Connect make it possible to actively monitor courses in progress. On an ongoing basis course delivery will be monitored to ensure that each faculty member responds to student enquiries in a timely manner and provides adequate feedback to students on assignments. This proactive form of evaluation will provide the opportunity for the Dean to identify and discuss any issues with a faculty member.

Role of Instructional Designer

The Instructional Designer will work with faculty to develop all new courses, whether technology-enhanced or virtual, following a prescribed template. With the IT Director, the Instructional Designer will provide comprehensive support for faculty as they prepare and deliver their courses.

8.3. Course Management System Technical Description

The university will use Canvas as its Learning Management System. This LMS will provide extensive functionality:

Learner Tools Communication Tools

- Discussion Forum (includes email notification, RSS feeds)
- Discussion Management (includes participation tracking tools for instructors)
- Drop Box
- Internal email or forwarding

- Real-time Chat

Productivity Tools

- Calendar/Progress Review
- Student Gradebook View
- Searching Within Course Discussions
- Orientation/Help/Tutorials

Student Involvement Tools

- Groupwork (discussion and chat)
- Community Networking system wide
- Student home pages, blogs

Support Tools Administration Tools

- Authentication (range of options – flexible)
- Course Authorization (roles – customizable)
- Registration Integration (manual, self-register, batch; SIS integration)

Course Delivery Tools

- Test Types (wide range of assessment tools)
- Automated Testing Management (randomizing, self test with feedback, etc.)
- Virtual Marking Tools
- Virtual Gradebook (assignments, weighting, scales; export)
- Course Management
- Student Tracking (reports on frequency, duration of student accessing of resources)

Content Development Tools

- Accessibility Compliance (claims high level of compliance)
- Content Sharing/Reuse (courses may be copied, some potential for content sharing)

- Course Templates
- Customizable Look and Feel
- Sequencing or Hierarchical Content Presentation
- Instructional Standards Compliance (IMS and SCORM; will allow migration of course content to other systems)
- This platform will provide a state-of-the-art, web-based learning environment that promotes and/or facilitates these academic and community goals:
 - easy access to the program using standard tools (for example, widely available web browsers);
 - high quality, timely and rich communication between students and professors.
 - direct access to appropriate literature and other resources.
 - consistent, quality-controlled delivery of course content across courses for a program.
 - a “nobody gets left behind” approach to course management with high visibility of learner progress to ensure timely intervention by professors and staff.
 - a flexible environment that allows anytime, anywhere access without limitations.
 - security, privacy and confidentiality, where applicable; and
 - tools and processes for the assessment and assurance of academic integrity.

8.4. Accessible Technical Assistance for Students and Faculty Standards of Quality

Technical support for students and faculty will be managed by Canvas, and will be available 24/7 by web, email or toll-free telephone. Technology will be utilized to ensure that the turn-around time for responding to student technical support issues of an urgent nature is maintained within reasonable limits.

Metrics of support activity will be used to identify and track the most common support issues and patterns and drive change management on a term basis. The IT Director and Instructional Designer will work together to proactively reduce the impact of common issues by providing visual tutorials and other resources designed to address and isolate common problems before they occur. The IT Director will put in place troubleshooting and system security measures to protect our systems against disruptions, cyber attacks and other failures as well as ensuring all system functionality can be restored as soon as possible in the event of a disruption. In addition, campus-wide news items will be highly visible from the home page of the course management system, and this mechanism will

be used to communicate any timely issues or alerts to students (for instance, scheduled maintenance windows.)

8.5. Appropriate Hardware, Software and other Technological Resources and Media

The university will be guided by the principle that the curriculum and delivery of any course determines the appropriate hardware, software and other media required to deliver that course. To that effect the Dean, working with the Instructional Designer and faculty course developers, will recommend resource requirements within the academic/business planning timelines and processes. The regular upgrade and enhancement of hardware, software and other technological resources and media will be part of the annual budget development process. The university will have on file and available upon request copies of current software, hardware, and systems agreements that pertain to the delivery of virtual learning.

Academic Community Policies

Students enrolled in all courses —especially remote learners— will be encouraged to participate in the academic community in the following ways:

They will use My IBU to access the following services and virtual communications forums:

- Library
- Student Services
- Student Finance
- Alumni Forum
- Student Lounge
- Campus Help
- Textbook Exchange
- Practicum and Career Information Exchange

The Virtual Learning Orientation Course will emphasize meaningful participation in both course activities and informal communications through the virtual forums.

Faculty will be encouraged to use group projects to foster community. Faculty standards emphasize feedback and intervention when necessary to ensure that all students are participating in class activities.

9. TUITION AND OTHER FEES

All fees and charges are quoted in Canadian dollars (CAD). For further information about tuition, fees, and payment methods, please contact the Registrar's Office.

Programs run on a quarterly system with three full terms per year (fall, winter, and summer). Once admitted to a program, the student is expected to register in courses and pay tuition fees for all quarters each year. Tuition fees are due prior to the start of each term. Students may request to pay tuition fees in monthly installments over the term - approval will be based on previous payment history. Arrangements for payment of tuition must be made at least one week prior to the start of each term.

Enrollment for a subsequent term will be denied to students who fails to fulfill their financial obligation. In addition, no diploma is released to a student with outstanding financial obligations to International Business University. In all cases, a student remains responsible for tuition and other charges incurred.

Registration Deposit (Seat Fee)	\$250 must be paid at the time of application. This is a no refundable amount that will be credited towards the student tuition.
Course Tuition Fee	See the website for current Course Tuition Fee rates.
Continuous Enrolment Deposit	\$250
Course Withdrawal Policy	Course withdrawal fees are based on the number of days the student is enrolled in each course, starting on day Students are charged on a pro-rata rate to the date t institution is notified in writing. The deadline for course withdrawal refunds in undergraduate programs is the Tuesday Week 8 in the semester.
Credit Balances	Credit balances resulting from cancellations, withdrawals, other schedule changes will be applied to upcoming payments on the student's current or next term of student Graduated or withdrawn students may request a credit balance be refunded by sending a written request to S. A refund cheque will be issued within 30 days receipt of the request.

Transcript Fee	\$30 must accompany a student's Request for Transcript Form. Additional fee on actuals will be charged if the student requests the transcript to be couriered. Note: the student must be in good financial standing with the University prior to transcript being issued.
Replacement Diploma	All replacement diplomas cost \$65 each.
International Student Fee	An International Student fee is required on a per term basis. Please see the website for current rates.

9.1. Financial Aid & Awards

Students studying at International Business University have a number of options to choose from when financing their education. Please click on the appropriate link for more information.

9.1.1 Student Line of Credit

Students at International Business University may be eligible to apply for a student loan or a student line of credit through numerous Canadian financial institutions. Students should visit their local branch, or the institution's website for further detail:

- TD Bank – <http://www.tdcanadatrust.com/products-services/borrowing/loans-lines-of-credit/student-line.jsp>
- CIBC - <https://www.cibc.com/ca/loans/student-loc.html>
- Bank of Montreal – <https://www.bmo.com/home/personal/banking/loans-loc/loc/student-line-of-credit>
- Royal Bank – <http://www.rbcroyalbank.com/personal-loans/student-line-of-credit.html>

9.1.2 Registered Education Savings Plan (RESP)

Degree and diploma programs are eligible for RESP funds. A letter of acceptance from the faculty is typically all that is required to have RESP funds released by your provider. Please visit the Human Resources and Skills Development Canada website for more information.

9.1.3 Lifelong Learning Plan (LLP)

The Lifelong Learning Plan (LLP) allows you to withdraw up to \$10,000 in a calendar year from your Registered Retirement Savings Plan (RRSP) to finance full-time training or education for you, your spouse, or common-law partner. You cannot participate in the LLP to finance your children's training or education, or the training or education of your spouse's or common-law partner's children. As long as you meet the LLP conditions every year, you can withdraw amounts from your RRSP until January of the fourth year after the year you make your first LLP withdrawal. You cannot withdraw more than \$20,000 in total.

For more information, visit the [Lifelong Learning Plan](#).

- 9.2. [IBU Tuition and Fee Policy](#)
- 9.3. [IBU Tuition and Fee Collection Policy](#)
- 9.4. [IBU Policy for Tuition and Fee Refund](#)

10. SERVICES FOR STUDENTS

10.1. University Directory

Department	Contact
Admissions	admission@ibu.ca
Registrar's Office	enrolment@ibu.ca
Technical Services	helpdesk@ibu.ca
Academic Accommodations for Students with Disabilities	registar@ibu.ca
Dean of Academics	dean@ibu.ca
University Mailing Address:	655 Bay St., Suite 200, Toronto, ON M5G 2K4, Canada.
Telephone:Toll Free:	<u>(416) 923-1111</u> <u>1 (866) 923-3111</u>

10.2. Registrar's Office

Registrar's Office helps and assists students about their progression during their programs and about a wide range of matters related pertaining to scheduling, academic activities, program support and International Student Advising. Any requests for advice or support can be made at any time through e-mail, web-form, or phone numbers.

10.3. Housing Services

The enrolment office maintains a list of accommodations to assist students in finding suitable housing. In most cases these are shared apartments or rooms in private homes.

Leasing arrangements are made between individual students and property owners, many of whom require prepayment of the first and last month's rent. Students who may need help locating housing or who have problems related to their accommodation should contact Enrolment Office.

10.4. Career Services

International Business University aims to maintain an active Career Support Centre that is solely centered and responsible to support the graduates in their search for career related

employment. Programs and workshops are organized to prepare graduating students about their employment research, networking techniques, resume development and interviewing skills. Career Center at IBU constantly aims at building strong relationships with industry professionals to help with their recruitment needs. We at IBU provide our students with valuable resources, labor market information, career event opportunities, and resources to various web links.

10.5. Academic Accommodations for Students with Disabilities

International Business University recognizes it's legal and moral responsibility to provide reasonable and required accommodation to its students with disabilities in order to ensure fair and equitable access to all services and facilities for all its students. Students in need of any such accommodation may request for the same or learn more about the policy and procedures related to accommodation & accessibility by emailing enrolment@ibu.ca

10.6. Mental Health and Wellness Services

At International Business University we encourage and support our students to complete their programs and fulfill their career objectives. We enable this through ensuring a consistent approach, to support mental health of our students. We guide members of our school community on how to respond to students in distress and facilitate awareness-raising and education related to mental health and wellness through various workshops and available resources.

10.7. Student Activities

International Business University offers a wide range of on and off campus activities in which students can participate. We encourage student led and planned activities. Clubs and activities reflect students' interests and may change periodically. Questions and suggestions concerning student activities can be addressed to the Student Services Department at the university.

10.8. Technical Support

Technical support may be requested by a toll-free telephone line, or email at helpdesk@ibu.ca. Requests for assistance received outside normal business hours may not be handled until the next business day.

If you encounter any problems with a computer/printer in any of the labs, please report the problem to your faculty member if issues occur during the class. If a problem arises outside of class hours, a help desk ticket can be initiated through helpdesk@ibu.ca

If you require immediate assistance or have any question about the technical resources at IBU please don't hesitate to submit your question helpdesk@ibu.ca.

10.9. Forms

We encourage all our students to request and use the requisite forms for making any request. A form provides evidence that certain actions took place. All the form are available in the registrar office and can be requested through student portal or by emailing enrolment@ibu.ca. These forms are used to help the University administration run more efficiently.

10.10. List of Forms

- [Transfer Credit Request Forms](#)
- [Confirmation of Enrolment Letter Request Form](#)
- [Incomplete Grade Request Form](#)
- [Course Withdrawal Form - Bachelor of Commerce \(Honors\)-BCOM](#)
- [Course Withdrawal Form Master of Business Administration-MBA](#)
- [Program Withdrawal Request Form](#)
- [Grade Appeal Request Form](#)
- [Scheduled Break Request Form](#)
- [Student Complaint Form](#)
- [Re-enrolment Request Form](#)
- [Re-Admission Request Form](#)
- [Peer Tutoring Request Form](#)
- [Letter of Permission Application Form](#)
- [Leave of Absence Request Form](#)
- [Examination Challenge Request Form](#)
- [Being A Peer Tutor Request Form](#)
- [Academic Integrity Reporting Form](#)
- [Accommodation Request Form](#)

11. PROGRAM INFORMATION:

11.1. Program Information: Bachelor of Commerce (Honours) IN International Management and Technology.

Our unique Bachelor of Commerce (Honours) in International Management and Technology program is comprised this degree program comprises 18 core business courses, 5 international business courses, 9 technology and innovation courses, and 8 non-core courses, for a total of 120 credit hours The five international business courses are *International Management, Global Business Issues, Advanced International Finance, Global Strategy, and Leading in a Diverse Context*. The nine technology and innovation courses include *Technology Literacy and Applications, Information Technology Applications, Entrepreneurship and Innovation, Data Analytics for Business, Information Technology Management, Advanced Data Analysis, Technology Trends and Implications, Culture and Design Thinking, and User Experience Design*.

11.1.2 Curriculum At A Glance

			Core Business	General Business	International Business	Technology & Innovation	Noncore Courses
Level 1	Semester 1	Introduction to Business	3				
		Introduction to International Business	3				
		Introduction to Accounting	3				
		Business Research & Communication		3			
		Contemporary World History					3
	Semester 2	Introduction to Financial Analysis	3				
		Applied Economics	3				
		Organizational Behavior	3				
		Technology Literacy and Applications				3	
		Critical Thinking: A Philosophic Perspective					3
Level 2	Semester 3	Marketing and Sales	3				
		International Management			3		
		Information Technology Applications				3	
		Entrepreneurship and Innovation				3	
		Arts and Contemporary Studies					3
	Semester 4	Interpersonal Skills and Assessments		3			
		Project Management					3

		Entrepreneurship and Innovation	3				
		Business Planning					
		Project Course	6				
Level 3	Semester 5	Law and Ethics in a Business Context	3				
		Negotiation Skills		3			
		Global Business Issues			3		
		Data Analytics for Business				3	
		Breadth Elective					3
	Semester 6	Advanced International Finance			3		
		Market Research	3				
		Information Technology Management				3	
		Advanced Data Analysis				3	
		Breadth Elective					3
Level 4	Semester 7	Global Strategy			3		

		Technology Trends and Implications				3	
		Applied Research Skills		3			
		Leading in a Diverse Context			3		
		Breadth Elective					3
	Semester 8	Culture and Design Thinking				3	
		User Experience Design				3	
		Breadth Elective					3
		Capstone Course	6				
Total num of credits			42	12	15	27	24

Level	Course Code	Course Title
Semester 1	MGMT1001	Introduction to Business
	ACCT1001	Introduction to Accounting
	MGMT1002	Introduction to International Business
	COMM1001	Business Research and Communication
	POLI1002	Global Trends and World Politics
Semester 2	FINA1001	Introduction to Financial Analysis
	ECON1001	Applied Economics
	MGMT1003	Organizational Behavior
	TECH1001	Technology Literacy and Applications
	PHIL1001	Critical Thinking: A Philosophical Perspective
Semester 3	MKTG2001	Marketing and Sales
	MGMT2004	International Management
	TECH2002	Information Technology Applications
	ENTR2001	Entrepreneurship and Innovation
	ARTS2001	Arts and Contemporary Studies
Semester 4	MGMT2005	Interpersonal Skills and Assessments
	ENTR2002	Entrepreneurship and Innovation Business Planning
	MGMT2006	Project Management

	MGMT2007	Project Course (6 Credits)
Semester 5	MGMT3008	Law and Ethics in a Business Context
	MGMT3009	Negotiation Skills
	MGMT3010	Global Business Issues
	DATA3001	Data Analytics for Business
		Elective
Semester 6	FINA3002	Advanced International Finance
	TECH3003	Information Technology Management
	MKTG3002	Market Research
	DATA3002	Advanced Data Analysis
	Elective	
Semester 7	MGMT4011	Global Strategy
	TECH4004	Technology Trends and Implications
	MGMT4012	Applied Research Skills
	MGMT4013	Leading in Diverse Context
	Elective	
Semester 8	DSGN4001	Culture and Design Thinking
	DSGN4002	User Experience Design
	MGMT4014	Capstone Course (6 Credits)
		Elective
Electives	POLI1001	Politics and Government Relations
	HIST1001	Contemporary World History
	PSYC1001	Psychology and Cognition
	COMM1002	Communications Theory and Practice

	IND	Special Topics
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11.1.3 Course Descriptions

CORE BUSINESS COURSES

MGMT1001: Introduction to Business

This course provides an integrated introduction to the economic, social and political context of business and an introduction to some of the key concepts and frameworks that inform the study of management in an international context. It examines the role of management and entrepreneurship, as well as providing an overview of organizational behavior/human resources, marketing, finance and accounting, production, sales and distribution and the key functions in the business value chain. Particular emphasis is placed on understanding the interactions between key stakeholders in the global economy and the importance of corporate social responsibility. The course will also provide an opportunity for understanding multiple perspectives and competing value systems in a global context and how to address them. (3 credits)

MGMT1002: Introduction to International Business

Globalization is transforming the context of business. This course provides a foundation in understanding the complex context of legal/political, economic, competitive, sociocultural, technological, and natural forces shaping the global environment and a framework for understanding the principles and practices associated with managing international business. It examines the international institutions, theories of cross-border trade, and the characteristics and effects of regional trade blocs and their impact on international business strategy. (3 credits)

ACCT1001: Introduction to Accounting

Introduction to Accounting introduces students to the concepts of retained earnings, depreciation, receivables, inventory, amortization, deferred taxes and goodwill. Topics of study include the role of GAAP, balance sheet, income statements and cash flow statements. Students will learn about the accounting cycle, financial statements, taxes and budgeting. Students will develop their ability to understand financial reports and use accounting information to plan and make appropriate business decisions. Students will also use accounting information systems to support decision making. (3 credits)

FINA1001: Introduction to Financial Analysis

This course introduces the principles and practical application of financial analysis from a global perspective. The course provides and applies approaches to analysis and decision making in

the administration of corporate funds including issues relating to capital markets, discounted cash flow, portfolio theory, firm valuation, ratio analysis, discounted cash flow analysis, valuation of different financial assets, value of equity, interest rate analysis, the value of debt and bond valuation ratio analysis. Students will learn how to interpret financial statements and to manage corporate finances. (3 credits)

ECON1001: Applied Economics

In an introduction to applied economics, this course develops the fundamental tools of economic analysis that are essential for understanding global markets. It demonstrates how economic tools, techniques and indicators can be used for solving organizational problems and the economic relationship between growth and inflation. Topics include credit, interest rates, and governmental fiscal and monetary policy. The course examines economics from a global perspective by exploring international input, international product markets, foreign direct investment, multinationals, and mergers and acquisitions. Students will also learn about the market determination of exchange rates and interest rates. (3 credits)

MGMT1003: Organizational Behavior

This course provides an introduction into the complex topic of organizational behavior. It focuses on the inherent tension between an organization's need for stability and the pressure it faces to change. The course examines the phases of the change process by focusing on the organizational cultures necessary for effective and sustained change. Students examine organizational behavior through conceptual frameworks and case studies and will become familiar with different conceptual lenses for understanding organizational life. Topics of study include communications, motivation, group dynamics, leadership, power, organizational design and development. (3 credits)

MKTG2001: Marketing and Sales

This course focuses on the functions of marketing and sales and their impact on the overall success of a company. It examines how marketing techniques communicate and deliver value to customers, shareholders and society. Ultimately this course examines the process by which businesses decide to compete in the markets they choose to serve by providing insight into the impact marketing and sales can have on customers, markets, firm value and company development. Topics of study include consumer behavior, marketing theories and strategies, product positioning, the competitive environment, and effectiveness of the marketing function. (3 credits)

ENTR2002: Entrepreneurship and Innovation Business Planning

Building on the introductory course on Entrepreneurship and Innovation this course explores the processes for identifying entrepreneurial and innovation opportunities including the full range of opportunities for for-profit and social entrepreneurship as well as intrapreneurship. With a heavy emphasis on assessing and developing an entrepreneurial mindset and skills, students will have the opportunity to develop and refine entrepreneurial concepts and to undertake in-depth research of the opportunity. The course will culminate with students participating in a pitch competition. (3 credits)

MGMT2007: Project Course

The project course provides an opportunity to apply knowledge and develop skills in a working environment under the supervision of a faculty advisor. This project course provides an opportunity for students to apply their business knowledge and skills to date to develop a business plan for a social or for-profit enterprise working in a team with academic supervision and industry mentorship building on the ideas developed in the Entrepreneurship and Business Planning Course. Projects for development may be selected from the pool created by the students in the previous course and teams will work on taking one idea to the next level. In some instances, students may have opportunities to develop a project for a small business as an alternative. Most ventures developed in this course are both new and independent, but you can consider an acquisition (with a substantial turnaround planned) or a corporate venture (intrapreneurship) or even a franchise operation. Combined with self-paced learning and skills testing appropriate to the context, students will maintain a journal of lessons learned; and prepare a reflective paper on lessons learned. During the semester there will be skills testing throughout the term, the production of a project report or business plan, and a final reflective paper. Students will have access to a range of advisors as well as a faculty mentor to help them develop and implement their enterprise. Seed funding will in some instances be available to support the projects. (6 credits)

MGMT3008: Law and Ethics in a Business Context

Risk management requires a solid understanding of the legal, ethical and financial threats and responsibilities of management. Ethical reasoning is a core skill employers demand in business graduates. This course provides an understanding of the legal context of Canadian business and some of the theoretical underpinnings of ethical decision making in organizations. It explores key issues such as corporate responsibility, legal obligations and governance as well as current topics such as environmental law, privacy, corruption and free trade agreements in a global context. Case studies provide opportunities to apply the principles to real life examples. (3 credits)

MKTG3002: Market Research

Building on the core concepts of marketing as well as foundations in statistics and research methods, this course teaches students how to use data and analysis to inform marketing decisions. Students will learn the principles of market research, how to design studies, implement them and analyze the data using quantitative and qualitative methods. (3 credits)

MGMT4014: Capstone Project

The capstone course provides an opportunity to apply knowledge and skills in a working environment under the supervision of a faculty advisor. Students will undertake an in-depth study of a business problem. This capstone course provides a structured and customized opportunity offering multiple learning modes. It will provide opportunities for students to link their experience to theories of management and apply their study of international business and technology to practice. The course focuses on undertaking an applied project or work experience at a company, social enterprise or Startup.

Concurrently students will complete self-assessments and learning modules tailored to their needs and interests. Students will develop a learning plan, continue with self-paced learning and skills testing appropriate to the context, maintain a journal of lessons learned; and prepare a reflective paper explaining how they have applied business education to solve real world problems. (6 credits)

GENERAL BUSINESS COURSES

COMM1001: Business Research and Communications

The course applies the theory of business research and skills to develop students' business communication skills. Specifically, it will review on exploring models of communications and genres common in the business environment. It will focus on defining audience, messages and appropriate channels of communications and will develop some of the skills needed to enhance communications (for example, applied research skills, presentation of data etc.) Students will learn to apply business communications principles and techniques to specific genre such as proposals, business plans, reports, and presentations. Students will learn skills needed for informational briefings, persuasive messaging, and conflict management, in effective interpersonal and verbal communications. (3 credits)

MGMT2005: Interpersonal Skills and Assessments

Leadership, interpersonal skills and assessments have been built into the fabric of this program. This unique interactive and collaborative teaching method, which is the focus of this course, highlights the goal of developing students' interpersonal and leadership skills. Key areas of study include interpersonal influence, collaboration and adaptive thinking. (3 credits)

MGMT3009: Negotiation Skills

This course will develop students' negotiation skills in the context of bargaining and conflict resolution. Students will learn the underlying theories of the psychology of bargaining and negotiation, and their application. Through class discussion and negotiation simulations, students will learn about their own negotiation style and how to apply the principles learned in the course to more effective negotiation and bargaining. (3 credits)

MGMT4012: Applied Research Skills

This course provides the research skills needed to answer key questions and support evidence-informed decision making in a business environment. Students will develop tools to analyze markets, evaluate options and make decisions. Evidence is core to underpinning business strategy and this course provides the concepts and tools needed to acquire it. The course will also provide an introduction to the use of digital archival resources, both qualitative and quantitative in nature. (3 credits)

INTERNATIONAL BUSINESS COURSES

MGMT2004: International Management

Building on the understanding of international business, this course explores the implications for managing in an international setting through detailed exploration of cases studies. It explores strategy, structure, operations and critical issues in the effective management of international business as well as the challenges and opportunities for SMEs going global. (3 credits)

MGMT3010: Global Business Issues

This course examines emerging global trends and their impact on organizations. The focus of the course will change in response to emerging issues. (3 credits)

FINA3002: Advanced International Finance

Students taking this course will build on their foundational finance knowledge to understand the particular challenges of operating in a global environment. For example, topics will include the risk return properties of various international financial markets and instruments, valuation, going public decisions, initial and seasonal equity, offerings, venture capital firms and international entry decisions. (3 credits)

MGMT4011: Global Strategy

Using the case study method, this course introduces students to the concepts, frameworks, and tools of international strategy. This course teaches students how to assess functions and responsibility of senior management, issues inhibiting an organization's success and how to address these challenges. (3 credits)

MGMT4013: Leading in a Diverse Context

This course examines issues associated with managing increasingly diverse and global workforces. With a focus on increasing understanding of cultural differences, informed by theory, the course tackles challenges that such differences present to managing internationally. Specifically, it examines the changing global context and drivers of increased diversity, the impact of cultural differences on behavior and organizations and the implications of these differences. For example, it considers the impact on, organizational structure, communications, management processes, leadership and human resources (recruitment, selection, advancement).

TECHNOLOGY AND INNOVATION COURSES

TECH1001: Technology Literacy and Applications

This course is designed to develop students' knowledge of digital technology and contemporary information systems and demonstrate how these systems are used throughout global businesses. Students will gain an understanding of how the use of information systems and information technology provide a competitive advantage to companies. This course provides an introduction to systems, development concepts, technology acquisition and application software that are used in modern organizations. (3 credits)

TECH2002: Information Technology Applications

This course is designed to deepen students' knowledge of specific digital technologies and information systems and how these can be used to improve decision making and competitive advantage of global businesses. The course will focus on the use of technologies such as data warehouses, enterprise-wide systems and mobile

technology and the methods to implement them such as using an Agile approach. (3 credits)

ENTR2001: Entrepreneurship and Innovation

This course provides an introduction to the anatomy of start-up companies, entrepreneurship, intrapreneurship and innovation. Students will learn about contemporary practices of fostering

entrepreneurial culture. This course will feature lectures from experts in the field as well as experienced entrepreneurs. (3 credits)

DATA3001: Data Analytics for Business

This course introduces students to qualitative and quantitative business methods. This course teaches students critical problem-solving methodology. Students learn how to use basic analytical tools, including statistics and data collection, to support business decision-making. Topics of study include quantitative analysis, statistical and quality tools. (3 credits)

DATA3002: Advanced Data Analysis

This course builds on data analytics theory to deepen students' real world data analytic skills. Students gain practical skills in extracting and manipulating data using statistical tools and applying probabilistic thinking to business problems. Students will learn how to use data to explain the performance of a business, evaluate different courses of action, and employ a structured approach to problem solving. Topics of study include statistical study design, process control, inference, regression analysis, time series, model building, probabilities and decision analysis. (3 credits)

TECH3003: Information Technology Management

Having gained a general understanding of the role of information systems in organizations, this course explores issues relevant to managing the information systems function. Drawing heavily on case study analysis, this supports the development of the critical thinking and analytical skills needed to identify opportunities, assess, plan and implement technology solutions to organizational objectives. Students will also gain experience with some of the critical tools used to develop systems including process analysis tools. (3 credits)

TECH4004: Technology Trends and Implications

Artificial intelligence and related technologies have the potential to transform business to disrupt labor markets and like any tools, have significant potential impacts. But history has shown that the trajectory of technologies is often uneven, raising the question, how do you plan when you cannot predict. Building on students' understanding of technology foundations – both concepts and tools – this course will focus on disruptive technologies, the latest trends, and potential impacts in order to inform decision making. Because of the rate of change, the course readings will include seminal works on technology adoption and trends but focus on current industry reports and guest speakers. The course will also provide an introduction to the process of strategic foresight planning in contexts where conventional prediction is impossible. (3 credits)

DSGN4001: Culture and Design Thinking

This course provides an in depth and reflective understand of design from a business perspective examining the relationship between design, culture and commerce. It will explore ways in which products and services embed cultural identity and values. In addition to developing a better appreciation of the cultural context of business, students will learn how to apply design thinking techniques to problem solving in a business context. (3 credits)

DSGN4002: User Experience Design

The course aims to provide students with a strong understanding of the theory and practice of user experience design. Building on the established theories of human computer interaction as well as industry best practices, this course is focused on workshopping the principals of UX design through a series of structured activities. Students will be equipped to plan and executiveUX projects and will be familiar with some of the processes and tools used. (3 credits)

OTHER COURSES: REQUIRED

HIST1001: Contemporary World History

This course provides an overarching view of world history during the twentieth and early twentyfirst centuries. By tracing the aftermath of the Industrial Revolution and imperialism and then theimpact of two world wars, the Cold War, post-colonialism and globalization, the course gives students a sense of the forces behind the emergence of the global order we take for granted today. (3 credits)

PHIL1001: Critical Thinking: A Philosophical Perspective

Critical thinking is the use of reasoning powers to help determine what's true and false. This course introduces students to the branch of philosophy that studies critical thinking and its various applications. Students become acquainted with formal logic and the informal tools that can be employed to assess arguments from ordinary life. An important part of the course is identifying the kinds of logical errors we all make in order to avoid these errors in our own arguments, whether in writing or in speech. (3 credits)

ARTS2001: Arts and Contemporary Studies

This course provides an overview of contemporary art and culture. Students will read and discuss philosophical and conceptual frameworks that consider the ethics and politics of humanexperience. Students will be introduced to the seminal works of Walter

Benjamin, Michel Foucault and Roland Barthes. (3 credits)

MGMT2006: Project Management

This course examines the principles of project management and the tools and techniques for planning and controlling projects drawing on the established Project Management Body of Knowledge (PMBOK) expected for certified project managers. (3 credits)

OTHER COURSES: ELECTIVE (CHOOSE 4)

POLI1001: Politics and Government Relations

Public policy shapes and reflects citizens' values and behaviours. This course will provide a deep dive into the processes which shape the creation of laws, policies and regulations including the policy development process, stakeholders, and advocacy techniques illustrated with case studies of significant policy changes. Students will learn more about government decision making processes and the implementation of policies and legislation. (3 credits)

POLI1002: Global Trends and World Politics

This course examines business from a global perspective by introducing students to the impact of world politics on global trends. The course is heavily oriented towards developing a critical understanding of world affairs and accordingly has a strong theoretical and conceptual focus that students apply to business. (3 credits)

PSYC1001: Psychology and Cognition

Building on theories of mind and critical thinking, this course will explore the different theories of brain and mind and how they shape human behavior and decision-making. Part philosophy, part biology and part psychology, this multi-disciplinary course will review seminal works on the brain, cognition, reason and choice and their implications. (3 credits)

COMM1002: Communications Theory and Practice

This course will explore the theories which inform modern communications practices and the ways in which they shape our views of, for example, the media.

Communication is the process by which people interactively create, sustain, and manage meaning. Approaches to communications can be framed in a variety of ways – from functionalist perspectives which assume linear, measurable, and targeted transmission of messages, to political economy perspectives on the industrial interests that shape the business of

communications, to constructivist approaches which focus on the subjective and interactive creation of meaning, to humanist approaches which view reason and communications as emancipatory. Crossing disciplines of psychology, philosophy, sociology and economics, this course will build students' understanding of how meaning is created and shaped. (3 credits)

IND: Special Topics

This course is customized to emerging trends and students' specific interests and career aspirations and may focus on a deep dive into an issue, an industry, a function or process. A custom reading list will be developed in consultation with the faculty advisor along with a major paper or case. Small groups may participate, or the course may be run for individuals. (3 credits)

11.2. Program Information: Bachelor of Commerce (Honours) in Business Management.

This degree program comprises 18 core business courses, 12 specialized business management courses, and 8 non-core courses for a total of 120 credit hours. The 12 specialized business management courses include 10 highlighted courses—Strategic Management, Management Accounting, Entrepreneurship and Innovation, Human Resources Management, Organizational Design, Leadership Skills, Research for Business, Special Topics in CR, Business Trends, and Corporate Strategy—as well as the specialized versions of the Project Course and Capstone Course.

11.2.1 Curriculum At A Glance

			Core Business	Business Management	None Core Courses
Level 1	Semester 1	Introduction to Business	3		
		Intro to the International Business	3		
		Introduction to Accounting	3		
		Business Research & Communications	3		
		Technology Literacy and Applications			3
	Semester 2	Introduction to Financial Analysis	3		
		Applied Economics	3		
		Organizational Behavior	3		
		Contemporary World History	3		
		Critical Thinking: A Philosophical Perspective			3
Level 2	Semester 3	Marketing and Sales	3		

		1. Strategic Management		3		
		2. Management Accounting		3		
		3. Entrepreneurship and Innovation Business Planning		3		
		Arts and Contemporary Studies			3	
	Semester 4	Interpersonal Skills and Assessments	3			
		Project Management	3			
		4. Human Resources Management		3		
		5. Special Management Project Course		6		
	Level 3	Semester 5	Law and Ethics in a Business Context	3		
			Negotiation Skills	3		
6. Organizational Design				3		
Data Analytics for Business			3			
Breadth Elective					3	
Semester 6		7. Leadership Skills		3		
		8. Research for Business 2		3		
		9. Special Topics in CSR		3		
		Advanced Data Analysis	3			
		Breadth Elective			3	
Level 4	Semester 7	Global Strategy	3			
		10. Business Trends		3		
		Applied Research Skills	3			

		Leading in a Diverse Context	3		
		Breadth Elective			3
	Semester 8	Culture and Design Thinking			3
		11. Corporate Strategy		3	
		Breadth Elective			3
		12. Special Mgt Capstone		6	
Total number of credits			54	42	24

11.2.2 Course Descriptions.

SEMESTERS 1 CORE BUSINESS COURSES

MGMT1001: Introduction to Business

This course provides an integrated introduction to the economic, social, and political context of business and an introduction to some of the key concepts and frameworks that inform the study of management. It examines the role of management and entrepreneurship, as well as providing an overview of organizational behavior/human resources, marketing, finance and accounting, production, sales and distribution and the key functions in the business value chain. Particular emphasis is placed on understanding the interactions between key stakeholders in the global economy and the importance of corporate social responsibility. (3 credit hours)

MGMT1002: Introduction to International Business

Building on the introduction to business, this course explores the implications for managing in an international setting through detailed exploration of cases studies. It explores strategy, structure, operations, and critical issues in the effective management of international business as well as the challenges and opportunities for SMEs going global. (3 credit hours)

ACCT1001: Introduction to Accounting

Introduction to Accounting introduces students to the concepts of retained earnings, depreciation, receivables, inventory, amortization, deferred taxes, and goodwill. Topics of study include the role of GAAP, balance sheet, income statements and cash flow statements. Students will learn about the accounting cycle, financial statements, taxes, and budgeting. Students will develop their ability to understand financial reports and use accounting information to plan and make appropriate business decisions. (3 credit hours)

COMM1001: Business Research and Communications

The course applies the theory of business research and skills to develop students' business communication skills. Specifically, it will review on exploring models of communications and genres common in the business environment. It will focus on defining audience, messages and appropriate channels of communications and also will develop some of the skills needed to enhance communications (for example, applied research skills, presentation of data etc.) Students will learn to apply business communications principles and techniques to specific genres such as proposals, business plans, reports, and presentations. Students will learn skills needed for informational briefings, persuasive messaging, and conflict management, in effective interpersonal and verbal communications. (3 credit hours)

SEMESTER 1 NON-CORE COURSES

TECH1001: Technology Literacy and Applications

This course is designed to develop students' knowledge of digital technology and contemporary information systems and demonstrate how these systems are used throughout global businesses. Students will gain an understanding of how the use of information systems and information technology provides a competitive advantage to companies. This course provides an introduction to systems, development concepts, technology acquisition and application software that are used in modern organizations. (3 credit hours)

SEMESTERS 2 CORE BUSINESS COURSES

FINA1001: Introduction to Financial Analysis

This course introduces the principles and practical application of financial analysis from a global perspective. The course provides and applies approaches to analysis and decision making in the administration of corporate funds including issues relating to capital markets, discounted cash flow, portfolio theory, firm valuation, ratio analysis, discounted cash flow analysis, valuation of different financial assets, value of equity, interest rate analysis, the value of debt and bond valuation ratio analysis. Students will learn how to interpret financial statements and to manage corporate finances.. (3 credit hours) Prerequisite: Introduction to Accounting.

ECON1001: Applied Economics

In an introduction to applied economics, this course develops the fundamental tools of economic analysis that are essential for understanding global markets. It demonstrates how economic tools, techniques and indicators can be used for solving organizational problems and the economic relationship between growth and inflation. Topics include credit, interest rates, and governmental fiscal and monetary policy. The course examines economics from a global perspective by exploring international input, international product markets, foreign direct investment, multinationals, and mergers and acquisitions. Students will also learn about the market determination of exchange rates and interest rates. (3 credit hours)

MGMT1003: Organizational Behavior

This course provides an introduction into the complex topic of organizational Behavior. It focuses on the inherent tension between an organization's need for stability and the pressure it faces to change. The course examines the phases of the change process by focusing on the organizational cultures necessary for effective and sustained change. Students examine organizational behavior through conceptual frameworks and case studies and will become familiar with different conceptual lenses for understanding organizational life. Topics of study include communications, motivation, group dynamics, leadership, power, organizational design and development. (3 credit hours) Prerequisite: Introduction to Business.

HIST1001: Contemporary World History

This course provides an overarching view of world history during the twentieth and early twenty-first centuries. By tracing the aftermath of the Industrial Revolution and imperialism and then the impact of two world wars, the Cold War, post-colonialism and globalization, the course gives students a sense of the forces behind the emergence of the global order we take for granted today. (3 credit hours)

SEMESTER 2 NON-CORE COURSES

PHIL1001: Critical Thinking: A Philosophical Perspective

Critical thinking is the use of reasoning powers to help determine what's true and false. This course introduces students to the branch of philosophy that studies critical thinking and its various applications. Students become acquainted with formal logic and the informal tools that can be employed to assess arguments from ordinary life. An important part of the course is identifying the kinds of logical errors we all make in order to avoid these errors in our own arguments, whether in writing or in speech. (3 credit hours)

SEMESTER 3 CORE COURSES

MKTG2001: Marketing and Sales

This course focuses on the functions of marketing and sales and their impact on the overall success of a company. It examines how marketing techniques communicate and deliver value to customers, shareholders and society. Ultimately this course examines the process by which businesses decide to compete in the markets they choose to serve by providing insight into the impact marketing and sales can have on customers, markets, firm value and company development. Topics of study include consumer Behavior, marketing theories and strategies, product positioning, the competitive environment, and effectiveness of the marketing function. (3 credit hours) Prerequisite: Introduction to Business.

MGMT 2004: Strategic Management

This course provides students with an understanding of the principles of strategic management and approaches for developing strategy. It develops critical thinking and decision-making skills using a case study approach. (3 credit hours) Prerequisite: All courses in first 2 semesters.

ACCT2002: Management Accounting

Building on basic accounting, this course will focus on the use of analytical skills to analyze complex business problems using accounting principles to inform decision-making. The focus will be on using cases to help students develop skills to solve problems. Students will also learn to use excel and advanced tools. (3 credit hours) Prerequisite: All courses in first 2 semesters.

ENTR2001: Entrepreneurship and Innovation

This course provides an introduction to the anatomy of start-up companies, entrepreneurship, intrapreneurship and innovation. Students will learn about contemporary practices of fostering entrepreneurial culture. The course will feature lectures from experts in the field as well as experienced entrepreneurs. (3 credit hours) Prerequisite: Introduction to Business.

SEMESTER 3 NON-CORE COURSES

ARTS2001: Arts and Contemporary Studies

This course provides an overview of contemporary art and culture. Students will read and discuss philosophical and conceptual frameworks that consider the ethics and politics of human experience. Students will be introduced to the seminal works of Walter Benjamin, Michel Foucault and Roland Barthes. (3 credit hours)

SEMESTER 4 CORE COURSES

MGMT2005: Interpersonal Skills and Assessments

Leadership, interpersonal skills and assessments have been built into the fabric of this program. This unique interactive and collaborative teaching method, which is the focus of this course, highlights the goal of developing students' interpersonal and leadership skills. Key areas of study include interpersonal influence, collaboration and adaptive thinking. (3 credit hours) Prerequisite: Organizational Behavior.

MGMT2006: Project Management

This course examines the principles of project management and the tools and techniques for planning and controlling projects drawing on the established Project Management Body of Knowledge (BOK) expected for certified project managers. (3 credit hours) Prerequisite: Introduction to Business.

HRM2001: Human Resources Management

Talent is a crucial resource in business today and understanding how to attract and develop talent is critical to competitive advantage. This course will explore the processes for planning human resources, defining job descriptions and skills, recruiting, and selecting talent, development and training as well as policies and processes to create employee engagement and inclusive cultures. (3 credits) Prerequisite: All courses in first 2 semesters.

MGMT2007: Special Business Management Project Course

A specialized version of the Project Course that provides students with an opportunity to apply their knowledge to a real-life management project. (6 credits). Prerequisite: All courses in first 3 semesters.

SEMESTER 5 CORE COURSES

MGMT3008: Law and Ethics in a Business Context

Risk management requires a solid understanding of the legal, ethical and financial threats and responsibilities of management. Ethical reasoning is a core skill employers demand in business graduates. This course provides an understanding of the legal context of Canadian business and some of the theoretical underpinnings of ethical decision making in organizations. It explores key issues such as corporate responsibility, legal obligations and governance as well as current topics such as environmental law, privacy, corruption and free trade agreements in a global context. Case studies provide opportunities to apply the principles to real life examples. (3 credit hours)

MGMT3009: Negotiation Skills

This course will develop students' negotiation skills in the context of bargaining and conflict resolution. Students will learn the underlying theories of the psychology of bargaining and negotiation, and their application. Through class discussion and negotiation simulations, students will learn about their own negotiation style and how to apply the principles learned in the course to more effective negotiation and bargaining. (3 credit hours) Prerequisite: Interpersonal Skills and Assessments.

MGMT3018: Organizational Design

Building on the understanding of organizational behavior, this course focused on the processes managers use to design organizational structures and policies to support strategic goals and objectives. The course will examine issues related to strategy implementation, building culture, change management, and power and influence. (3 credit hours) Prerequisite: Completion of first 4 semesters.

DATA3001: Data Analytics for Business

This course introduces students to qualitative and quantitative business methods. The course teaches students critical problem-solving methodology. Students learn how to use basic analytical tools, including statistics and data collection, to support business

decision-making. Topics of study include quantitative analysis and statistical and quality tools. (3 credit hours) Prerequisite: Business Research and Communications.

SEMESTER 5 NON-CORE BREADTH ELECTIVE COURSE SLOTS IN SEMESTER 5,6,7 and 8

POLI1001: Politics and Government Relations

Public policy shapes and reflects citizens' values and behaviors. This course will provide a deep dive into the processes which shape the creation of laws, policies and regulations including the policy development process, stakeholders, and advocacy techniques illustrated with case studies of significant policy changes. Students will learn more about government decision-making processes and the implementation of policies and legislation. (3 credit hours)

POLI1002: Global Trends and World Politics

This course examines business from a global perspective by introducing students to the impact of world politics on global trends. The course is heavily oriented towards developing a critical understanding of world affairs and accordingly has a strong theoretical and conceptual focus that students apply to business. (3 credit hours)

PSYC1001: Psychology and Cognition

Building on theories of mind and critical thinking, this course will explore the different theories of brain and mind and how they shape human Behavior and decision makings. Part philosophy, part biology and part psychology, This multi-disciplinary course will review seminal works on the brain, cognition, reason and choice and their implications. (3 credit hours)

COMM1002: Communications Theory and Practice

This course will explore the theories which inform modern communications practices and the ways in which they shape our views of, for example, the media. Communication is the process by which people interactively create, sustain, and manage meaning. Approaches to communications can be framed in a variety of ways – from functionalist perspectives which assume linear, measurable and targeted transmission of messages, to political economy perspectives on the industrial interests that shape the business of communications, to constructivist approaches which focus on the subjective and interactive creation of meaning, to humanist approaches which view reason and communications as emancipatory. Crossing disciplines of psychology, philosophy, sociology and economics, this course will build students' understanding of how meaning is created and shaped. (3 credit hours)

IND: Special Topics

This course is customized to emerging trends and students' specific interests and career aspirations and may focus on a deep dive into an issue, an industry, a function, or process.

A custom reading list will be developed in consultation with the faculty advisor along with a major paper or case. Small groups may participate, or the course may be run for individuals. (3 credit hours)

SEMESTER 6 CORE COURSES

HRM23001: Leadership Skills

Building on previous courses in organizational theory and human resources, this course will explore the theory and practice of leadership including tools to develop and support leadership skills and processes. The course will focus on the foundations of self-awareness, leading teams and leading organizations. (3 credits) Prerequisite: Organizational Design and Negotiation Skills.

MGMT3016: Research for Business

This course focuses on developing the skills to bring a range of quantitative and qualitative tools to answer business questions. Students will learn to define questions, to analyze relevant data and to draw conclusions and to make recommendations. (3 credits) Prerequisite: Data Analytics for Business.

MGMT3017: Special Topics in CSR

This course looks at the evolving context of business including consumer and investor expectations, regulatory frameworks, industry norms and accountability frameworks shaping CSR expectations. The course will explore current approaches to developing, implementing, and tracking CSR strategies and performance. (3 credits) Prerequisite: Law and Ethics in a Business Context.

DATA3002: Advanced Data Analytics

This course builds on data analytics theory to teach students real world data analytic skills. Students gain practical skills in extracting and manipulating data using statistical tools and applying probabilistic thinking to business problems. Students will learn how to use data to explain the performance of a business, evaluate different courses of action, and employ a structured approach to problem solving. Topics of study include statistical study design, process control, inference, regression analysis, time series, model building, probabilities, and decision analysis. (3 credit hours) Prerequisite: Data Analytics for Business.

SEMESTER 6 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

SEMESTER 7 CORE COURSES

MGMT4011: Global Strategy

Using the case study method, this course introduces students to the concepts, frameworks and tools of international strategy. This course teaches students how to assess functions and responsibility of senior management, issues inhibiting an organization's success and how to address these challenges. (3 credit hours)

MGMT4018: Business Trends

This course exposes students to current issues affecting the context of business including global, economic, regulatory, technological, and societal trends. The specific topics and readings will vary with the time and class interests. (3 credit hours) Prerequisite: Courses in Semester 1-6.

MGMT4012: Applied Research Skills

This course provides the research skills needed to answer key questions and support evidence informed decision making in a business environment. Students will develop tools to analyze markets, evaluate options and make decisions. Evidence is core to underpinning business strategy and this course provides the concepts and tools needed to acquire it. (3 credit hours) Prerequisite: Advanced Data Analytics.

MGMT4013: Leading in a Diverse Context

This course examines issues associated with managing increasingly diverse and global workforces. With a focus on increasing understanding of cultural differences, informed by theory, the course tackles challenges that such differences present to managing internationally. Specifically, it examines the changing global context and drivers of increased diversity, the impact of cultural differences on behavior and organizations and the implications of these differences. For example, it considers the impact on organizational structure, on communications, management processes, leadership, and human resources (recruitment, selection, advancement). Students will also learn about negotiation and conflict resolution across cultures and how to approach ethics and corporate social responsibility. (3 credit hours) Prerequisite: Organizational Behavior.

SEMESTER 7 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

SEMESTER 8 CORE COURSES

DSGN4001: Culture and Design Thinking

This course provides an in-depth and reflective understand of design from a business perspective examining the relationship between design, culture and commerce. It will explore ways in which products and services embed cultural identity and values. In addition to developing a better appreciation of the cultural context of business, students will learn how to apply design thinking techniques to problem solving in a business context (3 credit hours).

Corporate Strategy

This course provides students with an in-depth understanding of corporate strategy and an applied approach to devising strategies to address opportunities and threats in the environment. Students will work in terms of developing a strategic plan (3 credit hours) Prerequisite: Courses in Semester 1-7.

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

Special Business Management Capstone Course

A specialized version of the Capstone Course that provides students with an opportunity to apply their knowledge to a real-life management project (3 credit hours) Prerequisite: Courses in Semesters 1-7.

11.3. Program Information: Bachelor of Commerce (Honours) in Digital Sales and Marketing Management

This degree program comprises 18 core business courses, 14 specialized digital sales and marketing courses, and 8 non-core courses for a total of 120 credit hours. The 13 specialized digital sales and marketing courses include 10 highlighted courses—Digital Marketing 1, Marketing Strategy, Sales Techniques, Social Media Metrics, Branding and Design, Digital Marketing 2, Emerging Trends in Digital Marketing, Marketing Analytics, Special Topics in Digital Marketing, and Planning a Digital Marketing Campaign—as well as Marketing and Sales and the specialized versions of the Project Course and the Capstone Course.

11.3.1 Curriculum At A Glance

Semester		Core Business	Digital Marketing	Non-Core Courses	Prerequisites Corequisites and Restrictions	Instructor, Highest
Semester 1	Introduction to Business	3			Prereq: None	NYA
	Intro to the International Business	3			Prereq: Intro to Business	NYA
	Introduction to Accounting	3			Prereq: None	NYA
	Business Research & Communications	3			Prereq: None	NYA
	Contemporary World History			3	Prereq: None	NYA
Semester 2	Introduction to Financial Analysis	3			Prereq: Intro to Accounting	NYA
	Applied Economics	3			Prereq: None	NYA
	Organizational Behavior	3			Prereq: Intro to Business	NYA
	Technology Literacy and Applications	3			Prereq: None	NYA

Semester		Core Business	Digital Marketing	Non-Core Courses	Prerequisites Corequisites and Restrictions	Instructor, Highest
	Critical Thinking: Philosophical Perspective	A		3	Prereq: None	NYA
Semester 3	Marketing and Sales	3			Prereq: Intro to Business	NYA
	1. Digital Marketing 1		3		Prereq: All courses in first 2 semesters	NYA
	2. Marketing Strategy		3		Prereq: All courses in first 2 semesters	NYA
	3. Sales Techniques		3		Prereq: Intro to Business	NYA
	Arts and Contemporary Studies			3	Prereq: None	NYA
Semester 4	Interpersonal Skills and Assessments	3			Prereq: Organizational Behavior	NYA
	Project Management	3			Prereq: Introduction to Business	NYA
	4. Social Media Metrics		3		Prereqs: All courses in first 3 semesters	NYA

	5. Special Digital Marketing Project Course		6		Prereqs: All core courses in first 3 semesters	NYA
Semester 5	Law and Ethics in a Business Context	3			Prereq: None	NYA
	Negotiation Skills	3			Prereq: Interpersonal Skills & Comm	NYA
	6. Branding and Design		3		Prereq: Completion of first 4 semesters	NYA
	Data Analytics for Business	3			Prereq: Introduction to Business	NYA

Semester		Core Business	Digital Marketing	Non-Core Courses	Prerequisites Corequisites and Restrictions	Instructor, Highest
					Research and Communications	
	Breadth Elective			3	Prereq: None	NYA
Semester 6	7. Digital Marketing 2		3		Prereq: Semester courses	NYA 5
			3		Prereq: Semester courses	NYA 5

	8 Emerging Trends in Digital Marketing					
	9 Marketing Analytics	3			Prereq: Semester Courses	NYA 5
	Advanced Data Analysis	3			Prereq: Data Analytics	NYA
	Breadth Elective			3	Prereq: None	NYA
Semester 7	Global Strategy	3			Prereq: Courses in Semesters 1-5	NYA
	10 Special Topics in Digital Marketing		3		Prereq: Research for Business, Courses in Semester 1-5	NYA
	Applied Research Skills	3			Prereq: Advanced Data Analytics	NYA
	Leading in a Diverse Context	3			Prereq: Org Behavior	NYA
	Breadth Elective			3	Prereq: None	NYA

Semester		Core Business	Digital Marketing	Non-Core Courses	Prerequisites Corequisites and Restrictions	Instructor, Highest
Semester 8	Culture and Design Thinking			3	Prereq: Arts and Contemporary Studies	NYA
	11. Planning a Digital Marketing Campaign		3		Prereq: Courses in Semesters 1-7	NYA
	Breadth Elective			3	Prereq: None	NYA
	12.Special Digital Sales and Marketing Capstone		6		Prereqs: All courses in the first 7 semesters	NYA
Total number of credits		54	42	24		

11.3.2 Course Descriptions

SEMESTERS 1 CORE BUSINESS COURSES

MGMT1001: Introduction to Business

This course provides an integrated introduction to the economic, social, and political context of business and an introduction to some of the key concepts and frameworks that inform the study of management. It examines the role of management and entrepreneurship, as well as providing an overview of organizational behavior/human resources, marketing, finance and accounting, production, sales and distribution and the key functions in the business value chain. Particular emphasis is placed on understanding the interactions between key stakeholders in the global economy and the importance of corporate social responsibility. (3 credit hours)

MGMT1002: Introduction to International Business

Building on the introduction to business, this course explores the implications for managing in an international setting through detailed exploration of cases studies. It explores strategy, structure, operations, and critical issues in the effective management of international business as well as the challenges and opportunities for SMEs going global. (3 credit hours)

ACCT1001: Introduction to Accounting

Introduction to Accounting introduces students to the concepts of retained earnings, depreciation, receivables, inventory, amortization, deferred taxes, and goodwill. Topics of study include the role of GAAP, balance sheet, income statements and cash flow statements. Students will learn about the accounting cycle, financial statements, taxes, and budgeting. Students will develop their ability to understand financial reports and use accounting information to plan and make appropriate business decisions. (3 credit hours)

COMM1001: Business Research and Communications

The course applies the theory of business research and skills to develop students' business communication skills. Specifically, it will review on exploring models of communications and genres common in the business environment. It will focus on defining audience, messages and appropriate channels of communications and also will develop some of the skills needed to enhance communications (for example, applied research skills, presentation of data etc.) Students will learn to apply business communications principles and techniques to specific genres such as proposals, business plans, reports, and presentations. Students will learn skills needed for informational briefings, persuasive messaging, and conflict management, in effective interpersonal and verbal communications. (3 credit hours)

SEMESTER 1 NON-CORE COURSES

TECH1001: Technology Literacy and Applications

This course is designed to develop students' knowledge of digital technology and contemporary information systems and demonstrate how these systems are used throughout global businesses. Students will gain an understanding of how the use of information systems and information technology provides a competitive advantage to companies. This course provides an introduction to systems, development concepts, technology acquisition and application software that are used in modern organizations. (3 credit hours)

SEMESTERS 2 CORE BUSINESS COURSES

FINA1001: Introduction to Financial Analysis

This course introduces the principles and practical application of financial analysis from a global perspective. The course provides and applies approaches to analysis and

decision making in the administration of corporate funds including issues relating to capital markets, discounted cash flow, portfolio theory, firm valuation, ratio analysis, discounted cash flow analysis, valuation of different financial assets, value of equity, interest rate analysis, the value of debt and bond valuation ratio analysis. Students will learn how to interpret financial statements and to manage corporate finances.. (3 credit hours) Prerequisite: Introduction to Accounting.

ECON1001: Applied Economics

In an introduction to applied economics, this course develops the fundamental tools of economic analysis that are essential for understanding global markets. It demonstrates how economic tools, techniques and indicators can be used for solving organizational problems and the economic relationship between growth and inflation. Topics include credit, interest rates, and governmental fiscal and monetary policy. The course examines economics from a global perspective by exploring international input, international product markets, foreign direct investment, multinationals, and mergers and acquisitions. Students will also learn about the market determination of exchange rates and interest rates. (3 credit hours)

MGMT1003: Organizational Behavior

This course provides an introduction into the complex topic of organizational Behavior. It focuses on the inherent tension between an organization's need for stability and the pressure it faces to change. The course examines the phases of the change process by focusing on the organizational cultures necessary for effective and sustained change. Students examine organizational behavior through conceptual frameworks and case studies and will become familiar with different conceptual lenses for understanding organizational life. Topics of study include communications, motivation, group dynamics, leadership, power, organizational design and development. (3 credit hours) Prerequisite: Introduction to Business.

HIST1001: Contemporary World History

This course provides an overarching view of world history during the twentieth and early twenty-first centuries. By tracing the aftermath of the Industrial Revolution and imperialism and then the impact of two world wars, the Cold War, post-colonialism and globalization, the course gives students a sense of the forces behind the emergence of the global order we take for granted today. (3 credit hours)

SEMESTER 2 NON-CORE COURSES

PHIL1001: Critical Thinking: A Philosophical Perspective

Critical thinking is the use of reasoning powers to help determine what's true and false. This course introduces students to the branch of philosophy that studies critical thinking and its various applications. Students become acquainted with formal logic and the informal tools that can be employed to assess arguments from ordinary life. An important

part of the course is identifying the kinds of logical errors we all make in order to avoid these errors in our own arguments, whether in writing or in speech. (3 credit hours)

SEMESTER 3 CORE COURSES

MKTG2001: Marketing and Sales

This course focuses on the functions of marketing and sales and their impact on the overall success of a company. It examines how marketing techniques communicate and deliver value to customers, shareholders and society. Ultimately this course examines the process by which businesses decide to compete in the markets they choose to serve by providing insight into the impact marketing and sales can have on customers, markets, firm value and company development. Topics of study include consumer Behavior, marketing theories and strategies, product positioning, the competitive environment, and effectiveness of the marketing function. (3 credit hours) Prerequisite: Introduction to Business.

MKTG2002: Digital Marketing 1

This course provides a practical introduction to digital marketing. Online and mobile technologies, data analytics and AI are transforming marketing: This course will examine how these technologies change the approach to marketing. Students will have the opportunity to apply the concepts to devising online marketing and branding. (3 credit hours) Prerequisites: All courses in first 2 semesters.

MKTG2003: Marketing Strategy

Building on the introduction to marketing this course focuses on the requirements for managing marketing and communications specifically in terms of defining goals and objectives, designing programs to support these objectives, making choices to implementing the strategy and developing key performance indicators and measures of success. (3 credit hours) Prerequisites: All courses in first 2 semesters.

MKTG2004: Sales Techniques

This course focuses on the selling process and superior sales techniques by focusing on the advanced study of the sales process including relationship and account management, negotiation, team selling, sales leadership, and sales technology. It will use active learning methods to gain professional sales experience through practice and applied learning. This will be accomplished through a combination of business case class discussion, sales training from experts in the field, and role-play opportunities (3 credit hours) Prerequisites: Introduction to Business.

SEMESTER 3 NON-CORE COURSES

ARTS2001: Arts and Contemporary Studies

This course provides an overview of contemporary art and culture. Students will read and discuss philosophical and conceptual frameworks that consider the ethics and politics of human experience. Students will be introduced to the seminal works of Walter Benjamin, Michel Foucault and Roland Barthes. (3 credit hours)

SEMESTER 4 CORE COURSES

MGMT2005: Interpersonal Skills and Assessments

Leadership, interpersonal skills and assessments have been built into the fabric of this program. This unique interactive and collaborative teaching method, which is the focus of this course, highlights the goal of developing students' interpersonal and leadership skills. Key areas of study include interpersonal influence, collaboration and adaptive thinking. (3 credit hours) Prerequisite: Organizational Behavior.

MGMT2006: Project Management

This course examines the principles of project management and the tools and techniques for planning and controlling projects drawing on the established Project Management Body of Knowledge (BOK) expected for certified project managers. (3 credit hours) Prerequisite: Introduction to Business.

MKTG2005: Social Media Metrics

This course provides an introduction to the anatomy of start-up companies, entrepreneurship, intrapreneurship and innovation. Students will learn about contemporary practices of fostering entrepreneurial culture. The course will feature lectures from experts in the field as well as experienced entrepreneurs. (3 credit hours) Prerequisite: Introduction to Business.

MKTG2006: Special Digital Sales and Marketing Project Course

A specialized version of the Project Course that provides students with an opportunity to apply their knowledge to a real-life digital sales and marketing project (6 credit hours) Prerequisite: All core courses in first 3 semesters.

SEMESTER 5 CORE COURSES

MGMT3008: Law and Ethics in a Business Context

Risk management requires a solid understanding of the legal, ethical and financial threats and responsibilities of management. Ethical reasoning is a core skill employers demand in business graduates. This course provides an understanding of the legal context of Canadian business and some of the theoretical underpinnings of ethical decision making in organizations. It explores key issues such as corporate responsibility, legal obligations and governance as well as current topics such as environmental law, privacy, corruption and free trade agreements in a global context. Case studies provide opportunities to apply the principles to real life examples. (3 credit hours)

MGMT3009: Negotiation Skills

This course will develop students' negotiation skills in the context of bargaining and conflict resolution. Students will learn the underlying theories of the psychology of bargaining and negotiation, and their application. Through class discussion and negotiation simulations, students will learn about their own negotiation style and how to apply the principles learned in the course to more effective negotiation and bargaining. (3 credit hours) Prerequisites: Interpersonal Skills and Assessments.

MKTG3007: Branding and Design

This course focuses on concepts of branding and the processes of creating brand identity in a digital world - whether it's branding an organization, a product or a person. Topics will include brand positioning, brand (re) creation, storytelling, analytics and tools. The course will include analysis of existing brands and provide an opportunity for students to apply the principles to building their personal brand. (3 credit hours) Prerequisites: Completion of first 4 semesters.

DATA3001: Data Analytics for Business

This course introduces students to qualitative and quantitative business methods. The course teaches students critical problem-solving methodology. Students learn how to use basic analytical tools, including statistics and data collection, to support business decision-making. Topics of study include quantitative analysis and statistical and quality tools. (3 credit hours) Prerequisites: Business Research and Communications.

SEMESTER 5 NON-CORE BREADTH ELECTIVE COURSE SLOTS IN SEMESTER 5,6,7 and 8

POLI1001: Politics and Government Relations

Public policy shapes and reflects citizens' values and behaviors. This course will provide a deep dive into the processes which shape the creation of laws, policies and regulations including the policy development process, stakeholders, and advocacy techniques illustrated with case studies of significant policy changes. Students will learn more about government decision-making processes and the implementation of policies and legislation. (3 credit hours)

Global Trends and World Politics

This course examines business from a global perspective by introducing students to the impact of world politics on global trends. The course is heavily oriented towards developing a critical understanding of world affairs and accordingly has a strong theoretical and conceptual focus that students apply to business. (3 credit hours)

PSYC1001: Psychology and Cognition

Building on theories of mind and critical thinking, this course will explore the different theories of brain and mind and how they shape human Behavior and decision makings. Part philosophy, part biology and part psychology, This multi-disciplinary course will review seminal works on the brain, cognition, reason and choice and their implications. (3 credit hours)

COMM1002: Communications Theory and Practice

This course will explore the theories which inform modern communications practices and the ways in which they shape our views of, for example, the media. Communication is the process by which people interactively create, sustain, and manage meaning. Approaches to communications can be framed in a variety of ways – from functionalist perspectives which assume linear, measurable and targeted transmission of messages, to political economy perspectives on the industrial interests that shape the business of communications, to constructivist approaches which focus on the subjective and interactive creation of meaning, to humanist approaches which view reason and communications as emancipatory. Crossing disciplines of psychology, philosophy, sociology and economics, this course will build students' understanding of how meaning is created and shaped. (3 credit hours)

Special Topics

This course is customized to emerging trends and students' specific interests and career aspirations and may focus on a deep dive into an issue, an industry, a function, or process. A custom reading list will be developed in consultation with the faculty advisor along with a major paper or case. Small groups may participate, or the course may be run for individuals. (3 credit hours)

SEMESTER 6 CORE COURSES

MKTG3008: Digital Marketing 2

Building on the foundations of Digital Marketing 1, this course digs more deeply into data-driven transformation of marketing and sales. This course examines emerging technologies and tools as well as their application to challenge traditional approaches in terms of reach, impact and customization. (3 credits) Prerequisites: Semester 5 courses.

MKTG3009: Emerging Trends in Digital Marketing

This course is designed to develop students' knowledge of trends – changing demographic and consumer expectations and behavior, digital technology and cultural shifts that are impacting the digital marketing industry. Drivers and barriers to the adoption of digital tools and platforms particularly with respect to ecommerce. (3 credits) Prerequisites: Semester 5 courses.

MKTG3010: Marketing Analytics

This course focuses on data analysis techniques using traditional and new web-based social analytics platforms to interpret and analyze data generated from marketing activities. Starting with an analysis of benchmarks, goals and key performance indicators, the course will examine types of metrics and sources of data in order to develop business intelligence to inform decision marketing. (3 credits) Prerequisites: Semester 5 courses.

DATA3002: Advanced Data Analysis

This course builds on data analytics theory to teach students real world data analytic skills. Students gain practical skills in extracting and manipulating data using statistical tools and applying probabilistic thinking to business problems. Students will learn how to use data to explain the performance of a business, evaluate different courses of action, and employ a structured approach to problem solving. Topics of study include statistical study design, process control, inference, regression analysis, time series, model building, probabilities, and decision analysis. (3 credit hours) Prerequisites: Data Analytics for Business.

SEMESTER 6 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

SEMESTER 7 CORE COURSES

MGMT4011: Global Strategy

Using the case study method, this course introduces students to the concepts, frameworks and tools of international strategy. This course teaches students how to assess functions and responsibility of senior management, issues inhibiting an organization's success and how to address these challenges. (3 credit hours)

MKTG4011: Special Topics in Digital Marketing

This course is an opportunity to delve into current and emerging issues in the constantly changing world of marketing and sales. Case studies of success and failure, new technologies, and issues such as diversity, sustainability and more are part of this course.

MGMT4012: Applied Research Skills

This course provides the research skills needed to answer key questions and support evidence informed decision making in a business environment. Students will develop tools to analyze markets, evaluate options and make decisions. Evidence is core to underpinning business strategy and this course provides the concepts and tools needed to acquire it. (3 credit hours) Prerequisites: Advanced Data Analytics.

MGMT4013: Leading in a Diverse Context

This course examines issues associated with managing increasingly diverse and global workforces. With a focus on increasing understanding of cultural differences, informed by theory, the course tackles challenges that such differences present to managing internationally. Specifically, it examines the changing global context and drivers of increased diversity, the impact of cultural differences on behavior and organizations and the implications of these differences. For example, it considers the impact on organizational structure, on communications, management processes, leadership, and human resources (recruitment, selection, advancement). Students will also learn about negotiation and conflict resolution across cultures and how to approach ethics and corporate social responsibility. (3 credit hours) Prerequisites: Organizational Behavior.

SEMESTER 7 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

SEMESTER 8 CORE COURSES

DSGN4001: Culture and Design Thinking

This course provides an in-depth and reflective understand of design from a business perspective examining the relationship between design, culture and commerce. It will explore ways in which products and services embed cultural identity and values. In addition to developing a better appreciation of the cultural context of business, students will learn how to apply design thinking techniques to problem solving in a business context (3 credit hours).

MKTG4012: Planning a Digital Marketing Campaign

This is an opportunity for students to pull together the lessons from previous courses into a major project focused on developing a strategy for an integrated marketing plan. The course will walk through the steps involved. (3 credit hours) Prerequisites: Courses in Semesters 1-7.

MKTG4013: Special Digital Sales and Marketing Capstone

A specialized version of the Capstone Course that provides students with an opportunity to apply their knowledge to a real-life digital sales and marketing project (6 credit hours) Prerequisite: Courses in Semesters 1-7.

SEMESTER 8 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

11.4. Program Information: Bachelor of Commerce (Honours) in Information Technology Management

This degree program comprises 18 core business courses, 14 specialized information technology courses, and 8 non-core courses. In course credit terms, this is 54, 42 and 25 credit hours, as shown in the subtotals at the bottom of the table. The 14 specialized business management courses include 10 highlighted courses— Information Technology Applications, Emerging Technologies, Entrepreneurship and Innovation, Introduction to Programming, Business Process Design, Systems Analysis and Design, Information Technology Management, Special Topics in IT, Technology Trends and Applications, and User Experience Design—as well as Technology Literacy and Applications and the specialized versions of the Project Course and the Capstone Course.

11.4.1 Curriculum at a Glance

12.				Information Technology	
Level 1	Semester 1	Introduction to Business	3		
		Intro to the International Business	3		
		Introduction to Accounting	3		
		Business Research & Communications	3		
		Technology Literacy and Applications			3
	Semester 2	Introduction to Financial Analysis	3		
		Applied Economics	3		
		Organizational Behavior	3		
		Contemporary World History	3		
		Critical Thinking: A Philosophical Perspective			3
Level 2	Semester 3	Marketing and Sales	3		
		1. Information Technology Applications		3	
		2. Emerging Technologies		3	
		3. Entrepreneurship and Innovation		3	
		Arts and Contemporary Studies			3
	Semester 4	Interpersonal Skills and Assessments	3		

				Information Technology	
		Project Management	3		3
		4. Introduction to Programming		3	
		5.Special IT Project Course		6	
Level 3	Semester 5	Law and Ethics in a Business Context	3		
		Negotiation Skills	3		
		6. Business Process Design		3	
		Data Analytics for Business	3		
		Breadth Elective			3
	Semester 6	7. Systems Analysis and Design		3	
		8 Information Technology Management		3	
		9. Special Topics in IT		3	
		Advanced Data Analysis	3		
		Breadth Elective			3
Level 4	Semester 7	Global Strategy	3		
		10. Technology Trends and Applications		3	
		Applied Research Skills	3		
		Leading in a Diverse Context	3		
		Breadth Elective			3
	Semester 8	Culture and Design Thinking			3

		11. User Experience Design		3	
		Breadth Elective			3
		12. Special IT Capstone Course		6	
Total number of credits			54	42	24

11.4.2 Course Descriptions

SEMESTERS 1 CORE BUSINESS COURSES

MGMT1001: Introduction to Business

This course provides an integrated introduction to the economic, social, and political context of business and an introduction to some of the key concepts and frameworks that inform the study of management. It examines the role of management and entrepreneurship, as well as providing an overview of organizational behavior/human resources, marketing, finance and accounting, production, sales and distribution and the key functions in the business value chain. Particular emphasis is placed on understanding the interactions between key stakeholders in the global economy and the importance of corporate social responsibility. (3 credit hours)

MGMT1002: Introduction to International Business

Building on the introduction to business, this course explores the implications for managing in an international setting through detailed exploration of cases studies. It explores strategy, structure, operations, and critical issues in the effective management of international business as well as the challenges and opportunities for SMEs going global. (3 credit hours)

ACCT1001: Introduction to Accounting

Introduction to Accounting introduces students to the concepts of retained earnings, depreciation, receivables, inventory, amortization, deferred taxes, and goodwill. Topics of study include the role of GAAP, balance sheet, income statements and cash flow statements. Students will learn about the accounting cycle, financial statements, taxes, and budgeting. Students will develop their ability to understand financial reports and use accounting information to plan and make appropriate business decisions. (3 credit hours)

COMM1001: Business Research and Communications

The course applies the theory of business research and skills to develop students' business communication skills. Specifically, it will review on exploring models of communications and genres common in the business environment. It will focus on defining audience, messages and appropriate channels of communications and also will

develop some of the skills needed to enhance communications (for example, applied research skills, presentation of data etc.) Students will learn to apply business communications principles and techniques to specific genres such as proposals, business plans, reports, and presentations. Students will learn skills needed for informational briefings, persuasive messaging, and conflict management, in effective interpersonal and verbal communications. (3 credit hours)

SEMESTER 1 NON-CORE COURSES

TECH1001: Technology Literacy and Applications

This course is designed to develop students' knowledge of digital technology and contemporary information systems and demonstrate how these systems are used throughout global businesses. Students will gain an understanding of how the use of information systems and information technology provides a competitive advantage to companies. This course provides an introduction to systems, development concepts, technology acquisition and application software that are used in modern organizations. (3 credit hours)

SEMESTERS 2 CORE BUSINESS COURSES

FINA1001: Introduction to Financial Analysis

This course introduces the principles and practical application of financial analysis from a global perspective. The course provides and applies approaches to analysis and decision making in the administration of corporate funds including issues relating to capital markets, discounted cash flow, portfolio theory, firm valuation, ratio analysis, discounted cash flow analysis, valuation of different financial assets, value of equity, interest rate analysis, the value of debt and bond valuation ratio analysis. Students will learn how to interpret financial statements and to manage corporate finances.. (3 credit hours) Prerequisite: Introduction to Accounting.

ECON1001: Applied Economics

In an introduction to applied economics, this course develops the fundamental tools of economic analysis that are essential for understanding global markets. It demonstrates how economic tools, techniques and indicators can be used for solving organizational problems and the economic relationship between growth and inflation. Topics include credit, interest rates, and governmental fiscal and monetary policy. The course examines economics from a global perspective by exploring international input, international product markets, foreign direct investment, multinationals, and mergers and acquisitions. Students will also learn about the market determination of exchange rates and interest rates. (3 credit hours)

MGMT1003: Organizational Behavior

This course provides an introduction into the complex topic of organizational Behavior. It focuses on the inherent tension between an organization's need for stability and the

pressure it faces to change. The course examines the phases of the change process by focusing on the organizational cultures necessary for effective and sustained change. Students examine organizational behavior through conceptual frameworks and case studies and will become familiar with different conceptual lenses for understanding organizational life. Topics of study include communications, motivation, group dynamics, leadership, power, organizational design and development. (3 credit hours) Prerequisite: Introduction to Business.

HIST1001: Contemporary World History

This course provides an overarching view of world history during the twentieth and early twenty-first centuries. By tracing the aftermath of the Industrial Revolution and imperialism and then the impact of two world wars, the Cold War, post-colonialism and globalization, the course gives students a sense of the forces behind the emergence of the global order we take for granted today. (3 credit hours)

SEMESTER 2 NON-CORE COURSES

PHIL1001: Critical Thinking: A Philosophical Perspective

Critical thinking is the use of reasoning powers to help determine what's true and false. This course introduces students to the branch of philosophy that studies critical thinking and its various applications. Students become acquainted with formal logic and the informal tools that can be employed to assess arguments from ordinary life. An important part of the course is identifying the kinds of logical errors we all make in order to avoid these errors in our own arguments, whether in writing or in speech. (3 credit hours)

SEMESTER 3 CORE COURSES

MKTG2001: Marketing and Sales

This course focuses on the functions of marketing and sales and their impact on the overall success of a company. It examines how marketing techniques communicate and deliver value to customers, shareholders and society. Ultimately this course examines the process by which businesses decide to compete in the markets they choose to serve by providing insight into the impact marketing and sales can have on customers, markets, firm value and company development. Topics of study include consumer Behavior, marketing theories and strategies, product positioning, the competitive environment, and effectiveness of the marketing function. (3 credit hours) Prerequisite: Introduction to Business.

TECH2002: Information Technology Applications

Artificial intelligence and related technologies have the potential to transform business to disrupt labor markets and like any tools, have significant potential impacts. But history has shown that the trajectory of technologies is often uneven, raising the question, how do you plan when you cannot predict. Building on students' understanding of technology foundations – both concepts and tools – this course will focus on disruptive technologies,

the latest trends, and potential impacts in order to inform decision-making. Because of the rate of change, the course readings will include seminal works on technology adoption and trends but focus on current industry reports and guest speakers. The course will also provide an introduction to the process of strategic foresight planning in contexts where conventional prediction is impossible. (3 credit hours) Prerequisite: All courses in first two semesters.

TECH2005: Emerging Technologies

This course provides a business view of emerging technologies – AI, Robotics, Internet of things, Quantum computing, Blockchain, AR/VR and more that are driving automation and digital transformation. The course explores the nature of technologies, their impacts and implications for policy and organizational practices. The course will also explore foresight and planning process in rapidly changing environments. (3 credit hours). Prerequisite: All courses in first two semesters.

ENTR2001: Entrepreneurship and Innovation

This course provides an introduction to the anatomy of start-up companies, entrepreneurship, intrapreneurship and innovation. Students will learn about contemporary practices of fostering entrepreneurial culture. The course will feature lectures from experts in the field as well as experienced entrepreneurs. (3 credit hours) Prerequisite: Introduction to Business.

SEMESTER 3 NON-CORE COURSES

ARTS2001: Arts and Contemporary Studies

This course provides an overview of contemporary art and culture. Students will read and discuss philosophical and conceptual frameworks that consider the ethics and politics of human experience. Students will be introduced to the seminal works of Walter Benjamin, Michel Foucault and Roland Barthes. (3 credit hours)

SEMESTER 4 CORE COURSES

MGMT2005: Interpersonal Skills and Assessments

Leadership, interpersonal skills and assessments have been built into the fabric of this program. This unique interactive and collaborative teaching method, which is the focus of this course, highlights the goal of developing students' interpersonal and leadership skills. Key areas of study include interpersonal influence, collaboration and adaptive thinking. (3 credit hours) Prerequisite: Organizational Behavior.

MGMT2006: Project Management

This course examines the principles of project management and the tools and techniques for planning and controlling projects drawing on the established Project Management Body of Knowledge (BOK) expected for certified project managers. (3 credit hours) Prerequisite: Introduction to Business.

SEMESTER 4 NON-CORE COURSES

TECH2006: Introduction to Programming

This course covers the fundamental principles of object-oriented, event-driven program design and implementation in a business environment. Emphasis will be placed on logic development, program design, modularity, structured programming standards, maintainability, testing and debugging. Specifically, the course will include the following programming features: memory variables; object methods and properties; the logic constructs - sequence, branch, case and loops; simple arrays; basic file structures; validation and error handling. The course will be taught in a lecture and lab. (3 credit hours) Prerequisite: Information Technology Applications

TECH2007: Special IT Project Course

A specialized version of the Project Course that provides students with an opportunity to apply their knowledge to a real-life information technology project. (6 credit hours) Prerequisite: All core courses in first 3 semesters.

SEMESTER 5 CORE COURSES

MGMT3008: Law and Ethics in a Business Context

Risk management requires a solid understanding of the legal, ethical and financial threats and responsibilities of management. Ethical reasoning is a core skill employers demand in business graduates. This course provides an understanding of the legal context of Canadian business and some of the theoretical underpinnings of ethical decision making in organizations. It explores key issues such as corporate responsibility, legal obligations and governance as well as current topics such as environmental law, privacy, corruption and free trade agreements in a global context. Case studies provide opportunities to apply the principles to real life examples. (3 credit hours)

MGMT3009: Negotiation Skills

This course will develop students' negotiation skills in the context of bargaining and conflict resolution. Students will learn the underlying theories of the psychology of bargaining and negotiation, and their application. Through class discussion and negotiation simulations, students will learn about their own negotiation style and how to apply the principles learned in the course to more effective negotiation and bargaining. (3 credit hours) Prerequisites: Interpersonal Skills and Assessments.

DSGN3003: Business Process Design

This course provides a review of business process analysis with a strong orientation to the theory and practice in process design. Emphasis is placed on how to evaluate business process problems, analyze and design business processes to ensure organizational efficiency and effectiveness when new technologies are implemented to support business strategy. Building on established theories of as well as industry best practices, this course is focused on it provides a series of experiential exercises useful for product and service design as well as the design and implementation of new technologies. This course introduces students to a range of analytical tools used to model, analyze, understand, and ultimately design business processes. (3 credit hours) Prerequisites: All courses in first four semesters.

DATA3001: Data Analytics for Business

This course introduces students to qualitative and quantitative business methods. The course teaches students critical problem-solving methodology. Students learn how to use basic analytical tools, including statistics and data collection, to support business decision-making. Topics of study include quantitative analysis and statistical and quality tools. (3 credit hours) Prerequisites: Business Research and Communications.

SEMESTER 5 NON-CORE BREADTH ELECTIVE COURSE SLOTS IN SEMESTER 5,6,7 and 8

POLI1001: Politics and Government Relations

Public policy shapes and reflects citizens' values and behaviors. This course will provide a deep dive into the processes which shape the creation of laws, policies and regulations including the policy development process, stakeholders, and advocacy techniques illustrated with case studies of significant policy changes. Students will learn more about government decision-making processes and the implementation of policies and legislation. (3 credit hours)

Global Trends and World Politics

This course examines business from a global perspective by introducing students to the impact of world politics on global trends. The course is heavily oriented towards

developing a critical understanding of world affairs and accordingly has a strong theoretical and conceptual focus that students apply to business. (3 credit hours)

PSYC1001: Psychology and Cognition

Building on theories of mind and critical thinking, this course will explore the different theories of brain and mind and how they shape human Behavior and decision makings. Part philosophy, part biology and part psychology, This multi-disciplinary course will review seminal works on the brain, cognition, reason and choice and their implications. (3 credit hours)

COMM1002: Communications Theory and Practice

This course will explore the theories which inform modern communications practices and the ways in which they shape our views of, for example, the media. Communication is the process by which people interactively create, sustain, and manage meaning. Approaches to communications can be framed in a variety of ways – from functionalist perspectives which assume linear, measurable and targeted transmission of messages, to political economy perspectives on the industrial interests that shape the business of communications, to constructivist approaches which focus on the subjective and interactive creation of meaning, to humanist approaches which view reason and communications as emancipatory. Crossing disciplines of psychology, philosophy, sociology and economics, this course will build students' understanding of how meaning is created and shaped. (3 credit hours)

Special Topics

This course is customized to emerging trends and students' specific interests and career aspirations and may focus on a deep dive into an issue, an industry, a function, or process. A custom reading list will be developed in consultation with the faculty advisor along with a major paper or case. Small groups may participate, or the course may be run for individuals. (3 credit hours)

SEMESTER 6 CORE COURSES

TECH3007: Systems Analysis and Design

The course covers the key concepts, techniques, and methodologies relevant to the process of developing information systems (IS) including the development of user requirements, functional requirements and options. Using case driven techniques, this content focuses on both traditional (structured) and object-oriented (OO) approaches to systems analysis and design. Content highlights use cases, use diagrams, and use case descriptions required for a modeling approach while demonstrating their application to traditional, web development, object-oriented, and service-oriented architecture approaches. (3 credit hours). Prerequisite: All IT courses in first six semesters.

TECH3008: Information Technology Management

This course is designed to develop students' knowledge of digital technology and contemporary information systems and demonstrate how these systems are used throughout global businesses. Students will gain an understanding of how the use of information systems and information technology provide a competitive advantage to companies. This course provides an introduction to systems, development concepts, technology acquisition and application software that are used in modern organizations. (3 credit hours) Prerequisite: Technological Literacy and Applications in Business.

TECH3009: Special Topics in IT

This course uses the latest research and best practice models for an in-depth study of current issues, themes and trends in information technology trends including emerging technology, new applications and management challenges. The particular theme, topic and structure of the course vary in response to changes and trends in the field, the availability of specialists and student interest. (3 credit hours) Prerequisite: All IT courses in first six semesters.

DATA3002: Advanced Data Analysis

This course builds on data analytics theory to teach students real world data analytic skills. Students gain practical skills in extracting and manipulating data using statistical tools and applying probabilistic thinking to business problems. Students will learn how to use data to explain the performance of a business, evaluate different courses of action, and employ a structured approach to problem solving. Topics of study include statistical study design, process control, inference, regression analysis, time series, model building, probabilities, and decision analysis. (3 credit hours) Prerequisites: Data Analytics for Business.

SEMESTER 6 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

SEMESTER 7 CORE COURSES

MGMT4011: Global Strategy

Using the case study method, this course introduces students to the concepts, frameworks and tools of international strategy. This course teaches students how to assess functions and responsibility of senior management, issues inhibiting an

organization's success and how to address these challenges. (3 credit hours). Prerequisite: Courses in semesters 1-5.

TECH4004: Technology Trends and Applications

Building on the introductory course, this course explores the use of technology through the value chain including the role of technology in supporting inbound logistics and procurement, its role in operations, in marketing and sales, in distribution and customer support. Particular emphasis will be provided on case studies of technology in business. It also provides hands on experience with typical applications used in business including project management, customer relationship management and advanced financial applications. (3 credit hours). Prerequisite: Special Topics in IT.

MGMT4012: Applied Research Skills

This course provides the research skills needed to answer key questions and support evidence informed decision making in a business environment. Students will develop tools to analyze markets, evaluate options and make decisions. Evidence is core to underpinning business strategy and this course provides the concepts and tools needed to acquire it. (3 credit hours) Prerequisites: Advanced Data Analytics.

MGMT4013: Leading in a Diverse Context

This course examines issues associated with managing increasingly diverse and global workforces. With a focus on increasing understanding of cultural differences, informed by theory, the course tackles challenges that such differences present to managing internationally. Specifically, it examines the changing global context and drivers of increased diversity, the impact of cultural differences on behavior and organizations and the implications of these differences. For example, it considers the impact on organizational structure, on communications, management processes, leadership, and human resources (recruitment, selection, advancement). Students will also learn about negotiation and conflict resolution across cultures and how to approach ethics and corporate social responsibility. (3 credit hours) Prerequisites: Organizational Behavior.

SEMESTER 7 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

SEMESTER 8 CORE COURSES

DSGN4001: Culture and Design Thinking

This course provides an in-depth and reflective understand of design from a business perspective examining the relationship between design, culture and commerce. It will

explore ways in which products and services embed cultural identity and values. In addition to developing a better appreciation of the cultural context of business, students will learn how to apply design thinking techniques to problem solving in a business context (3 credit hours).

DSGN4002: User Experience and Design

The course aims to provide students with a strong understanding of the theory and practice of user experience design. Building on the established theories of human computer interaction as well as industry best practices, this course is focused on workshopping the principals of UX design through a series of structured activities. Students will be equipped to plan and executive UX projects and will be familiar with some of the processes and tools used. (3 credit hours). Prerequisite: Courses in Semesters 1-7.

TECH4010: Special IT Capstone Course

A specialized version of the Capstone Course that provides students with an opportunity to apply their knowledge to a real-life information technology project. (6 credit hours). Prerequisite: Courses in Semesters 1-7.

SEMESTER 8 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

11.5. Program Information: Master of Business Administration (Technology, Innovation and Management)

11.5.1 Overview

This program builds a strong base in management principles, a choice of courses to provide depth in areas of study, and an opportunity to apply the knowledge to either develop a technology project with industry partners, a business plan or a more traditional major research paper.

Program Learning Outcomes are as follows:

- **Learning Outcome 1:** Knowledge of the context of business and foundational theories and models and the skills to apply tools for managing.

- **Learning Outcome 2:** Knowledge of trends shaping the environment, economic trends, demographic shifts, political and regulatory changes, the role of technology, innovation and entrepreneurial processes in driving change and creating value.
- **Learning Outcome 3:** Conceptualization of research problems and application of appropriate quantitative and qualitative tools to inform the analysis and effective communication of results to different audiences.
- **Learning Outcome 4:** Application of theory and best practices using oral and written communication to share appropriate messages, using appropriate media, to persuade a variety of audiences.
- **Learning Outcome 5:** Formulation, analysis and offering of solutions to address a complex problem drawing on a variety of data sources and insights using appropriate models and tools.
- **Learning Outcome 6:** Understanding of legal, ethical and moral obligations and accountability frameworks in business as well as emerging trends in terms of corporate social responsibility (CSR) and environmental, social governance issues (ESGs).
- **Learning Outcome 7:** Understanding of the complex and uncertain environment of business and the tools for imagining multiple scenarios, creating strategies, and assessing and mitigating risks.

11.5.2 Learning Outcomes

				2. KNOWLEDGE OF TECHNOLOGY INNOVATION	3. METHODS OF RESEARCH				
CURRICULUM	COURSE								
	TERM 1								
FOUNDATIONS	Financial Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
	Analytics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
	Organizational Behavior: Leading in a Diverse Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
	Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
	TERM 2								
	Communications, Interpersonal Skills and Negotiation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
	Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
	Information Technology and Digital Transformation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
	Macroeconomics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
SPECIALIZATION	TERM 3								
	Research Methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

(*program required; **specialization required)	Regulatory Environments, Ethics and CSR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Entrepreneurship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SPECIALIZATION (pick 1)	TERM 3							
	Business Process & System Design***	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Financing & Valuation of New Ventures***	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Technology Trends & Applications***	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
APPLICATION (pick 1)	TERM 4							
	Consulting Project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business Development Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Major Research Paper	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11.5.3 Curriculum at a Glance

CURRICULUM	TERM	COURSE	TOOLS	CREDIT
CORE	ONE	Financial Management	Excel	3
		Analytics	Excel Google Analytics	3
		Organizational Behavior: Leading in a Diverse Environment		3
		Marketing		3
	TWO	Communications, Interpersonal Skills and Negotiation		3
		Strategy		3
		Information Technology and Digital Transformation		3
		Macroeconomics		3
	SPECIALIZATION (*program required; **specialization required) (pick 1 elective***)	THREE	Research Methods*	
Regulatory Environments, Ethics and CSR*				3
Business Process & System Design***				3
Technology Trends & Applications***				3
Business Planning***				3
Financing & Valuation of New Ventures***				3
Entrepreneurship**				3
CAPSTONE APPLICATION (Pick 1)	FOUR	Major Project - Consulting Project		6
		Major Project - Business Plan Development		6

		Major Project - Major Research Paper		6
		Total Credits		42

11.5.4 Course Descriptions

TERM 1 CORE COURSES

MBAC101: Financial Management

This course lays a foundation for financial management in a contemporary corporate environment. Students will learn core concepts and practical knowledge on how to interpret and analyze key financial statements as well as to prepare financial budgets and projections in support of management decision making. They will also gain an understanding of how to apply financial thinking to the broader context of financial planning, management, risk analysis, and accountability in an evolving capital market. The current concept and practice of ESG investing are introduced. (3 Credits)

MBAC02: Business Analytics

This course reviews the types of data used to inform business analysis and decision-making along with key tools and techniques for statistical analysis and data visualization. Students learn how to apply statistical tools to solve business problems in market research, in scenario analysis, and in strategic choice. Students will develop their skills using applications to analyze and present data and learn how to communicate data analysis to diverse audiences. (3 Credits)

MBAC103: Organizational Behavior: Leading in a Diverse Environment:

This course builds on key concepts of organizational behavior to focus on the role of leaders within a diverse environment of Canada that embraces diversity, human rights, multiculturalism and indigenous culture. It addresses organizational structures and processes, as well as organizational behavior and approaches to leadership with an emphasis on understanding the importance of diversity and inclusion to organizational success. The course is experiential and uses adaptive learning tools. Students will also have the opportunity to assess their competencies and acquire micro credentials in equity, diversity, and inclusion. (3 Credits)

MBAC104: Marketing & Social Media:

This course reviews marketing research and marketing planning and tactics including developing a brand and creating customer relationships and value and developing new products and services to managing supply chains. Students will learn how to analyze relevant data to devise marketing strategies. Students will also gain hands on experience with a range of online social media and analytics technologies commonly used in business. (3 Credits)

TERM 2 CORE COURSES

MBAC201: Communications, Interpersonal Skills and Negotiation:

With growing challenges and accelerating rates of change and disruption, communication, interpersonal and negotiation skills are more important than ever before. This course focuses on enabling students to assess their strengths and weaknesses and to develop a plan for personal growth. Students build on their understanding of organizational behavior and leadership to dig more deeply into theories of communication, influence, and negotiation. Using interactive exercises and simulations this course then applies the theory to developing skills needed to address real world challenges. (3 Credits)

MBAC202: Strategy (For Tech Management):

This course integrates aspects of business management to inform the development of strategy in response to trends of technological innovation in the external environment. It draws on the analysis of environmental trends, organizational strengths and weaknesses to formulate strategy with a particular focus on emerging technologies trends and its role to support a firm's R&D strategy. It also applies concepts, frameworks, methods and tools used to develop and implement strategies across different types of organizations at their various stages of development in various sectors. (3 Credits)

MBAC203: Information Technology and Digital Transformation

This course explores information technology and its role in businesses with a focus on current trends driving (and impeding) digital transformation. Building on the basic knowledge of business processes, this will provide insight into how technology can support, transform and disrupt business functions, organizations, and entire industries. Students will also gain hands on experience with a range of technologies commonly used in business. (3 Credits)

MBAC204: Macroeconomics (Geo Political Economy):

This course provides students with an understanding of how global economic trends shape business strategy, behavior, and outcomes. It provides an overview of the market system and how it functions, concepts on the monetary system and its implications as well as economic trends with respect to productivity, currency, labor markets and the role of government policy and its key institutions. Illustrated with case studies, this course will equip students with understanding of global economic trends and issues associated with geo-political economy to assess potential impacts on businesses. (3 Credits)

TERM 3 SPECIALIZATION (Required Courses)

MBAC301: Entrepreneurship & Innovation

This course applies the business knowledge gathered in the previous courses to the context of entrepreneurship. It introduces the concept of entrepreneurship and the process of starting a new business as well as seminal examples of entrepreneurial success. This course features lectures from experts in the field as well as experienced entrepreneurs. (3 Credits)

MBAC302: Regulatory Environments, Ethics and CSR

Organizations do not exist in vacuums. Increasing regulations, stakeholder expectations, social, and technological trends are shaping the expectations of business. This course reviews some of the important considerations in terms of business regulations as well as emerging demands around corporate social responsibility (CSR) and Environmental, Social and Governance (ESG) measures facing business leaders. It also delves into the conceptual and practical issues regarding law versus ethics and the ways in which organizations are dealing with environmental, social and economic sustainability concerns. Diversity, inclusion, and indigenous issues in relation to business management will be covered in this course as well. (3 Credits)

MBAE306: Research Methods:

This applied course introduces theories and skills of management research and communication. Key research topics include formulating questions, conducting industry analyses and critical literature reviews, quantitative and qualitative methods, and report writing. (3 Credits)

TERM 3 SPECIALIZATION (Elective Courses)(SELECT 1

MBAE303: Business Planning:

This course provides an in-depth review of the processes of identifying business opportunities and working in teams to select opportunities, develop a business plan, and pitch. The course provides a foundation for managing specific projects for business transformation but also the basics of developing a startup business plan. (3 Credits)

MBAE307: Financing and Valuation of new ventures:

Building on Financial Management principles, this course explores the dimensions of financing for entrepreneurs. It explores the investment landscape, including ways in which investors and lenders evaluate new ventures. It enables students to understand the sources of capital appropriate at each stage of the process - from friends and family, angel investors, venture capitalists, and financial institutions. The advantages and disadvantages of various financing sources are explored as well as the key information and criteria that shape decisions. Focus is on the methods and processes of valuation

as well as the knowledge, skills tools and techniques that entrepreneurs need to master in order to obtain financing. (3 Credits)

MBAE304: Business process and System Design:

This course applies a systems perspective to understand user needs and business processes to develop technology solutions to support them. Students will learn about the concepts, tools, and techniques used to plan and implement information systems in organizations as well as the issues faced by contemporary information systems managers. Drawing heavily on case study analysis, this supports the development of critical thinking and analytical skills needed to identify opportunities, assess, plan, and implement technology solutions to organizational objectives. Students will also gain experience with some of the critical tools used to develop systems, including process analysis tools. (3 Credits)

MBAE305: Technology Trends & Applications:

This course is designed to build on previous information technology management and strategy courses to understand more deeply technology trends and the tools being used to transform business. Building on current issues as well as experts in the field will deepen students' knowledge of emerging technologies and their knowledge of the ways in which these technologies are shaping businesses. (3 Credits)

TERM 4: INTEGRATION COURSES

(select 1)

MBAE401: Consulting Project

Students will have the opportunity in the final semester to integrate and apply their knowledge and skills to an applied project in an organization. This course provides an opportunity to work with an organization in the public, private or nonprofit sector to define a project which requires students to apply relevant research skills, to collect and analyze data and to apply appropriate conceptual tools to produce a professionally written paper or report. (6 Credits)

MBAE402: Business Plan Development:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to develop a start-up or corporate business plan. It provides the opportunity to apply relevant research skills to collect and analyze business and financial data as well as appropriate conceptual tools to develop a comprehensive business plan. In all cases, students will produce a written professional report. (6 Credits)

MBAE403: Major Research Paper:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to design a research project pertinent to a contemporary business issue and complete a Major Research Paper based on a proven research method. Students are required to collect and analyze data as well as to complete a professionally written research report. (6 Credits)

11.6. Program Information: Master of Business Administration In Global Business Management.

11.6.1 Overview

This program assesses strategies and tools that can be used in an international business environment.

The courses in this program will focus on international strategies at an organizational level for distinct types of companies to be successful in an evolving global market. Students will learn about global finance, global supply chain management, and global business service management. During the program, students will also improve their communication skills to negotiate with international stakeholders from diverse geographical and cultural backgrounds.

11.6.2 Program Learning Outcomes are as follows:

- **Learning Outcome 1:** Theoretical knowledge of business context as well as models and skills to apply tools for managing.
- **Learning Outcome 2:** Knowledge of trends shaping the environment and economy, demographic shifts, political and regulatory changes, as well as professional knowledge of a specialized area or general management in driving change and creating value.
- **Learning Outcome 3:** Conceptualization of research problems and of quantitative and qualitative research approaches to inform the analysis and effective communication of results to different audiences.
- **Learning Outcome 4:** Application of theory and best practices using oral and written communication to promote designed messages to a variety of targeted audiences.
- **Learning Outcome 5:** Formulation, analysis and offering solutions to address complex problems drawing on a variety of data sources and insights based on appropriate models and tools.
- **Learning Outcome 6:** Understanding of legal, ethical, and moral obligations and accountability frameworks in business as well as emerging trends in terms of corporate social responsibility (CSR) and environmental, social governance issues (ESGs) pertinent to the four Specializations.

- **Learning Outcome 7:** Understanding the complex and uncertain business environment and the tools for imagining multiple scenarios, creating strategies, and assessing and mitigating risks.

11.6.3 Curriculum at a Glance

Global Business Management

M-Management, S-Specializations, RM-Research Methodology, C-Communication, P-Professionalism, A-Application, L-Limitations

		M	S	RM	C	P	A	L
CURRICULUM	COURSE							
	TERM 1							
FOUNDATION S (# foundation for the specialization)	Financial Management	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>			
	Business Analytics	<input type="checkbox"/>		<input type="checkbox"/>				
	Organizational Behavior: Leading in a Diverse Environment	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Marketing and Social Media	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>			
	TERM 2							
	Communications, Interpersonal Skills and Negotiation	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		
	Strategy (Technology Management)	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
	Information Technology and Digital Transformation	<input type="checkbox"/>						
	Global Trade and Finance [#]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>
SPECIALIZATI ON	TERM 3							
	Regulatory Environments, Ethics and Sustainability*	<input type="checkbox"/>				<input type="checkbox"/>		

(*program required; **specialization required) (pick 1)	Global Supply Chain Management**	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Managing Multinational Firms**	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	TERM 3							
	Research Methods *	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Global Business Service Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
APPLICATION – CAPSTONE (pick1)	TERM 4							
	Consulting Project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business Plan Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Major Research Paper	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11.6.4 Course Descriptions

TERM 1 CORE COURSES

MBAC101: Financial Management

This course lays a foundation for financial management in a contemporary corporate environment. Students will learn core concepts and practical knowledge on how to interpret and analyze key financial statements as well as to prepare financial budgets and projections in support of management decision making. They will also gain an understanding of how to apply financial thinking to the broader context of financial planning, management, risk analysis, and accountability in an evolving capital market. The current concept and practice of ESG investing are introduced. (3 Credits)

MBAC02: Business Analytics

This course reviews the types of data used to inform business analysis and decision-making along with key tools and techniques for statistical analysis and data visualization. Students learn how to apply statistical tools to solve business problems in market research, in scenario analysis, and in strategic choice. Students will develop their skills using applications to analyze and present data and learn how to communicate data analysis to diverse audiences. (3 Credits)

MBAC103: Organizational Behavior: Leading in a Diverse Environment:

This course builds on key concepts of organizational behavior to focus on the role of leaders within a diverse environment of Canada that embraces diversity, human rights, multiculturalism and indigenous culture. It addresses organizational structures and processes, as well as organizational behavior and approaches to leadership with an emphasis on understanding the importance of diversity and inclusion to organizational success. The course is experiential and uses adaptive learning tools. Students will also have the opportunity to assess their competencies and acquire micro credentials in equity diversity and inclusion. (3 Credits)

MBAC104: Marketing & Social Media:

This course reviews marketing research and marketing planning and tactics including developing a brand and creating customer relationships and value and developing new products and services to managing supply chains. Students will learn how to analyze relevant data to devise marketing strategies. Students will also gain hands on experience with a range of online social media and analytics technologies commonly used in business. (3 Credits)

TERM 2 CORE COURSES

MBAC201: Communications, Interpersonal Skills and Negotiation:

With growing challenges and accelerating rates of change and disruption, communication, interpersonal and negotiation skills are more important than ever before. This course focuses on enabling students to assess their strengths and weaknesses and to develop a plan for personal growth. Students build on their understanding of organizational behavior and leadership to dig more deeply into theories of communication, influence, and negotiation. Using interactive exercises and simulations this course then applies the theory to developing skills needed to address real world challenges. (3 Credits)

MBAC202: Strategy (For Tech Management):

This course integrates aspects of business management to inform the development of strategy in response to trends of technological innovation in the external environment. It draws on the analysis of environmental trends, organizational strengths and weaknesses to formulate strategy with a particular focus on emerging technologies trends and its role to support a firm's R&D strategy. It also applies concepts, frameworks, methods and tools used to develop and implement strategies across different types of organizations at their various stages of development in various sectors. (3 Credits)

MBAC203: Information Technology and Digital Transformation

This course explores information technology and its role in businesses with a focus on current trends driving (and impeding) digital transformation. Building on the basic knowledge of business processes, this will provide insight into how technology can support, transform and disrupt business functions, organizations, and entire industries. Students will also gain hands on experience with a range of technologies commonly used in business. (3 Credits)

GMBC201: Global Trade and Finance

The course examines the global trade and finance issues that shape financial management decisions and operations. Its course content includes the foreign exchange markets, foundations of international financial management; the global financial markets, foreign exchange market; international trade theories, economic development and the phenomenon of a global financial crisis. (3 Credits)

TERM 3 SPECIALIZATION (Required Courses)

MBAC302: Regulatory Environments, Ethics and CSR

Organizations do not exist in vacuums. Increasing regulations, stakeholder expectations, social, and technological trends are shaping the expectations of business. This course reviews some of the important considerations in terms of business regulations as well as emerging demands around corporate social responsibility (CSR) and Environmental, Social and Governance (ESG) measures facing business leaders. It also delves into the conceptual and practical issues regarding law versus ethics and the ways in which organizations are dealing with environmental, social and economic sustainability concerns. Diversity, inclusion, and indigenous issues in relation to business management will be covered in this course as well. (3 Credits)

GBMC302: Managing Multinational Firms

Managing strategic challenges and operating in an international environment will be the cornerstone of this program. The course will primarily focus on the implications of international strategy at a firm level, strategies for firms competing in international markets, and cross-cultural communications held across functions. Key areas of study include market entry strategy, multinational organization structure, and cross-cultural communication. (3 Credits)

MBAE306: RESEARCH METHODS

This applied course introduces theories and skills of management research and communication. Key research topics include formulating questions, conducting industry analyses and critical literature reviews, quantitative and qualitative methods, and report writing. (3 Credits)

Term 3 SPECIALIZATION (Elective Courses) (Select 1)

TERM 3 SPECIALIZATION (Elective Courses)

(Select 1)

GBMC301: Global Supply Chain Management

The course will primarily focus on the key concepts and practices in global supply chain management, including supply chain strategy, network design, demand planning, inventory management, logistics and transportation, and supplier management. In addition, there will be case studies and real-world examples shared to illustrate how companies manage their supply chains in a global context. (3 Credits)

MBAE303: Business Planning:

This course provides an in-depth review of the processes of identifying business opportunities and working in teams to select opportunities, develop a business plan, and pitch. The course provides a foundation for managing specific projects for business transformation but also the basics of developing a startup business plan. (3 Credits)

GMBE301: Global Business Service Management

This course is designed to provide students with an understanding of the principles and practices of global business service management. The course will focus on key topics such as service design, service delivery, service innovation, and customer experience. Students will develop skills for managing global service teams, analyzing and improving service processes, and designing and implementing service strategies in different regions of the world.

This course aims to expand the students' understanding of business beyond the domestic environment by providing internationally focused concepts. The emphasis in this course will be on the knowledge and skills required to operate in diverse roles within various international contexts. Through a combination of theoretical and practical applications, this course will explore aspects of global business services and the management of corporations that operate in a global setting with different organizational perspectives. (3 Credits)

TERM 4: INTEGRATION COURSES

(Select 1)

MBAE401: Consulting Project

Students will have the opportunity in the final semester to integrate and apply their knowledge and skills to an applied project in an organization. This course provides an opportunity to work with an organization in the public, private or nonprofit sector to define a project which requires students to apply relevant research skills, to collect and analyze

data and to apply appropriate conceptual tools to produce a professionally written paper or report. (6 Credits)

MBAE402: Business Plan Development:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to develop a start-up or corporate business plan. It provides the opportunity to apply relevant research skills to collect and analyze business and financial data as well as appropriate conceptual tools to develop a comprehensive business plan. In all cases, students will produce a written professional report. (6 Credits)

MBAE403: Major Research Paper:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to design a research project pertinent to a contemporary business issue and complete a Major Research Paper based on a proven research method. Students are required to collect and analyze data as well as to complete a professionally written research report. (6 Credits)

11.7. Program Information: Master of Business Administration in Information Systems Management.

11.7.1 Overview

This program provides students with an overall and in-depth knowledge of managing information systems for business organizations. Students will learn how to use current tools and strategies to design and develop information systems and learn best practices of how to apply these current tools and strategies in a business context under digital transformation. Students will also develop their professional knowledge of internal and operational controls in relation to information systems. After taking the course, students will develop many graduate-level abilities, including critical thinking, problem-solving and communication skills.

11.7.2 Program Learning Outcomes are as follows:

- **Learning Outcome 1:** Theoretical knowledge of business context as well as models and skills to apply tools for managing.
- **Learning Outcome 2:** Knowledge of trends shaping the environment and economy, demographic shifts, political and regulatory changes, as well as professional knowledge of a specialized area or general management in driving change and creating value.

- **Learning Outcome 3:** Conceptualization of research problems and of quantitative and qualitative research approaches to inform the analysis and effective communication of results to different audiences.
- **Learning Outcome 4:** Application of theory and best practices using oral and written communication to promote designed messages to a variety of targeted audiences.
- **Learning Outcome 5:** Formulation, analysis and offering solutions to address complex problems drawing on a variety of data sources and insights based on appropriate models and tools.
- **Learning Outcome 6:** Understanding of legal, ethical, and moral obligations and accountability frameworks in business as well as emerging trends in terms of corporate social responsibility (CSR) and environmental, social governance issues (ESGs) pertinent to the four Specializations.
- **Learning Outcome 7:** Understanding the complex and uncertain business environment and the tools for imagining multiple scenarios, creating strategies, and assessing and mitigating risks.

11.7.3 Curriculum at a Glance

Information Systems Management (New)

M-Management, S-Specializations, RM-Research Methodology, C-Communication, P-Professionalism, A-Application, L-Limitations

		M	S	RM	C	P	A	L
CURRICULUM	COURSE							
	TERM 1							
FOUNDATIONS (# foundation for the specialization)	Financial Management	☐		☐	☐			
	Business Analytics	☐		☐				
	Organizational Behavior: Leading in a Diverse Environment	☐		☐	☐	☐		
	Marketing and Social Media	☐		☐	☐			
	TERM 2							

	Communications, Interpersonal Skills and Negotiation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Strategy (Technology Management)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Information Technology and Digital Transformation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business Information Systems and Analysis [#]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SPECIALIZATION	TERM 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(*program required; **specialization required)	Regulatory Environments, Ethics and Sustainability*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Information Systems Audit and Cybersecurity**	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Managing IT Systems and Projects **	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(pick 1)	TERM 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Research Methods *	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Technology Trends and Applications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
APPLICATION – CAPSTONE (pick 1)	TERM 4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Consulting Project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business Plan Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Major Research Paper	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11.7.4 Course Descriptions

TERM 1 CORE COURSES

MBAC101: Financial Management

This course lays a foundation for financial management in a contemporary corporate environment. Students will learn core concepts and practical knowledge on how to interpret and analyze key financial statements as well as to prepare financial budgets and projections in support of management decision making. They will also gain an understanding of how to apply financial thinking to the broader context of financial planning, management, risk analysis, and accountability in an evolving capital market. The current concept and practice of ESG investing are introduced. (3 Credits)

MBAC02: Business Analytics

This course reviews the types of data used to inform business analysis and decision-making along with key tools and techniques for statistical analysis and data visualization. Students learn how to apply statistical tools to solve business problems in market research, in scenario analysis, and in strategic choice. Students will develop their skills using applications to analyze and present data and learn how to communicate data analysis to diverse audiences. (3 Credits)

MBAC103: Organizational Behavior: Leading in a Diverse Environment:

This course builds on key concepts of organizational behavior to focus on the role of leaders within a diverse environment of Canada that embraces diversity, human rights, multiculturalism and indigenous culture. It addresses organizational structures and processes, as well as organizational behavior and approaches to leadership with an emphasis on understanding the importance of diversity and inclusion to organizational success. The course is experiential and uses adaptive learning tools. Students will also have the opportunity to assess their competencies and acquire micro credentials in equity diversity and inclusion. (3 Credits)

MBAC104: Marketing & Social Media:

This course reviews marketing research and marketing planning and tactics including developing a brand and creating customer relationships and value and developing new products and services to managing supply chains. Students will learn how to analyze relevant data to devise marketing strategies. Students will also gain hands on experience with a range of online social media and analytics technologies commonly used in business. (3 Credits)

TERM 2 CORE COURSES

MBAC201: Communications, Interpersonal Skills and Negotiation:

With growing challenges and accelerating rates of change and disruption, communication, interpersonal and negotiation skills are more important than ever before. This course focuses on enabling students to assess their strengths and weaknesses and to develop

a plan for personal growth. Students build on their understanding of organizational behavior and leadership to dig more deeply into theories of communication, influence, and negotiation. Using interactive exercises and simulations this course then applies the theory to developing skills needed to address real world challenges. (3 Credits)

MBAC202: Strategy (Technology Management):

This course integrates aspects of business management to inform the development of strategy in response to trends of technological innovation in the external environment. It draws on the analysis of environmental trends, organizational strengths and weaknesses to formulate strategy with a particular focus on emerging technologies trends and its role to support a firm's R&D strategy. It also applies concepts, frameworks, methods and tools used to develop and implement strategies across different types of organizations at their various stages of development in various sectors. (3 Credits)

MBAC203: Information Technology and Digital Transformation

This course explores information technology and its role in businesses with a focus on current trends driving (and impeding) digital transformation. Building on the basic knowledge of business processes, this will provide insight into how technology can support, transform and disrupt business functions, organizations, and entire industries. Students will also gain hands-on experience with a range of technologies commonly used in business. (3 Credits)

ISMC201: Information Systems Audit and Cybersecurity

This course develops professional knowledge of internal and operational controls as well as examines organizational issues in relation to information systems (IS) audit and assurance as well as cybersecurity. Students will examine the risks associated with information systems using frameworks that provide professional standards, guidelines, tools, and techniques for IS audit and control. The risk-based approach to IS audit is developed so that students have an understanding of inherent risks, control risks, and detection risks. Students will be exposed to computer auditing tools and techniques that both directly and indirectly examine the internal logic of an organization's applications. In this course, students will develop graduate capabilities in a range of areas, including critical analysis skills in information management; problem-solving skills in sourcing and identifying relevant information and interpreting output in a multidisciplinary environment; communication and negotiation skills. (3 Credits)

TERM 3 SPECIALIZATION (Required Courses)

MBAE306: RESEARCH METHODS

This applied course introduces theories and skills of management research and communication. Key research topics include formulating questions, conducting industry analyses and critical literature reviews, quantitative and qualitative methods, and report writing. (3 Credits)

MBAC302: Regulatory Environments, Ethics and CSR

Organizations do not exist in vacuums. Increasing regulations, stakeholder expectations, social, and technological trends are shaping the expectations of business. This course reviews some of the important considerations in terms of business regulations as well as emerging demands around corporate social responsibility (CSR) and Environmental, Social and Governance (ESG) measures facing business leaders. It also delves into the conceptual and practical issues regarding law versus ethics and the ways in which organizations are dealing with environmental, social and economic sustainability concerns. Diversity, inclusion, and indigenous issues in relation to business management will be covered in this course as well. (3 Credits)

ISMC302: Business Information Systems and Analysis

This course provides students with an in-depth understanding of the content of information systems; the types of information systems; the current roles of information systems in organizations; and the business impacts of information systems. The course also provides an overview of the tools, techniques and frameworks used to build information systems; the range of information technologies used to support information systems; and the ethical responsibilities of both the information system professional and the private use of information. Every business has an information system. These systems are a fundamental component of the business and provide the organization with necessary information for successful operation and management. Overall, this course lays out a foundation for students to use information systems in the context of accounting, marketing, and finance, or develop business information systems that organizations want and need. (3 Credits)

TERM 3 SPECIALIZATION (Elective Courses)

(Select 1)

MBAE303: Business Planning:

This course provides an in-depth review of the processes of identifying business opportunities and working in teams to select opportunities, develop a business plan, and pitch. The course provides a foundation for managing specific projects for business transformation but also the basics of developing a startup business plan. (3 Credits)

ISMC301: Managing IT Systems and Projects

This course aims to provide an understanding of how information technology systems and projects can be efficiently managed. This course includes a detailed study of techniques for planning, tracking, and measuring software projects. Issues covered in this course mainly include quality evaluation; estimation measurement techniques; project

risk planning, and management. The course provides a sound grounding in how projects can be managed in regard to quality assurance and risk assessment. The course also covers issues in the management of IT systems, including change management; configuration management and planning; people management; hardware asset management; and capacity planning and availability. (3 Credits)

ISME301: Special Topics on AI and Cybersecurity

This course provides students with a comprehensive understanding of the rapidly evolving fields of cybersecurity and artificial intelligence (AI) in the context of modern business and prepares the student for an executive role in the applications of these emerging technologies. This course will explore the latest trends, technologies, and strategies that are shaping the landscape of cybersecurity and AI, along with their impact on the management and operation of businesses across various industries. This course first discusses various critical issues in cybersecurity, including security governance, risk management, Business Continuity Planning, principles of security models, security vulnerabilities and their countermeasures, security operations management and the incident management. Students will also be equipped with the knowledge and skills in various AI applications and management, including AI foundations, AI applications in enterprises and research, AI strategy development, AI lifecycle, AI programming, Robotic Process Automation, Natural Language Processing, and the future of AI. (3 Credits)

TERM 4: INTEGRATION COURSES

(Select 1)

MBAE401: Consulting Project

Students will have the opportunity in the final semester to integrate and apply their knowledge and skills to an applied project in an organization. This course provides an opportunity to work with an organization in the public, private or nonprofit sector to define a project which requires students to apply relevant research skills, to collect and analyze data and to apply appropriate conceptual tools to produce a professionally written paper or report. (6 Credits)

MBAE402: Business Plan Development:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to develop a start-up or corporate business plan. It provides the opportunity to apply relevant research skills to collect and analyze business and financial data as well as appropriate conceptual tools to develop a comprehensive business plan. In all cases, students will produce a written professional report. (6 Credits)

MBAE403: Major Research Paper:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to design a research project pertinent to a contemporary business issue and complete a Major Research Paper based on a proven research

method. Students are required to collect and analyze data as well as to complete a professionally written research report. (6 Credits)

11.8. Program Information: Master of Business Administration in Financial and Management Analytics.

11.8.1 Overview

This program focuses on business analytic tools, such as artificial intelligence and machine learning. Students will develop professional knowledge and skills in applying analytics and AI in assisting critical business decision making. This course will also cover practical use of the latest financial and management analytics tools. This program will enable students to make effective evaluations of different analytics applications and learn how to utilize them for various business sectors.

11.8.2 Program Learning Outcomes are as follows:

- **Learning Outcome 1:** Theoretical knowledge of business context as well as models and skills to apply tools for managing.
- **Learning Outcome 2:** Knowledge of trends shaping the environment and economy, demographic shifts, political and regulatory changes, as well as professional knowledge of a specialized area or general management in driving change and creating value.
- **Learning Outcome 3:** Conceptualization of research problems and of quantitative and qualitative research approaches to inform the analysis and effective communication of results to different audiences.
- **Learning Outcome 4:** Application of theory and best practices using oral and written communication to promote designed messages to a variety of targeted audiences.
- **Learning Outcome 5:** Formulation, analysis and offering solutions to address complex problems drawing on a variety of data sources and insights based on appropriate models and tools.
- **Learning Outcome 6:** Understanding of legal, ethical, and moral obligations and accountability frameworks in business as well as emerging trends in terms of corporate social responsibility (CSR) and environmental, social governance issues (ESGs) pertinent to the four Specializations.

11.8.3 Curriculum at a Glance

Financial and Management Analytics (New)

M-Management, S-Specializations, E-Entrepreneurship, RM-Research Methodology, C-Communication, P-Professionalism, A-Application, L-Limitations

		M	S	RM	C	P	A	L
CURRICULUM	COURSE							
	TERM 1							
FOUNDATIONS (# foundation for the specialization)	Financial Management	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>			
	Business Analytics	<input type="checkbox"/>		<input type="checkbox"/>				
	Organizational Behavior: Leading in a Diverse Environment	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Marketing and Social Media	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>			
	TERM 2							
	Communications, Interpersonal Skills and Negotiation	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		
	Strategy (Technology Management)	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
	Information Technology and Digital Transformation	<input type="checkbox"/>						
SPECIALIZATION (*program required; **specialization required)	Management and Marketing Analytics [#]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>
	TERM 3							
	Regulatory Environments, Ethics and Sustainability*	<input type="checkbox"/>				<input type="checkbox"/>		
	Financial Analytics and Projections**	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

(pick 1)	Predictive Analysis for Decision Making**	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	TERM 3							
	Research Methods *	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business Planning	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
	Financing and Valuing For New Ventures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
APPLICATION – CAPSTONE (pick 1)	TERM 4							
	Consulting Project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business Plan Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Major Research Paper	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11.8.4 Course Descriptions

TERM 1 CORE COURSES

MBAC101: Financial Management

This course lays a foundation for financial management in a contemporary corporate environment. Students will learn core concepts and practical knowledge on how to interpret and analyze key financial statements as well as to prepare financial budgets and projections in support of management decision making. They will also gain an understanding of how to apply financial thinking to the broader context of financial planning, management, risk analysis, and accountability in an evolving capital market. The current concept and practice of ESG investing are introduced. (3 Credits)

MBAC02: Business Analytics

This course reviews the types of data used to inform business analysis and decision-making along with tools and techniques for statistical analysis and data visualization. Students learn how to apply statistical tools to solve business problems in market research, in scenario analysis, and in strategic choice. Students will develop their skills using applications to analyze and present data and learn how to communicate data analysis to diverse audiences. (3 Credits)

MBAC103: Organizational Behavior: Leading in a Diverse Environment:

This course builds on key concepts of organizational behavior to focus on the role of leaders within a diverse environment of Canada that embraces diversity, human rights, multiculturalism and indigenous culture. It addresses organizational structures and processes, as well as organizational behavior and approaches to leadership with an emphasis on understanding the importance of diversity and inclusion to organizational success. The course is experiential and uses adaptive learning tools. Students will also have the opportunity to assess their competencies and acquire micro credentials in equity diversity and inclusion. (3 Credits)

MBAC104: Marketing & Social Media:

This course reviews marketing research and marketing planning and tactics including developing a brand and creating customer relationships and value and developing new products and services to managing supply chains. Students will learn how to analyze relevant data to devise marketing strategies. Students will also gain hands on experience with a range of online social media and analytics technologies commonly used in business. (3 Credits)

TERM 2 CORE COURSES

MBAC201: Communications, Interpersonal Skills and Negotiation:

With growing challenges and accelerating rates of change and disruption, communication, interpersonal and negotiation skills are more important than ever before. This course focuses on enabling students to assess their strengths and weaknesses and to develop a plan for personal growth. Students build on their understanding of organizational behavior and leadership to dig more deeply into theories of communication, influence, and negotiation. Using interactive exercises and simulations this course then applies the theory to developing skills needed to address real world challenges. (3 Credits)

MBAC202: Strategy (Technology Management):

This course integrates aspects of business management to inform the development of strategy in response to trends of technological innovation in the external environment. It draws on the analysis of environmental trends, organizational strengths and weaknesses to formulate strategy with a particular focus on emerging technologies trends and its role to support a firm's R&D strategy. It also applies concepts, frameworks, methods and tools used to develop and implement strategies across different types of organizations at their various stages of development in various sectors. (3 Credits)

MBAC203: Information Technology and Digital Transformation:

This course explores information technology and its role in businesses with a focus on current trends driving (and impeding) digital transformation. Building on the basic knowledge of business processes, this will provide insight into how technology can support, transform and disrupt business functions, organizations, and entire industries. Students will also gain hands-on experience with a range of technologies commonly used in business. (3 Credits)

FMAC201: Management and Marketing Analytics:

This course delves into the cutting-edge tools of analytics, artificial intelligence (AI), and machine learning (ML) that are increasingly shaping the world of marketing and management. Participants will gain an understanding of how analytics and AI are transforming customer acquisition, relationship management, and retention in marketing and management. The course covers a wide range of topics, including personalized marketing, content generation and curation, voice and text recognition, consumer behavior prediction, and lead generation and sales optimization. (3 Credits)

TERM 3 SPECIALIZATION (Required Courses)

MBAC302: Regulatory Environments, Ethics and CSR:

Organizations do not exist in vacuums. Increasing regulations, stakeholder expectations, social, and technological trends are shaping the expectations of business. This course reviews some of the important considerations in terms of business regulations as well as emerging demands around corporate social responsibility (CSR) and Environmental, Social and Governance (ESG) measures facing business leaders. It also delves into the conceptual and practical issues regarding law versus ethics and the ways in which organizations are dealing with environmental, social and economic sustainability

concerns. Diversity, inclusion, and indigenous issues in relation to business management will be covered in this course as well. (3 Credits)

MBAE306: RESEARCH METHODS

This applied course introduces theories and skills of management research and communication. Key research topics include formulating questions, conducting industry analyses and critical literature reviews, quantitative and qualitative methods, and report writing. (3 Credits)

FMAC301: Financial Analytics and Projection:

This course equips students with a comprehensive set of tools to evaluate an organization's past performance and future prospects using financial statements. Students will develop the ability to identify business strategies and associated risks, assess reporting and disclosure choices based on the economic environment, and use ratios and analytical methods to evaluate and forecast performance. This course is valuable to anyone who uses financial statements for decision-making, including lenders, equity analysts, investment bankers, management and boards of directors, and other financial performance advisors. (3 Credits)

TERM 3 SPECIALIZATION (Elective Courses)

(Select 1)

MBAE303: Business Planning:

This course provides an in-depth review of the processes of identifying business opportunities and working in teams to select opportunities, develop a business plan, and pitch. The course provides a foundation for managing specific projects for business transformation but also the basics of developing a startup business plan. (3 Credits)

FMAC302: Predictive Analysis for Decision Making:

This course aims to provide managers with the necessary skills to assess their organizations' needs for business analytics. Business analytics has become an essential skill for business practitioners and professionals, and this course is designed to empower managers to make informed decisions about the opportunities available to them. The course explores how Decision Support Systems are used in organizations, tracing the historical evolution of these systems from Business Intelligence to Business Analytics. Additionally, the course aims to facilitate a comprehensive understanding of the current trends in Big Data analysis in organizations, including both theoretical concepts and practical applications of data analytics. (3 Credits)

FMAE301: Financing and Valuing For New Ventures:

Building on Financial Management principles, this course explores the dimensions of financing for entrepreneurs. It explores the investment landscape, including ways in which investors and lenders evaluate new ventures. It enables students to understand the sources of capital appropriate at each stage of the process - from friends and family, angel investors, venture capitalists, and financial institutions. The advantages and disadvantages of various financing sources are explored as well as the key information and criteria that shape decisions. Focus is on the methods and processes of valuation as well as the knowledge, skills tools and techniques that entrepreneurs need to master to obtain financing. (3 Credits)

TERM 4: INTEGRATION COURSES

(Select 1)

MBAE401: Consulting Project

Students will have the opportunity in the final semester to integrate and apply their knowledge and skills to an applied project in an organization. This course provides an opportunity to work with an organization in the public, private or nonprofit sector to define a project which requires students to apply relevant research skills, to collect and analyze data and to apply appropriate conceptual tools to produce a professionally written paper or report. (6 Credits)

MBAE402: Business Plan Development:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to develop a start-up or corporate business plan. It provides the opportunity to apply relevant research skills to collect and analyze business and financial data as well as appropriate conceptual tools to develop a comprehensive business plan. In all cases, students will produce a written professional report. (6 Credits)

MBAE403: Major Research Paper:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to design a research project pertinent to a contemporary business issue and complete a Major Research Paper based on a proven research method. Students are required to collect and analyze data as well as to complete a professionally written research report. (6 Credits)

11.9. Program Information: Master of Business Administration in General Stream.

11.9.1 Overview

This program focuses on the students who are interested in choosing a combination of electives based on their own specific career interests, development, and needs. Furthermore, the capstone project in Term 4 under this General stream is developed to cultivate their personal career interests and needs as well. It will provide students with a flexible program plan and the option to take a variety of elective courses in different disciplines. The General stream is suitable for students who have a variety of interests or intend to develop a general management pathway in their career development.

11.9.2 Program Learning Outcomes are as follows:

- **Learning Outcome 1:** Theoretical knowledge of business context as well as models and skills to apply tools for managing.
- **Learning Outcome 2:** Knowledge of trends shaping the environment and economy, demographic shifts, political and regulatory changes, as well as professional knowledge of a specialized area or general management in driving change and creating value.
- **Learning Outcome 3:** Conceptualization of research problems and of quantitative and qualitative research approaches to inform the analysis and effective communication of results to different audiences.
- **Learning Outcome 4:** Application of theory and best practices using oral and written communication to promote designed messages to a variety of targeted audiences.
- **Learning Outcome 5:** Formulation, analysis and offering solutions to address complex problems drawing on a variety of data sources and insights based on appropriate models and tools.
- **Learning Outcome 6:** Understanding of legal, ethical, and moral obligations and accountability frameworks in business as well as emerging trends in terms of corporate social responsibility (CSR) and environmental, social governance issues (ESGs) pertinent to the four Specializations.

11.9.3 Curriculum at a Glance

General Stream

M-Management, G-General Management, RM-Research Methodology, C-Communication, P-Professionalism, A-Application, L-Limitations

		M	G	RM	C	P	A	L
CURRICULUM	COURSE							
	TERM 1							
FOUNDATIONS (# foundation for the general stream)	Financial Management	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>			
	Business Analytics	<input type="checkbox"/>		<input type="checkbox"/>				
	Organizational Behavior: Leading in a Diverse Environment	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Marketing and Social Media	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>			
	TERM 2							
	Communications, Interpersonal Skills, and Negotiation	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		
	Strategy (Technology Management)	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
	Information Technology and Digital Transformation	<input type="checkbox"/>	<input type="checkbox"/>					
Macroeconomics #	<input type="checkbox"/>		<input type="checkbox"/>					
SPECIALIZATION	TERM 3							
(*program required)	Regulatory Environments, Ethics and Sustainability*	<input type="checkbox"/>				<input type="checkbox"/>		
(pick 3, at least 2 from these electives offered in	TERM 3							
	Research Methods*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
	Business Planning	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

other specializations***)	Global Business Services Management***	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Financing and Valuing Ventures***	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business Process and Systems Design***	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Global Supply Chain Management**	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Technology Trends and Applications***	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Final Term CAPSTONE Project (pick1) (The final term project selected must coincide with the appropriate electives selected in Term 3)	TERM 4							
	Consulting Project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Business Plan Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Major Research Paper	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11.9.4 Course Descriptions

TERM 1 CORE COURSES

MBAC101: Financial Management

This course lays a foundation for financial management in a contemporary corporate environment. Students will learn core concepts and practical knowledge on how to interpret and analyze key financial statements as well as to prepare financial budgets and projections in support of management decision making. They will also gain an understanding of how to apply financial thinking to the broader context of financial planning, management, risk analysis, and accountability in an evolving capital market. The current concept and practice of ESG investing are introduced. (3 Credits)

MBAC02: Business Analytics

This course reviews the types of data used to inform business analysis and decision-making along with tools and techniques for statistical analysis and data visualization. Students learn how to apply statistical tools to solve business problems in market research, in scenario analysis, and in strategic choice. Students will develop their skills using applications to analyze and present data and learn how to communicate data analysis to diverse audiences. (3 Credits)

MBAC103: Organizational Behavior: Leading in a Diverse Environment:

This course builds on key concepts of organizational behavior to focus on the role of leaders within a diverse environment of Canada that embraces diversity, human rights, multiculturalism and indigenous culture. It addresses organizational structures and processes, as well as organizational behavior and approaches to leadership with an emphasis on understanding the importance of diversity and inclusion to organizational success. The course is experiential and uses adaptive learning tools. Students will also have the opportunity to assess their competencies and acquire micro credentials in equity diversity and inclusion. (3 Credits)

MBAC104: Marketing & Social Media:

This course reviews marketing research and marketing planning and tactics including developing a brand and creating customer relationships and value and developing new products and services to managing supply chains. Students will learn how to analyze relevant data to devise marketing strategies. Students will also gain hands on experience with a range of online social media and analytics technologies commonly used in business. (3 Credits)

TERM 2 CORE COURSES

MBAC201: Communications, Interpersonal Skills and Negotiation:

With growing challenges and accelerating rates of change and disruption, communication, interpersonal and negotiation skills are more important than ever before. This course focuses on enabling students to assess their strengths and weaknesses and to develop a plan for personal growth. Students build on their understanding of organizational behavior and leadership to dig more deeply into theories of communication, influence, and negotiation. Using interactive exercises and simulations this course then applies the theory to developing skills needed to address real world challenges. (3 Credits)

MBAC202: Strategy (Technology Management):

This course integrates aspects of business management to inform the development of strategy in response to trends of technological innovation in the external environment. It draws on the analysis of environmental trends, organizational strengths and weaknesses to formulate strategy with a particular focus on emerging technologies trends and its role to support a firm's R&D strategy. It also applies concepts, frameworks, methods and tools used to develop and implement strategies across different types of organizations at their various stages of development in various sectors. (3 Credits)

MBAC203: Information Technology and Digital Transformation:

This course explores information technology and its role in businesses with a focus on current trends driving (and impeding) digital transformation. Building on the basic knowledge of business processes, this will provide insight into how technology can support, transform and disrupt business functions, organizations, and entire industries. Students will also gain hands-on experience with a range of technologies commonly used in business. (3 Credits)

MBAC204: Macroeconomics (Geopolitical Economy):

This course provides students with an understanding of how global economic trends shape business strategy, behavior, and outcomes. It provides an overview of the market system and how it functions, concepts on the monetary system and its implications as well as economic trends with respect to productivity, currency, labor markets and the role of government policy and its key institutions. Illustrated with case studies, this course will equip students with understanding of global economic trends and issues associated with geo-political economy to assess potential impacts on businesses. (3 Credits)

TERM 3 SPECIALIZATION (Required)

MBAC302: Regulatory Environments, Ethics and CSR:

Organizations do not exist in vacuums. Increasing regulations, stakeholder expectations, social, and technological trends are shaping the expectations of business. This course reviews some of the important considerations in terms of business regulations as well as emerging demands around corporate social responsibility (CSR) and Environmental, Social and Governance (ESG) measures facing business leaders. It also delves into the conceptual and practical issues regarding law versus ethics and the ways in which organizations are dealing with environmental, social and economic sustainability

concerns. Diversity, inclusion, and indigenous issues in relation to business management will be covered in this course as well. (3 Credits)

MBAE306: RESEARCH METHODS

This applied course introduces theories and skills of management research and communication. Key research topics include formulating questions, conducting industry analyses and critical literature reviews, quantitative and qualitative methods, and report writing. (3 Credits)

TERM 3 SPECIALIZATION (Elective Courses)

(Select 2)

GMBE301: Global Business Service Management

This course is designed to provide students with an understanding of the principles and practices of global business service management. The course will focus on key topics such as service design, service delivery, service innovation, and customer experience. Students will develop skills for managing global service teams, analyzing and improving service processes, and designing and implementing service strategies in different regions of the world.

This course aims to expand the students' understanding of business beyond the domestic environment by providing internationally focused concepts. The emphasis in this course will be on the knowledge and skills required to operate in diverse roles within various international contexts. Through a combination of theoretical and practical applications, this course will explore aspects of global business services and the management of corporations that operate in a global setting with different organizational perspectives. (3 Credits)

MBAE303: Business Planning:

This course provides an in-depth review of the processes of identifying business opportunities and working in teams to select opportunities, develop a business plan, and pitch. The course provides a foundation for managing specific projects for business transformation but also the basics of developing a startup business plan. (3 Credits)

MBAE304: Business Process and System Design:

This course applies a systems perspective to understand user needs and business processes to develop technology solutions to support them. Students will learn about the concepts, tools, and techniques used to plan and implement information systems in organizations as well as the issues faced by contemporary information systems managers. Drawing heavily on case study analysis, this supports the development of critical thinking and analytical skills needed to identify opportunities, assess, plan, and implement technology solutions to organizational objectives. Students will also gain experience with some of the critical tools used to develop systems, including process analysis tools. (3 Credits)

GBMC301: Global Supply Chain Management

The course will primarily focus on the key concepts and practices in global supply chain management, including supply chain strategy, network design, demand planning, inventory management, logistics and transportation, and supplier management. In addition, there will be case studies and real-world examples shared to illustrate how companies manage their supply chains in a global context. (3 Credits)

MBAE305: Technology Trends & Applications:

This course is designed to build on previous information technology management and strategy courses to understand more deeply technology trends and the tools being used to transform business. Building on current issues as well as experts in the field will deepen students' knowledge of emerging technologies and their knowledge of the ways in which these technologies are shaping businesses. (3 Credits)

FMAE301: Financing and Valuing for New Ventures:

Building on Financial Management principles, this course explores the dimensions of financing for entrepreneurs. It explores the investment landscape, including ways in which investors and lenders evaluate new ventures. It enables students to understand the sources of capital appropriate at each stage of the process - from friends and family, angel investors, venture capitalists, and financial institutions. The advantages and disadvantages of various financing sources are explored as well as the key information and criteria that shape decisions. Focus is on the methods and processes of valuation as well as the knowledge, skills tools and techniques that entrepreneurs need to master to obtain financing. (3 Credits)

TERM 4: INTEGRATION COURSES

(Select 1)

MBAE401: Consulting Project

Students will have the opportunity in the final semester to integrate and apply their knowledge and skills to an applied project in an organization. This course provides an opportunity to work with an organization in the public, private or nonprofit sector to define a project which requires students to apply relevant research skills, to collect and analyze data and to apply appropriate conceptual tools to produce a professionally written paper or report. (6 Credits)

MBAE402: Business Plan Development:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to develop a start-up or corporate business plan. It provides the opportunity to apply relevant research skills to collect and analyze business and financial data as well as appropriate conceptual tools to develop a comprehensive business plan. In all cases, students will produce a written professional report. (6 Credits)

MBAE403: Major Research Paper:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to design a research project pertinent to a contemporary business issue and complete a Major Research Paper based on a proven research

method. Students are required to collect and analyze data as well as to complete a professionally written research report. (6 Credits)

11.10. Program Information: Master of Business Administration In Health Care Management (MBA-HCM)

11.10.1 Overview

The MBA in Health Care Management program offers a comprehensive curriculum that combines business fundamentals with specialized knowledge in health care management, preparing graduates for leadership roles in the dynamic and complex health care industry. With a focus on practical experience, networking opportunities, and career development, this program equips students with the skills and expertise needed to drive innovation and improve patient outcomes in healthcare organizations systematically.

11.10.2 Program Learning Outcomes are as follows:

- **Learning Outcome 1:** Theoretical knowledge of business context as well as models and skills to apply tools for managing.
- **Learning Outcome 2:** Knowledge of trends shaping the environment and economy, demographic shifts, political and regulatory changes, as well as professional knowledge of a specialized area or general management in driving change and creating value. For the HCM Specialization, students are expected to be equipped with professional knowledge for effective health care management within an organization that delivers various health care services.
- **Learning Outcome 3:** Conceptualization of research problems and of quantitative and qualitative research approaches to inform the analysis and effective communication of results to different audiences.
- **Learning Outcome 4:** Application of theory and best practices using oral and written communication to promote designed messages to a variety of target audiences.
- **Learning Outcome 5:** Formulation, analysis and offering of solutions to address complex problems drawing on a variety of data sources and insights based on appropriate models and tools.
- **Learning Outcome 6:** Understanding of legal, ethical, and moral obligations and accountability frameworks in business as well as emerging trends in terms of corporate social responsibility (CSR) and environmental, social governance issues (ESGs) pertinent to the four Specializations.
- **Learning Outcome 7:** Understanding of the complex and uncertain business environment and the tools for imagining multiple scenarios, creating strategies, and assessing and mitigating risks.

11.10.3 Curriculum at a Glance

M-Management, S-Specializations, RM-Research Methodology, C-Communication, P-Professionalism, A-Application, L-Limitations

TERM	CURRICULUM	COURSE	CREDIT	M	S	RM	C	P	A	L	
1	FOUNDATIONS (# foundation for the specialization)	Financial Management	3	✓		✓	✓				
		Business Analytics	3	✓		✓					
		Organizational Behaviour: Leading in a Diverse Environment	3	✓		✓	✓	✓			
		Marketing and Social Media	3	✓		✓	✓				
2	FOUNDATIONS (# foundation for the specialization)	Communications, Interpersonal Skills and Negotiation	3	✓			✓	✓			
		Strategy (Technology Management)	3	✓		✓	✓		✓		
		Information Technology and Digital Transformation	3	✓							
		Managing Healthcare Organizations and Systems	3	✓	✓	✓					✓
3	SPECIALIZATION (*program core required; **specialization	Regulatory Environments, Ethics and Sustainability*	3	✓				✓			

	required)	Accounting and Financial Management for Healthcare **	3	✓	✓		✓		✓	✓
		Operations and Quality Management for Healthcare	3	✓	✓		✓		✓	✓
	(Pick 1 from these electives***)	Research Methods	3	✓	✓	✓	✓		✓	✓
		Business Planning	3	✓		✓	✓		✓	✓
		Global Health***	3	✓	✓			✓	✓	✓
		Managing Geriatric Care***	3	✓	✓	✓	✓	✓	✓	✓
	4	APPLICATION – CAPSTONE (Pick1)	Consulting Project	6	✓	✓	✓	✓	✓	✓
Business Plan Development (Prerequisite: Business Planning)			6	✓	✓	✓	✓	✓	✓	✓
Major Research Paper (Prerequisite: Research Methods)			6	✓	✓	✓	✓	✓	✓	✓

11.10.4 Course Descriptions

MBAC101: Financial Management

This course lays a foundation for financial management in a contemporary corporate environment. Students will learn core concepts and practical knowledge on how to interpret and analyze key financial statements as well as learn how to prepare financial budgets and projections in support of management decision making. They will also gain an understanding of how to apply financial thinking in the broader context to financial

planning, management, risk analysis and accountability in an evolving capital market. The current concept and practice of ESG investing are introduced.

TERM 1 (FOUNDATION COURSE)

MBAC02: Business Analytics

CALENDAR DESCRIPTION

This course reviews the types of data used to inform business analysis and decision-making as well as tools for statistical analysis and visualization. Students learn how to apply statistical tools to solve business problems in market research, in scenario analysis, and in strategic choice. Students will develop their skills using applications to analyze and present data and learn how to communicate data analysis to diverse audiences.

TERM 1 (FOUNDATION COURSE)

MBAC103: Organizational Behavior: Leading in a Diverse Environment

CALENDAR DESCRIPTION

This course builds on key concepts of organizational behavior to focus on the role of leaders within a diverse environment of Canada that embraces diversity, human rights, multiculturalism and indigenous culture. It addresses organizational structures and processes, as well as organizational behavior and approaches to leadership with an emphasis on understanding the importance of diversity and inclusion to organizational success. The course is experiential and uses adaptive learning tools. Students will also have the opportunity to assess their competencies and acquire micro credentials related to equity diversity and inclusion.

TERM 1 (FOUNDATION COURSE)

MBAC104: Marketing and Social Media

CALENDAR DESCRIPTION

This course reviews marketing research and marketing planning and tactics including developing a brand and creating customer relationships and value and developing new products and services to managing supply chains. Students will learn how to analyze relevant data to devise marketing strategies. Students will also gain hands on experience with a range of online social media and analytics technologies commonly used in business.

TERM 2 (FOUNDATION COURSE)

MBAC201: Communications, Interpersonal Skills and Negotiation

CALENDAR DESCRIPTION

With growing challenges and accelerating rates of change, disruption, communication, interpersonal and negotiation skills are more important than ever before. This course focuses on enabling students to assess their strengths and weaknesses and to develop a plan for personal growth. Students build on their understanding of organizational behavior and leadership to dig more deeply into theories of communications, influence and negotiation. Using interactive exercises and simulations, this course then applies the theory to developing skills needed to address real world challenges.

TERM 2 (FOUNDATION COURSE)

TITLE: *MBAC202: Strategy (for Technology Management):*

CALENDAR DESCRIPTION

This course integrates aspects of business management to inform the development of strategy in response to trends of technological innovation in the external environment. It draws on the analysis of environmental trends, organizational strengths and weaknesses to formulate strategy with a particular focus on emerging technologies trends and its role to support a firm's R&D strategy. It also applies concepts, frameworks, methods and tools used to develop and implement strategy across different types of organizations at their various stages of development in various sectors.

address real world challenges.

TERM 2 (FOUNDATION COURSE)

MBAC203: Information Technology and Digital Transformation

CALENDAR DESCRIPTION

This course explores information technology and its role in businesses with a focus on current trends driving (and impeding) digital transformation. Building on the basic knowledge of business processes, this course will provide insight into how technology can support, transform and disrupt business functions, organizations and entire

industries. Students will also gain hands-on experience with a range of technologies commonly used in business.

TERM 2 (FOUNDATION COURSE)

HCMC201 Managing Healthcare Organizations and Systems

CALENDAR DESCRIPTION

This course integrates aspects of business management within the Canadian Healthcare system with focus on the structure and governance, public and private healthcare organizations, and health economics including funding sources, key performance indicators and the use of digital tools.

TERM 3 (SPECIALIZATION COURSE)

MBAC302: Regulatory Environments, Ethics and Sustainability

CALENDAR DESCRIPTION

Organizations do not exist in a vacuum. Through increased regulations, advanced stakeholder expectations, social, and technological trends are shaping the expectations of business. This course reviews some of the important considerations in terms of business regulations as well as emerging demands around corporate social responsibility (CSR) and Environmental, Social and Governance (ESG) measures facing business leaders. Emerging ethical issues related to the use of AI will be covered as well. It also delves into the conceptual and practical issues regarding law versus ethics and the ways in which organizations deal with environmental, social and economic sustainability concerns. Diversity, inclusion, and Indigenous issues in relation to business management will be covered in this course as well. **TERM 3 (SPECIALIZATION COURSE)**

HCMC301 Accounting and Financial Management for Health Care

CALENDAR DESCRIPTION

This course assumes fundamental knowledge of accounting and finance principles. It focuses on the specific financial management features, reporting requirements and analytic tools in health care organizations. It examines different types of budgets including capital and operating budgets, in support of management decisions. It describes budgetary processes and tools and discusses capital expenditure plans and cash flow management. Financial and non-financial performance indicators and evaluation strategies are deliberated with a focus on planning and control tools. Through a combination of lectures, case studies and exercises, it prepares students with the

analytical and managerial skills necessary to deal with solving a variety of financial management problems.

TERM 3 (SPECIALIZATION COURSE)

HCMC302 Operations and Quality Management for Healthcare

CALENDAR DESCRIPTION

This course focuses on a manager's critical role in supporting and advancing professional practice, optimizing quality care, and operational performance management of healthcare organizations. The context for such functions can be pertinent to acute care, community, primary health care, and/or long-term care. Their stakeholders include frontline health care professionals, unregulated professionals and support staff, and patients and their families. It explores the strategies to support professional practice and scholarship within clinical teams, examines the leader/manager's role and accountabilities for quality and safety within the clinical team, and evaluates the challenges in changes management, quality improvement and program evaluation methods for healthcare entities.

TERM 3 (ELECTIVE COURSE)

MBAE306: Research Methods

CALENDAR DESCRIPTION

This applied course introduces theories and skills of management research and communication. Key research topics include formulating questions, conducting industry analyses and critical literature reviews, quantitative and qualitative methods and report writing.

TERM 3 (ELECTIVE COURSE)

MBAE303 Business Planning

CALENDAR DESCRIPTION

This course provides an in-depth review of the processes of identifying business opportunities and working in teams to select opportunities, develop a business plan and pitch. The course provides a foundation for managing specific projects for business transformation but also the basics of developing a startup business plan.

TERM 3 (SPECIALIZATION ELECTIVE COURSE)

HCME303 Global Health

CALENDAR DESCRIPTION

This course offers an interdisciplinary perspective on a range of current high priority global health topics/issues. Links to that on business will be discussed. In general, we will examine such global health related topics / issues as: digital health, virtual communities and the growth of e-Health; the recent and expanding growth / use of Big Data and A.I. in health care; the impact(s) of climate change/global pollution and environmental sustainability on health; pandemic preparedness; plus, the impact of global population aging. Collaborative, multi-sectorial, and multi-jurisdictional factors that often impact the conditions necessary for promoting health and health equity will also be considered.

Global Health will help develop students' research and critical thinking skills on such common international issues as: homecare, chronic disease management, telemonitoring, and patient support. Also, this course will integrate literature into such topics as information management systems used in health care. In general we will address such salient global health issues as: understanding the Canadian health sector (with comparisons to systems in other industrialized countries); comparing and contrasting various integrated healthcare delivery systems; the unique challenges of managing multi-professional organizations, knowledge creation, management and diffusion in healthcare organizations; potential paths to improve patient-centered care; issues related to patient safety and quality of life; plus managing change and transformation within healthcare organizations and systems, both locally and internationally.

TERM 3 (SPECIALIZATION ELECTIVE COURSE)

HCME304 Managing Geriatric Care

CALENDAR DESCRIPTION

Drawing from such disciplines as business, history, organizational theory, strategic management and organizational behavior this MBA course by IBU examines significant factors with an impact on health care management outcomes towards the aging population. To this end, this course considers how organizational infrastructures enhance (or not) leadership and motivation, work team performance and effective interorganizational / interprofessional relationships. Individually and collectively such organizational considerations / dynamics can have a direct impact upon patient-provider interactions as well as the quality-of-care provision towards the aging population, thus (likely) potentially impacting overall resident / patient / client care outcomes and/or patient-service satisfaction evaluations.

This MBA-level course will help further develop students' critical thinking skills as it relates to the broad field of health care management for the aging population in Canada. In general, this course will briefly explore how institutional organizational arrangements often impact not only patient health care outcomes but also health care provider inter-collaborative practice patterns. This course will address also potential institutional factors impacting patient-centered care provision. As well, the way health and social care professionals effectively collaborate (or not) is explored by considering such guiding frameworks as the provision of transcultural health care practices; engaged scholarship practices; knowledge mobilization strategies; internal interprofessional education opportunities; and existing human resource management practices.

Overall, students will be encouraged to develop a deeper level of understanding of the dynamic managerial processes at play that often impact geriatric and gerontological service delivery through systematic reflection as well as active engagement and discussion of the class material, which includes case examples.

TERM 4 (CAPSTONE: INTEGRATION COURSE-Option A)

MBAE401: Consulting Project

CALENDAR DESCRIPTION

Students will have the opportunity in the final semester to integrate and apply their knowledge and skills to an applied project in an organization. This course provides an opportunity to work with an organization in the public, private or nonprofit sector to define a project which requires students to apply relevant research skills, to collect and analyze data and to apply appropriate conceptual tools in order to produce a professionally written paper or report.

TERM 4 (CAPSTONE: INTEGRATION COURSE-Option B)

MBAE402: Business Plan Development

CALENDAR DESCRIPTION

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to develop a start-up or corporate business plan. It provides the opportunity to apply relevant research skills to collect and analyze business and financial data as well as appropriate conceptual tools in order to develop a comprehensive business plan. In all cases, students will produce a written professional report.

TERM 4 (CAPSTONE: INTEGRATION COURSE-Option C)

MBAE403: Major Research Paper

CALENDAR DESCRIPTION

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to design a research project pertinent to a contemporary business issue and complete a Major Research Paper based on a proven research method. Students are required to collect and analyze data as well as to complete a professionally written research report.

11.11. Program Information: Master of Business Administration In Digital Health and Data Analytics (DHDA)

11.11.1 Overview

The MBA in Digital Health and Data Analytics program builds a strong foundation of management principles alongside specialized training in digital health, artificial intelligence (AI), data analytics, machine learning, and virtual care. It is designed for learners who wish to lead in the rapidly evolving health care sector as well as to institute critical thinking and data-driven decision-making mechanisms in the form of practical and applied solutions in digital health through applications of data science, information technologies and AI among health care organizations.

11.11.2 Program Learning Outcomes are as follows:

- **Learning Outcome 1:** Theoretical knowledge of business context as well as models and skills to apply tools for managing.
- **Learning Outcome 2:** Knowledge of trends shaping the environment and economy, demographic shifts, political and regulatory changes, as well as professional knowledge of a specialized area or general management in driving change and creating value. For the DHDA Specialization, graduates are expected to be able to evaluate various emerging information technologies for digital health solutions.
- **Learning Outcome 3:** Conceptualization of research problems and of quantitative and qualitative research approaches to inform the analysis and effective communication of results to different audiences.
- **Learning Outcome 4:** Application of theory and best practices using oral and written communication to promote designed messages to a variety of target audiences.
- **Learning Outcome 5:** Formulation, analysis and offering of solutions to address complex problems drawing on a variety of data sources and insights based on appropriate models and tools.
- **Learning Outcome 6:** Understanding of legal, ethical, and moral obligations and accountability frameworks in business as well as emerging trends in terms of corporate social responsibility (CSR) and environmental, social governance issues (ESGs) pertinent to the four Specializations.
- **Learning Outcome 7:** Understanding of the complex and uncertain business environment and the tools for imagining multiple scenarios, creating strategies, and assessing and mitigating risks.

11.11.3 Curriculum at a Glance

M-Management, S-Specializations, RM-Research Methodology, C-Communication, P-Professionalism, A-Application, L-Limitations

TERM	CURRICULUM	COURSE	CREDIT	M	S	RM	C	P	A	L
1	FOUNDATIONS (Foundation for the specialization)	Financial Management	3	✓		✓	✓			
		Business Analytics	3	✓		✓				
		Organizational Behaviour: Leading in a Diverse Environment	3	✓		✓	✓	✓		
		Marketing and social media	3	✓		✓	✓			
2	FOUNDATIONS (Foundation for the specialization)	Communications, Interpersonal Skills, and Negotiation	3	✓			✓	✓		
		Strategy (Technology Management)	3	✓		✓	✓		✓	
		Information Technology and Digital Transformation	3	✓	✓					
		Managing Healthcare Organizations and Systems	3	✓		✓				
3	SPECIALIZATION (*program core required; **specialization	Regulatory Environments, Ethics and Sustainability*	3	✓				✓		

	required)	Digital Health Analytics **	3	✓	✓		✓		✓	✓
		AI Applications for Healthcare**	3	✓	✓		✓	✓	✓	✓
	(Pick 1 from these electives***)	Research Methods	3	✓	✓	✓	✓		✓	✓
		Business Planning	3	✓		✓	✓		✓	✓
		Global Health***	3	✓	✓			✓	✓	✓
		Managing Geriatric Care ***	3	✓	✓	✓	✓	✓	✓	✓
	4	APPLICATION – CAPSTONE (Pick 1)	Consulting Project	6	✓	✓	✓	✓	✓	✓
Business Plan Development (Prerequisite: Business Planning)			6	✓	✓	✓	✓	✓	✓	✓
Major Research Paper (Prerequisite: Research Methods)			6	✓	✓	✓	✓	✓	✓	✓

11.11.4 Course Descriptions

TERM 1 (FOUNDATION COURSE)

MBAC101: Financial Management

CALENDAR DESCRIPTION

This course lays a foundation for financial management in a contemporary corporate environment. Students will learn core concepts and practical knowledge on how to interpret and analyze key financial statements as well as learn how to prepare financial budgets and projections in support of management decision making. They will also gain an understanding of how to apply financial thinking in the broader context to financial

planning, management, risk analysis and accountability in an evolving capital market. The current concept and practice of ESG investing are introduced.

TERM 1 (FOUNDATION COURSE)

MBAC02: Business Analytics

CALENDAR DESCRIPTION

This course reviews the types of data used to inform business analysis and decision-making as well as tools for statistical analysis and visualization. Students learn how to apply statistical tools to solve business problems in market research, in scenario analysis, and in strategic choice. Students will develop their skills using applications to analyze and present data and learn how to communicate data analysis to diverse audiences.

TERM 1 (FOUNDATION COURSE)

MBAC103: Organizational Behavior: Leading in a Diverse Environment

CALENDAR DESCRIPTION

This course builds on key concepts of organizational behavior to focus on the role of leaders within a diverse environment of Canada that embraces diversity, human rights, multiculturalism and indigenous culture. It addresses organizational structures and processes, as well as organizational behavior and approaches to leadership with an emphasis on understanding the importance of diversity and inclusion to organizational success. The course is experiential and uses adaptive learning tools. Students will also have the opportunity to assess their competencies and acquire micro credentials related to equity diversity and inclusion.

TERM 1 (FOUNDATION COURSE)

MBAC104: Marketing and Social Media

CALENDAR DESCRIPTION

This course reviews marketing research and marketing planning and tactics including developing a brand and creating customer relationships and value and developing new products and services to managing supply chains. Students will learn how to analyze relevant data to devise marketing strategies. Students will also gain hands on experience with a range of online social media and analytics technologies commonly used in business.

TERM 2 (FOUNDATION COURSE)

MBAC201: Communications, Interpersonal Skills and Negotiation

CALENDAR DESCRIPTION

With growing challenges and accelerating rates of change, disruption, communication, interpersonal and negotiation skills are more important than ever before. This course focuses on enabling students to assess their strengths and weaknesses and to develop a plan for personal growth. Students build on their understanding of organizational behavior and leadership to dig more deeply into theories of communications, influence and negotiation. Using interactive exercises and simulations, this course then applies the theory to developing skills needed to address real world challenges.

TERM 2 (FOUNDATION COURSE)

MBAC202: Strategy (Technology Management)

CALENDAR DESCRIPTION

This course integrates aspects of business management to inform the development of strategy in response to trends of technological innovation in the external environment. It draws on the analysis of environmental trends, organizational strengths and weaknesses to formulate strategy with a particular focus on emerging technologies trends and its role to support a firm's R&D strategy. It also applies concepts, frameworks, methods and tools used to develop and implement strategy across different types of organizations at their various stages of development in various sectors.

address real world challenges.

TERM 2 (FOUNDATION COURSE)

MBAC203: Information Technology and Digital Transformation

CALENDAR DESCRIPTION

This course explores information technology and its role in businesses with a focus on current trends driving (and impeding) digital transformation. Building on the basic knowledge of business processes, this course will provide insight into how technology can support, transform and disrupt business functions, organizations and entire industries. Students will also gain hands-on experience with a range of technologies commonly used in business.

TERM 2 (FOUNDATION COURSE)

HCMC201 Managing Healthcare Organizations and Systems

CALENDAR DESCRIPTION

This course integrates aspects of business management within the Canadian Healthcare system with focus on the structure and governance, public and private healthcare organizations, and health economics including funding sources, key performance indicators and the use of digital tools.

TERM 3 (SPECIALIZATION COURSE)

MBAC302: Regulatory Environments, Ethics and Sustainability

CALENDAR DESCRIPTION

Organizations do not exist in a vacuum. Through increased regulations, advanced stakeholder expectations, social, and technological trends are shaping the expectations of business. This course reviews some of the important considerations in terms of business regulations as well as emerging demands around corporate social responsibility (CSR) and Environmental, Social and Governance (ESG) measures facing business leaders. Emerging ethical issues related to the use of AI will be covered as well. It also delves into the conceptual and practical issues regarding law versus ethics and the ways in which organizations deal with environmental, social and economic sustainability concerns. Diversity, inclusion, and Indigenous issues in relation to business management will be covered in this course as well.

TERM 3 (SPECIALIZATION COURSE)

HDAC301 Digital Health Analytics

CALENDAR DESCRIPTION

This course explores the role of e-health and digital health within the healthcare system. You will examine the critical importance of digital health and its emerging and dominant role in building a healthier. The course will provide an understanding of the key concepts, and the practical and pragmatic knowledge and experience required to work within digital healthcare ecosystems. You will acquire key knowledge, skills, and attitudes critical for implementing and optimizing flexible and interoperable digital tools, technologies and services that empower patients.

TERM 3 (SPECIALIZATION COURSE)

HDAC302 AI Applications for Healthcare

CALENDAR DESCRIPTION

This course explores the power and limits of artificial intelligence in healthcare. The course will provide practical skills and experience with AI applications that are currently enhancing healthcare. Building from concepts around clinical decision-making and decision support, it will explore a wide range of AI applications, machine learning techniques and data-driven tools that predict and improve health and wellness. The course will also explore the evolution of AI and along with concepts and models required for learning how to apply AI including the social and economic implications of AI. The course will take a critical at bias, ethics, as well as the impact on diverse communities and the accessibility of healthcare for even the most vulnerable populations.

TERM 3 (ELECTIVE COURSE)

MBAE306: Research Methods

CALENDAR DESCRIPTION

This applied course introduces theories and skills of management research and communication. Key research topics include formulating questions, conducting industry analyses and critical literature reviews, quantitative and qualitative methods and report writing.

TERM 3 (ELECTIVE COURSE)

MBAE303: Business Planning

CALENDAR DESCRIPTION

This course provides an in-depth review of the processes of identifying business opportunities and working in teams to select opportunities, develop a business plan and pitch. The course provides a foundation for managing specific projects for business transformation but also the basics of developing a startup business plan.

TERM 3 (SPECIALIZATION ELECTIVE COURSE)

HCME303 Global Health

CALENDAR DESCRIPTION

This course offers an interdisciplinary perspective on a range of current high priority global health topics/issues. Links to that on business will be discussed. In general, we will examine such global health related topics / issues as: digital health, virtual communities and the growth of e-Health; the recent and expanding growth/use of Big Data and A.I. in health care; the impact(s) of climate change / global pollution and environmental sustainability on health; pandemic preparedness; plus, the impact of global population aging. Collaborative, multi-sectorial, and multi-jurisdictional factors that often impact the conditions necessary for promoting health and health equity will also be considered.

Global Health will help develop students' research and critical thinking skills on such common international issues as: homecare, chronic disease management, telemonitoring, and patient support. Also, this course will integrate literature into such topics as information management systems used in health care. In general we will address such salient global health issues as: understanding the Canadian health sector (with comparisons to systems in other industrialized countries); comparing and contrasting various integrated healthcare delivery systems; the unique challenges of managing multi-professional organizations, knowledge creation, management and diffusion in healthcare organizations; potential paths to improve patient-centered care; issues related to patient safety and quality of life; plus managing change and transformation within healthcare organizations and systems, both locally and internationally.

TERM 3 (SPECIALIZATION ELECTIVE COURSE)

HCME304 Managing Geriatric Care

CALENDAR DESCRIPTION

Drawing from such disciplines as business, history, organizational theory, strategic management and organizational behavior this MBA course by IBU examines significant factors with an impact on health care management outcomes towards the aging population. To this end, this course considers how organizational infrastructures enhance (or not) leadership and motivation, work team performance and effective interorganizational / interprofessional relationships. Individually and collectively such organizational considerations / dynamics can have a direct impact upon patient-provider interactions as well as the quality-of-care provision towards the aging population, thus (likely) potentially impacting overall resident / patient / client care outcomes and/or patient-service satisfaction evaluations.

This MBA-level course will help further develop students' critical thinking skills as it relates to the broad field of health care management for the aging population in Canada. In general, this course will briefly explore how institutional organizational arrangements

often impact not only patient health care outcomes but also health care provider inter-collaborative practice patterns. This course will address also potential institutional factors impacting patient-centered care provision. As well, the way health and social care professionals effectively collaborate (or not) is explored by considering such guiding frameworks as the provision of transcultural health care practices; engaged scholarship practices; knowledge mobilization strategies; internal interprofessional education opportunities; and existing human resource management practices.

Overall, students will be encouraged to develop a deeper level of understanding of the dynamic managerial processes at play that often impact geriatric and gerontological service delivery through systematic reflection as well as active engagement and discussion of the class material, which includes case examples.

TERM 4 (CAPSTONE: INTEGRATION COURSE-Option A)

MBAE401: Consulting Project

CALENDAR DESCRIPTION

Students will have the opportunity in the final semester to integrate and apply their knowledge and skills to an applied project in an organization. This course provides an opportunity to work with an organization in the public, private or nonprofit sector to define a project which requires students to apply relevant research skills, to collect and analyze data and to apply appropriate conceptual tools in order to produce a professionally written paper or report.

TERM 4 (CAPSTONE: INTEGRATION COURSE-Option B)

MBAE402: Business Plan Development

CALENDAR DESCRIPTION

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to develop a start-up or corporate business plan. It provides the opportunity to apply relevant research skills to collect and analyze business and financial data as well as appropriate conceptual tools in order to develop a comprehensive business plan. In all cases, students will produce a written professional report.

TERM 4 (CAPSTONE: INTEGRATION COURSE-Option C)

MBAE403: Major Research Paper

CALENDAR DESCRIPTION

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to design a research project pertinent to a contemporary business issue and complete a Major Research Paper based on a proven research method. Students are required to collect and analyze data as well as to complete a professionally written research report.

12. Disclaimer for Academic Calendar:

The Academic Calendar is the official publication of IBU's regulations, policies, program requirements and course description for 2024-2025 academic year. The programs, courses and policies listed in the Academic Calendar have been approved by Academic Council to offer our students in 2024-2025 academic year. IBU reserves to make such changes as necessary, including the cancellation or adjustment of programs, courses and changes in the policies, fee structure or other services, without notice and liability for any loss or damages of any kind arising out of or relating to the changes in the Academic Calendar or the use of IBU website. Accordingly, the statements made in this Academic Calendar do not constitute a binding contract between the student and IBU.