

2015-2016 Graduate Calendar

The information published in this Graduate Calendar outlines the rules, regulations, curricula, programs and fees for the 2015-2016 academic years, including the Summer Semester 2015, Fall Semester 2015 and the Winter Semester 2016.

For your convenience the Graduate Calendar is available in PDF format.

If you wish to link to the Graduate Calendar please refer to the [Linking Guidelines](#).

The University is a full member of:

- The Association of Universities and Colleges of Canada

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of GUELPH

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Disclaimer

The Office of Graduate Studies has attempted to ensure the accuracy of this on-line Graduate Calendar. However, the publication of information in this document does not bind the university to the provision of courses, programs, schedules of studies, fees, or facilities as listed herein.

Limitations

The University of Guelph reserves the right to change without notice any information contained in this calendar, including any rule or regulation pertaining to the standards for admission to, the requirements for the continuation of study in, and the requirements for the granting of degrees or diplomas in any or all of its programs.

The university will not be liable for any interruption in, or cancellation of, any academic activities as set forth in this calendar and related information where such interruption is caused by fire, strike, lock-out, inability to procure materials or trades, restrictive laws or governmental regulations, actions taken by the faculty, staff or students of the university or by others, civil unrest or disobedience, Public Health Emergencies, or any other cause of any kind beyond the reasonable control of the university.

The University of Guelph reaffirms section 1 of the Ontario Human Rights Code, 1981, which prohibits discrimination on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, handicap, age, marital status or family status.

The university encourages applications from women, aboriginal peoples, visible minorities, persons with disabilities, and members of other under-represented groups.

Introduction

Collection, Use and Disclosure of Personal Information

Personal information is collected under the authority of the University of Guelph Act (1964), and in accordance with Ontario's Freedom of Information and Protection of Privacy Act (FIPPA) http://www.e-laws.gov.on.ca/DBLaws/Statutes/English/90f31_e.htm. This information is used by University officials in order to carry out their authorized academic and administrative responsibilities and also to establish a relationship for alumni and development purposes. Certain personal information is disclosed to external agencies, including the Ontario Universities Application Centre, the Ministry of Training, Colleges and Universities, and Statistics Canada, for statistical and planning purposes, and is disclosed to other individuals or organizations in accordance with the Office of Registrarial Services Departmental Policy on the Release of Student Information. For details on the use and disclosure of this information call the Office of Registrarial Services at the University at (519) 824-4120 or see <https://www.uoguelph.ca/registrar/>

Statistics Canada - Notification of Disclosure

For further information, please see Statistics Canada's web site at <http://www.statcan.gc.ca> and Section XIV Statistics Canada.

Address for University Communication

Depending on the nature and timing of the communication, the University may use one of these addresses to communicate with students. Students are, therefore, responsible for checking all of the following on a regular basis:

Email Address

The University issued email address is considered an official means of communication with the student and will be used for correspondence from the University. Students are responsible for monitoring their University-issued email account regularly.

Home Address

Students are responsible for maintaining a current mailing address with the University. Address changes can be made, in writing, through the Office of Graduate Studies.

Name Changes

The University of Guelph is committed to the integrity of its student records, therefore, each student is required to provide either on application for admission or on personal data forms required for registration, his/her complete, legal name. Any requests to change a name, by means of alteration, deletion, substitution or addition, must be accompanied by appropriate supporting documentation.

Student Confidentiality and Release of Student Information Policy Excerpt

The University undertakes to protect the privacy of each student and the confidentiality of his or her record. To this end the University shall refuse to disclose personal information to any person other than the individual to whom the information relates where disclosure would constitute an unjustified invasion of the personal privacy of that person or of any other individual. All members of the University community must respect the confidential nature of the student information which they acquire in the course of their work.

Complete policy at <http://www.uoguelph.ca/policies>.

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Business Administration

The MBA program is based on the application of contemporary management concepts and strategies to industries where the University of Guelph has distinctive capabilities. Upon admission, participants choose an industry focus for their program. The three fields available to students are:

- Hospitality and Tourism Management
- Food and Agribusiness Management
- Sustainable Commerce

Administrative Staff

If you have any enquiry pertaining to the MBA Program at the University of Guelph, please contact:

Assistant Dean and Executive Director, Executive Programs

Charles Evans (800B MacKinnon Bldg., Ext. 56808)
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Catherine Statton (800 MacKinnon Bldg, Ext. 56607)
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Joe Barth

Graduate Program Coordinator

Graduate Faculty

The MBA program is administered and managed by the College of Business and Economics (CBE), through the Executive Programs Office. The MBA currently has three fields; 1) Food and Agribusiness Management and 2) Hospitality and Tourism Management and 3) Sustainable Commerce which are offered in partnership with academic units: the Department of Food, Agricultural and Resource Economics (in the Ontario Agricultural College), the Department of Management (in CBE), the School of Hospitality, Food and Tourism Management (in CBE), the Department of Economics and Finance (in CBE) and the Department of Marketing and Consumer Studies (in CBE).

From the Department of Food, Agricultural and Resource Economics (OAC):

Andreas Boecker

MSc, PhD Kiel - Associate Professor

John A.L. Cranfield

BSc, MSc Guelph, PhD Purdue - Professor

Brady J. Deaton

BS Missouri, MS Virginia Tech, PhD Michigan State - Associate Professor

Glenn C. Fox

BSc(Agr), MSc Guelph, PhD Minnesota - Professor

Getu Hailu

BSc, MSc Alemaya, PhD Alberta - Associate Professor

Spencer Henson

BSc, PhD Reading - Professor

Kalinga Jagoda

BSc Moratuwa, PhD Western Sydney - Assistant Professor

Rakhal C. Sarker

BSc, MSc Bangladesh, PhD Guelph - Associate Professor

Richard Vyn

BSc Dordt College, MSc Alberta, PhD Guelph - Assistant Professor

Alfons J. Weersink

BSc Guelph, MSc Montana State, PhD Cornell - Professor

From the Department of Management (CBE):

Ron Baker

BComm Sudbury, MBA Athabasca, PhD Birmingham - Associate Professor

Michele Bowring

BA Queen's, MBA York, PhD Leicester - Assistant Professor

Francesco Braga

DOTT Milan, PhD Guelph - Associate Professor

Nita Chhinzar

BA York, MBA, PhD McMaster - Associate Professor

Julia Christensen Hughes

BComm Guelph, MBA, PhD York - Professor and Dean, College of Business and Economics

Elliott Currie

BA, MBA McMaster, CPA, CMA - Associate Professor

Rumina Dhalla

MBA, PhD York - Associate Professor

Jamie A. Gruman

BA Concordia, MA Lakehead, PhD Windsor - Associate Professor

Louise Hayes

BSc, MBA British Columbia, PhD Waterloo, CA - Assistant Professor

Elizabeth Kurucz

BA McMaster, MIR Toronto, PhD York - Associate Professor

Sean Lyons

BPA Windsor, MA, PhD Ottawa - Associate Professor

Sara Mann

BComm MBA McMaster, PhD Toronto - Associate Professor

Fred Pries

BMath Waterloo, MAsc, PhD Waterloo, CA - Associate Professor

Davar Rezania

MSc Utrecht, MBA Derby, PhD Ramon LLULL, CPA, CMA - Associate Professor and Chair

Sandra Scott

BA Toronto, MBA, McMaster, CPA, CA, CFA - Assistant Professor

John Walsh

BA Thames Polytechnic, MBA, PhD Western Ontario - Professor

Agnes Zdaniuk

BA Waterloo, MAsc, PhD Waterloo - Assistant Professor

From the School of Hospitality, Food and Tourism Management (CBE):

Joe Barth

BSc Guelph, MBA Wilfrid Laurier, MPS, PhD Cornell - Associate Professor and Interim Director

Hwan-Suk (Chris) Choi

BA Chung-Ang (Seoul, Korea), MTA George Washington, PhD Texas A&M - Associate Professor

Statia Elliot

BComm St. Mary's, MA McMaster, PhD Carleton - Assistant Professor

Joan Flaherty

BA, MA, MSc, Guelph - Assistant Professor

Kerry Godfrey

BSc Victoria, MSc Surrey, PhD Oxford Brookes, MBA Leicester - Associate Dean and Associate Professor

Marion Joppe

BA Waterloo, MA, PhD Univ. d'Aix-Marseille III (France) - Professor and Research Chair

Tanya MacLaurin

BSc, MSc, PhD Kansas State - Associate Professor

Bruce McAdams

BComm, MA Guelph - Assistant Professor

Erna van Duren

BA Waterloo, MSc, PhD Guelph - Professor

Michael von Massow

BA Manitoba, BSc, MSc Guelph, PhD McMaster - Assistant Professor

From the Department of Economics and Finance (CBE)

Francis Tapon

MBA Columbia, MA, PhD Duke - Professor

Ilias Tsiakas

BA, MA York, PhD Toronto - Associate Professor

From the Department of Marketing and Consumer Studies:

May H. Aung

BComm, MComm Burma, PhD York - Associate Professor

Sylvain Charlebois

BComm, MBA, DBA (Marketing) Sherbrooke - Professor

Vinay Kanetkar

BArch, MArch, MSc, PhD UBC - Associate Professor

Brent McKenzie

BA, Diploma in Business Administration, MBA, PhD Griffith University - Associate Professor

MBA Program

The MBA program is offered in three broad fields: 1) hospitality and tourism management; 2) food and agribusiness management; 3) sustainable commerce and involves a core group of courses that build and develop key managerial skills, courses that allow students to apply concepts and skills to management situations in their chosen industry, and course work is followed by industry-related research culminating in a major project. Case studies are widely used. Program prerequisites include relevant experience in the participant's chosen industry.

Admission Requirements

A four-year undergraduate degree or its equivalent (from a recognized university) with an average of at least a B-(70-72%) in the last two years of study and:

1. At least three years of industry related experience including supervisory and managerial responsibility **OR**
2. A mandatory GMAT for applicants who do not have the relevant three years work experience.

Alternate admission may be offered to applicants with a three year General degree, diploma and/or an acceptable professional designation AND having completed at least five years of relevant work experience.

Degree Requirements

MBA Online

The University of Guelph Master of Business Administration (Online) program operates on a full cost recovery basis delivering a highly successful distance learning program that is a combination of electronic coursework and three residential periods.

The MBA program offers fields in Hospitality and Tourism Management, Food and Agribusiness Management and Sustainable Commerce and requires completion of twelve courses and a major research project or fourteen courses

Online courses are offered as 8-week modules that require approximately 20 hours of study per week. With internet service you can study anywhere, anytime with the flexibility that enables you to balance family, career and study priorities.

The three residential components are held in Guelph, Ontario, Canada.

Core Courses

Participants complete nine core courses, which provide a foundation for graduate management education. These courses build and develop key managerial skills applicable in the private and public sectors of the economy. The core program is specifically geared to today's manager- leader, team player, decision maker and coach:

AGBU*6700	[0.50]	Special Topics: Agribusiness Management
BUS*6180	[0.50]	Financial and Managerial Accounting
BUS*6200	[0.50]	Financial Management
HTM*6050	[0.50]	Management Communications
HTM*6110	[0.50]	Foundations of Management Leadership
HTM*6140	[0.50]	Foundations of Human Resource Management
HTM*6150	[0.50]	Research Methods for Managers
HTM*6800	[0.50]	Operations Management
HTM*6700	[0.50]	Strategic Management & Business Game

Fields

Food and Agribusiness Management

The Food and Agribusiness Management field is designed to prepare graduates for advanced careers in the food, agribusiness and production agriculture sectors.

Working with faculty from CBE participants complete three advanced courses related to the food and agribusiness sector:

AGBU*6100	[0.50]	Food and Agribusiness Economics and Policy
AGBU*6120	[0.50]	Marketing Management
AGBU*6510	[0.50]	Managing Price Risk

In addition, the program allows participants to choose to complete the requirements for the MBA degree by additional two elective courses or by the completion of a major research project BUS*6900.

Hospitality and Tourism Management

The Hospitality and Tourism Management field is designed to prepare graduates for advanced careers in the accommodation, food service and tourism industries.

Working with faculty from the School of Hospitality, Food and Tourism Management, participants complete three advanced courses related to the hospitality and tourism sector:

HTM*6510	[0.50]	Hospitality and Tourism Revenue Management
HTM*6300	[0.50]	Hospitality and Tourism Marketing
HTM*6550	[0.50]	Managing Service Quality

In addition, the program allows participants to choose to complete the requirements for the MBA degree by two additional courses or by the completion of a major research project BUS*6900.

Sustainable Commerce

The Sustainable Commerce field is designed to prepare graduates for advanced careers in which sustainability is a key business objective

Working with faculty of CBE and the Department of Geography, participants complete three advanced courses related to sustainable commerce sector:

BUS*6300	[0.50]	Business Practices for Sustainability
GEOG*6281	[0.50]	Environmental Management and Governance
AGBU*6120	[0.50]	Marketing Management

OR

HTM*6300	[0.50]	Hospitality and Tourism Marketing
BUS*6850	[0.50]	Marketing Strategy

In addition, the program allows participants to choose to complete the requirements for the MBA degree by two additional courses for the course-work option or by the completion of a major research project BUS*6900.

Major Research Project

The major research project is comprised of developing a research proposal, researching an applied management problem and requires data collection, analysis and the ability to link understanding of the problem with an appropriate body of literature.

Program Time Commitment and Duration

Participants normally complete the Online MBA within two years. Courses are completed in sequence and are typically two months in length. Students are expected to devote 20 to 25 study hours per week to participate in the program.

Computer Systems Requirements

On-Line MBA: Equipment Requirements

MBA Online participants are required to have Microsoft Office software and adequate peripherals to support the learning system, which must include DVD capability and a sound card. A basic level of computer literacy is strongly recommended for the MBA program. High speed internet access is required.

Online MBA participants are solely responsible to arrange for purchase/maintenance of recommended computer systems and software, and should have a contingency plan in the event of system failure. Participants may be required to upgrade minimum hardware/software based on rapidly changing industry standards and continuous development of state-of-the-art learning tools.

For information pertaining to the computer requirements contact our program administrative staff or visit our MBA web site: <http://www.mba.uoguelph.ca/>

Courses

Food and Agribusiness Management

AGBU*6070 Research Methods for Managers U [0.50]

The objective of the course is to provide students with a working knowledge of quantitative and qualitative techniques used in the analysis of management problems. The emphasis is on the application and interpretation of quantitative and qualitative methods rather than on theoretical background.

Restriction(s): CBE Executive Programs students only

Department(s): Executive MBA Programs

AGBU*6100 Food and Agribusiness Economics and Policy U [0.50]

An analysis of economic and policy issues relevant for food and agribusiness managers in affluent economies, with emphasis on the economic and policy environment that exists within North America.

Restriction(s): CBE Executive Programs students only

Department(s): Executive Programs

AGBU*6120 Marketing Management U [0.50]

A study of marketing decision-making in food and agribusiness firms, with emphasis on the formulation of strategic marketing plans.

Restriction(s): CBE Executive Programs students only

Department(s): Executive Programs

AGBU*6300 Problems in Agribusiness - Summer Residency S [0.50]

A seven-day intensive session, delivered at the University of Guelph, that focuses on the development of a management plan for an agribusiness organization through the use of group case studies, seminars and speakers.

Restriction(s): CBE Executive Programs students only

Department(s): Executive MBA Programs

AGBU*6400 Strategic Management & Business Game U [0.50]

An advanced course requiring the application of conceptual, analytical, problem identification, and problem solving skills to develop organizational strategy. Food, agribusiness and other cases are used to explore the development and implementation of strategy and to assess the dynamic relationship between strategy and competition.

Restriction(s): CBE Executive Programs students only

Department(s): Executive MBA Programs

AGBU*6510 Managing Price Risk U [0.50]

The course deals with the use of futures, options and other instruments for marketing, risk management and investment purposes. Emphasis is placed on the development and implementation of trading strategies and on the policy and corporate governance framework necessary to support effective management.

Restriction(s): CBE Executive Programs students only

Department(s): Executive Programs

AGBU*6520 Marketing Research and Analysis U [0.50]
Students will learn the fundamentals of marketing research and analysis as they apply to decision-making. The key focus of the course will be on developing a marketing plan for a real product/service. Input into the marketing plan will come from actual marketing research information collected, analyzed and interpreted by participants. Students will develop and implement background-marketing research that can be used at the conclusion of the course to build the marketing plan. In addition to developing general research skills, special topics such as perceptual mapping for positioning, conjoint analysis for pricing and clustering for segmentation will be examined.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> Executive MBA Programs
AGBU*6530 Management Issues in Agriculture U [0.50]
This course discusses the application of general management concepts and practices to agricultural production. Topics include strategies farm managers can use to assess performance, set direction, build capabilities and implement change. All readings and cases are taken from the viewpoint of an owner-operator of a commercial farming operation.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> Executive MBA Programs
AGBU*6700 Special Topics: Agribusiness Management U [0.50]
A special topic course focusing on relevant business issues or problems allowing students to enhance and further develop expertise in specific areas of management. May be offered to students in any semester.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> Executive Programs
Hospitality and Tourism Management
HTM*6050 Management Communications U [0.50]
Examination of the theory, function and practice of managerial communications with particular emphasis on developing communication strategies and skills.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> Executive Programs
HTM*6110 Foundations of Management Leadership U [0.50]
This course will enhance students' interpersonal skills, as well as their knowledge and understanding of the theory and research underlying effective team management and collaboration on an organization. Experiential approaches are used to enhance managerial skills.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> Executive Programs
HTM*6120 Special Topics in Hospitality Organizational Behaviour U [0.50]
Advanced course for those specializing in organizational behaviour. Deals with in-depth analysis of industry organizational behaviour, management of current and future problems, reorganizations, corporate cultures, multi-cultural organizations, and ethics.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> School of Hospitality, Food and Tourism Management
HTM*6140 Foundations of Human Resource Management U [0.50]
This course examines the essential human resource management functions of planning, staffing, employee development, compensation, health and safety, labour relations, and legal compliance, in a variety of organizational settings.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> Executive Programs
HTM*6150 Research Methods for Managers U [0.50]
Students learn to formulate a research problem, undertake a literature review, and to select and use appropriate quantitative and qualitative techniques for the collection and analysis of relevant data. The course also promotes the use of the World Wide Web as an information resource.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> Executive Programs
HTM*6170 Hospitality and Tourism Economics and Policy U [0.50]
The course introduces participants to economic and government policy issues that impact the hospitality and tourism industry. The course provides a strategic framework for understanding the macroeconomic and policy environment that is shaped by multilateral institutions, government and the hospitality and tourism industry.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> Executive Programs

HTM*6220 Special Topics in Management Issues U [0.50]
An advanced course for those specializing in management, marketing or organizational behaviour. Deals with current and future topics, trends and problems in the industry, strategic planning, and the integration of management, marketing, and organizational behaviour.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> School of Hospitality, Food and Tourism Management
HTM*6300 Hospitality and Tourism Marketing U [0.50]
Analysis and application of marketing foundations through integration of marketing variables with real-world situations and in-depth analysis of strategic marketing issues.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> School of Hospitality, Food and Tourism Management
HTM*6330 Special Topics in Hospitality Marketing U [0.50]
An advanced course for those specializing in marketing. Deals with marketing theories, models, and specific subsets of marketing such as pricing, consumer and industrial-buyer behaviour, distribution, services, and service-delivery concepts.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> School of Hospitality, Food and Tourism Management
HTM*6510 Hospitality and Tourism Revenue Management U [0.50]
This course discusses revenue maximization strategies and tactics that improve the profitability of businesses that work in fixed capacity environments, face time-varied demand, their product is homogeneous and their cost structure reflects a high proportion of fixed and a low proportion of variable cost items.
<i>Prerequisite(s):</i> HTM*6300 <i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> Executive Programs
HTM*6550 Managing Service Quality U [0.50]
A holistic and interdisciplinary approach is used to explore the principles of service management. The course will enhance participants' understanding of what actually constitutes quality, the nature of service, and strategies for improving it.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> Executive Programs
HTM*6590 Organizational Theory and Design U [0.50]
Core concepts in organizational theory and their interrelationships as well as concepts such as group decision making and intragroup and intergroup dynamics are explored.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> Executive Programs
HTM*6600 International Tourism and Tourism Marketing U [0.50]
Analyzes the social, political and economic impacts of tourism on the world scene, as well as the global integration of tourism in today's society.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> School of Hospitality, Food and Tourism Management
HTM*6620 Special Topics in Tourism U [0.50]
Advanced course for those specializing in tourism. Deals with theories of tourism generators, multi-markets, tourism multipliers, current and future trends, regulatory environments, and distributions systems.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> School of Hospitality, Food and Tourism Management
HTM*6630 Special Topics in Tourism U [0.50]
Advanced course for those specializing in tourism. Deals with theories of tourism generators, multi-markets, tourism multipliers, current and future trends, regulatory environments, and distributions systems.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> School of Hospitality, Food and Tourism Management
HTM*6700 Strategic Management & Business Game U [0.50]
An integrative course which draws together the conceptual theories and models of the graduate program core. Utilizes conceptual, analytical, problem identification, and problem solving skills.
<i>Restriction(s):</i> CBE Executive Programs students only <i>Department(s):</i> Executive Programs

HTM*6800 Operations Management U [0.50]

This course applies operations research theory and practices to management problem solving and decision-making. The focus is on modelling service and product delivery systems and major emphasis is placed on managerial problems in hospitality, tourism, and food and agribusiness organizations.

Restriction(s): CBE Executive Programs students only

Department(s): Executive Programs

Business**BUS*6180 Financial and Managerial Accounting U [0.50]**

This course emphasizes the gathering and use of financial information to facilitate effective financial and management decisions. Cases are used to approach the subject from the perspective of the user of accounting information rather than that of the supplier.

Department(s): Executive Programs

BUS*6200 Financial Management U [0.50]

This course takes the viewpoint of the senior financial officer of a commercial enterprise. The focus is on the management of cash, accounts receivable, inventories and capital assets, as well as on the sourcing of funds through short-term liabilities, long-term debt and owners' equity.

Prerequisite(s): BUS*6180

Restriction(s): Non MBA students only by permission of instructor.

Department(s): Executive Programs

BUS*6300 Business Practices for Sustainability U [0.50]

This course focuses on critical strategic and managerial issues related to sustainability and introduces students to concepts linking organizational strategies and sustainability principles. It explores how managers can integrate consideration of the environment and society into business strategies and business practices to improve competitive advantage and create environmental, social and economic value.

Department(s): Executive Programs

BUS*6400 Canadian Business Law: Addressing Legal Issues in Organizations F,W [0.50]

This course will introduce you to Canadian business law and give you an understanding of legal principals as they apply to business organizations. After reviewing basic foundational concepts and sources of law in Canada, we will undertake a more in-depth review of practical legal issues and solutions that arise in various business environments. Topics include contracts, torts, employment law, class action and conflict resolution.

Restriction(s): Executive Program students only

Department(s): Executive Programs

BUS*6500 Governance for Sustainability U [0.50]

This course introduces MBA students to the rise of environmentalism and state-led environmental management, and the more recent emergence of environmental governance as made evident by the growing authority of non-state actors (e.g. NGOs, business associations, etc.) and use of new mechanisms of management (e.g. voluntary standards, third party certification, etc.); these core topics are presented as both opportunities and challenges for private firms such as climate change and fisheries decline. The course is delivered online with a mix of text, audio and video, and use of external contemporary resources. Students are expected to participate actively and regularly during the eight-week on-line delivery of this course.

Restriction(s): Executive Program students only

Department(s): Executive Programs

BUS*6600 Sustainable Value Creation S [0.50]

Many organizations have redefined their business strategies in line with principles of sustainability in order to maximize value creation for the organization and its stakeholders. In this course students will critically examine these sustainability drivers and strategic approaches to value creation.

Restriction(s): Executive Program students only

Department(s): Executive Programs

BUS*6800 Readings in Leadership I U [0.50]

This course is available to individuals or groups of graduate students. Students will complete a set of readings and an associated paper as approved by designated faculty. Specific learning objectives consistent with the University's will be developed each time the course is offered.

Department(s): Executive Programs

BUS*6810 Readings in Leadership II U [0.50]

This course is available to individuals or groups of graduate students. Students will complete a set of readings and an associated paper as approved by designated faculty. Specific learning objectives consistent with the University's will be developed each time the course is offered.

Prerequisite(s): BUS*6800 (or may be taken concurrently)

Department(s): Department of Management

BUS*6820 Readings in Management U [0.50]

This course is available to individuals or groups of graduate students. Students will complete a set of readings and an associated paper as approved by designated faculty. Specific learning objectives consistent with the University's will be developed each time the course is offered.

Department(s): Department of Management

BUS*6900 Major Research Project U [1.00]

A detailed critical review of an area of study specific to the specialization of students in the MBA by course work and major paper option.

Restriction(s): CBE Executive Programs students only

Department(s): Department of Management

Leadership**LEAD*6600 Foundations of Leadership for Retirement and Senior Living U [0.50]**

Leadership in the senior living sector requires unique skills, competencies and practice. The purpose of this course is to explore leadership theories and concepts in this context. Understanding the rights and choices of seniors, the future of the aging population, care and support services available and legislative requirements is essential to individuals interested in pursuing career growth in senior living.

Restriction(s): CBE Executive Programs students only

Department(s): Executive Leadership Program

Marketing**MCS*6500 Global Business Today U [0.50]**

This course will survey the key issues related to doing business internationally including the cultural context for global business, cross border trade and investment, ethics, the global monetary system, foreign exchange challenges and effectively competing in the global environment.

Restriction(s): Non MBA/MA Leadership students only by permission of Executive Programs Office.

Department(s): Executive Programs