

# 2016-2017 Graduate Calendar

The information published in this Graduate Calendar outlines the rules, regulations, curricula, programs and fees for the 2016-2017 academic years, including the Summer Semester 2016, Fall Semester 2016 and the Winter Semester 2017.

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

Contact Information:

University of Guelph  
Guelph, Ontario, Canada  
N1G 2W1

519-824-4120

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## Disclaimer

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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

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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

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## Collection, Use and Disclosure of Personal Information

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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](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

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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

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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

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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

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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

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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

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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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## Management

The MA in Management offers opportunities for study in the fields of:

- Management Research
- Accounting

The objective of the PhD in Management is to prepare individuals who already have a strong background in a management area such as marketing, organizational behaviour, leadership, hospitality / tourism, quality management, economics, finance, or human resources to be academic scholars. This program prepares individuals with solid, formal foundations in theory and practice.

The PhD in Management is a thesis-based program that is offered through the College of Business and Economics. The participating academic units are the Department of Marketing and Consumer Studies (MCS), the Department of Management (DoM) and the School of Hospitality, Food and Tourism Management (HFTM). The PhD in Management has three fields:

- Marketing and Consumer Behaviour
- Organizational Leadership
- Services Management

which are offered jointly by the three academic units.

### Administrative Staff - MA Program

#### Chair

Davar Rezaia (204 MCLN, Ext. 54257)  
drezaia@uoguelph.ca

#### Graduate Program Coordinator

Nita Chhinzer (205A MACS, Ext. 52592)  
chhinzer@uoguelph.ca

#### Graduate Program Assistant

Alanna Reid (205A MACS, Ext. 52725)  
mgmtphd@uoguelph.ca

### Administrative Staff - PhD Program

#### Interim Associate Dean, Research and Graduate Studies

Chris McKenna (805 MACK, Ext. 53274)  
cmckenna@uoguelph.ca

#### Graduate Program Assistant

Alanna Reid (205A MACS, Ext. 52725)  
mgmtphd@uoguelph.ca

Jamie Gruman – Department of Management (, Ext. 58730)  
jgruman@uoguelph.ca

Tanya MacLaurin – School of Hospitality, Food and Tourism Management (, Ext. 58542)  
tmaclaur@uoguelph.ca

Towhidul Islam – Marketing and Consumer Studies (, Ext. 53835)  
islam@uoguelph.ca

### Administrative Staff - Graduate Diploma

#### Chair

Davar Rezaia (204 MCLN, Ext. 54257)  
drezaia@uoguelph.ca

#### Graduate Program Coordinator

Fred Pries (215A MCLN, Ext. 56107)  
fpries@uoguelph.ca

#### Graduate Program Assistant

Alanna Reid (205A MACS, Ext. 52725)  
mgmtphd@uoguelph.ca

### Graduate Faculty - MA Program

#### Ron Baker

BComm, Sudbury, MBA Athabasca, PhD Birmingham UK - Associate Professor

#### Michele Bowring

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

#### Francesco Braga

DOTT Milan, PhD Guelph - Associate Professor

#### Nita Chhinzer

BA York, MBA, PhD McMaster - Assistant Professor

#### Elliott Currie

BA, MBA McMaster, CMA - Associate Professor

#### Rumina Dhalla

MBA, PhD York - Assistant Professor

#### Jamie A. Gruman

BA Concordia, MA Lakehead, PhD Windsor - Associate Professor

#### Elizabeth Kurucz

BA McMaster, MIR Toronto, PhD York - Associate Professor

#### Philippe Lassou

January 31, 2017

MBA Senegal, MSc, PhD Birmingham - Assistant Professor

#### Sean Lyons

BPA Windsor, MA, PhD Carleton - Associate Professor

#### Sara Mann

BComm, MBA McMaster, PhD Toronto - Associate Professor

#### Fred Pries

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

#### Davar Rezaia

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

#### Sandra Scott

BSc Toronto, MBA McMaster, CA, CFA - Assistant Professor

#### Trent Tucker

BSc Alberta, MBA Toronto, PhD Waterloo - Assistant Professor

#### Agnes Zdaniuk

BA, MASC, PhD Waterloo - Assistant Professor

### Graduate Faculty - PhD Program

#### From the Department of Marketing and Consumer Studies

##### Paul M. Anglin

BSc Toronto, MA, PhD Western Ontario - Associate Professor

##### May H. Aung

BComm, MComm Burma, PhD York - Associate Professor

##### Scott R. Colwell

AGD, MBA Athabasca, PhD Bradford (United Kingdom) - Associate Professor

##### Tim Dewhirst

BPHE Toronto, MA Queen's, PhD British Columbia - Associate Professor

##### Towhidul Islam

MSc Inst. of Mech. Tech. (Bulgaria), MBA Dhaka (Bangladesh), DIC Imperial College (United Kingdom), PhD London (United Kingdom) - Professor

##### WooMi Jo

BS Kansas, MS Houston, PhD Kansas - Associate Professor

##### Vinay Kanetkar

BArch Indian Inst. of Tech, MArch, MSc, PhD British Columbia - Associate Professor and Chair

##### Philippe Lassou

MBA Senegal, MSc, PhD Birmingham - Assistant Professor

##### Tanya Mark

BA, PhD Western Ontario - Associate Professor

##### Brent McKenzie

BA, McMaster, MBA Dalhousie, PhD Griffith - Associate Professor

##### Sergio Meza

PhD, New York University - Associate Professor

##### William Murray

BA Algonquin, MBA Guelph, PhD Saint Mary's - Assistant Professor

##### Lefa Teng

BEng Jiangsu, MSc Beijing, PhD Concordia - Associate Professor

##### Sunghwan Yi

BBA, MBA Korea, PhD Penn State - Associate Professor

##### Jian Zhou

BA, MA Renmin (China), PhD Illinois (Chicago) - Assistant Professor

#### From the School of Hospitality, Food and Tourism Management

##### Joe Barth

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

##### Hwan-Suk (Chris) Choi

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

##### Statia Elliott

BComm St. Mary's, MA McMaster, PhD Carleton - Associate Professor and Director

##### Kerry Godfrey

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

##### Marion Joppe

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

##### Tanya MacLaurin

BSc, MSc, PhD Kansas State - Professor

##### Iain Murray

BComm, MSc Guelph, PhD Kansas State - Associate 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 Management

### Ron Baker

BComm, Sudbury, MBA Athabasca, PhD Birmingham UK - 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 - Assistant Professor

### Julia Christensen Hughes

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

### Elliott Currie

BA, MBA McMaster, CMA - Associate Professor

### Rumina Dhalla

MBA, PhD York - Assistant Professor

### Jamie A. Gruman

BA Concordia, MA Lakehead, PhD Windsor - Associate Professor

### Elizabeth Kurucz

BA McMaster, MIR Toronto, PhD York - Associate Professor

### Jing Lu

BEng Shanghai, MBA Sungkyunkwan, PhD Calgary - Assistant Professor

### Sean Lyons

BPA Windsor, MA, PhD Carleton - Associate Professor

### Sara Mann

BComm, MBA McMaster, PhD Toronto - Associate Professor

### Fred Pries

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

### Davar Rezania

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

### Sandra Scott

BSc Toronto, MBA McMaster, CA, CFA - Assistant Professor

### Trent Tucker

BSc Alberta, MBA Toronto, PhD Waterloo - Assistant Professor

### John Walsh

BA Thames Polytechnic, MBA, PhD Western - Professor

### Agnes Zdaniuk

BA, MSc, PhD Waterloo - Assistant Professor

## Graduate Faculty - Graduate Diploma

### Ron Baker

BComm, Sudbury, MBA Athabasca, PhD Birmingham UK - Associate Professor

### Francesco Braga

DOTT Milan, PhD Guelph - Associate Professor

### Elliott Currie

BA, MBA McMaster, CMA - Associate Professor

### Louise Hayes

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

### Fred Pries

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

### Davar Rezania

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

### Sandra Scott

BSc Toronto, MBA McMaster, CA, CFA - Assistant Professor

## MA Program

The Master of Arts in Management focuses on the challenges that face leaders in the public, private and, not-for-profit sectors while emphasizing the important of evidence-based decision-making. Successful completion of the MA degree involves a comprehensive program of theoretical study, backed by significant practical experience and analysis. Graduate students will also undertake a formal self-assessment process to gain insight into their own strengths and weaknesses as well as into their ultimate leadership potential. The MA in Management has two fields:

1. Management Research, with emphasis on evidence-based decision-making, is designed to equip students with the necessary skills to support managerial decision, with evidence-based reasoning. Students will engage in both web-based distance and on campus courses. The completion of a major research project will also be undertaken during the course of the degree.

2. Accounting, combines the conceptual and quantitative elements of accounting, while promoting the integration of theory and practice. It provides graduates with a systemic understanding of knowledge of financial accounting and managerial accounting. All the while, fulfilling the requirements of the professional accounting standards defined by CPA Canada Competency Map for the first four modules of the Professional Education Program. Students will develop the technical, analytical, evaluative, leadership and, communication skills needed for a successful career in accounting and the related management areas in the field/profession.

## Admission Requirements

To be considered, applicants must have completed a four-year honours undergraduate degree with a minimum 2nd class (70%) (or its equivalent), from a recognized post-secondary institution. For the specialization in Accounting, subject area coverage should be equivalent to that required for entry into the CPA Professional Education Program.

For applicants who do not hold an honours degree with a major in or possess an undergraduate degree with a strong emphasis in either the accounting and/or management fields, additional prerequisites or academic upgrading may be required.

Any applicant who believes that their experiential learning may compensate for a lack of academic standing and subsequently, does not meet the programs minimum requirements, may contact the Graduate Program Coordinator to request alternative admissions criteria. Experiential learning would require at a general degree and 5 years in a research or equivalent position in the accounting or management field and/or professional industry. Further, for applicants who wish to request alternative admission criteria based on their experiential learning, they may be required to provide, a valid Graduate Management Admissions Test (GMAT) score and/or a valid Graduate Record Examination (GRE) written test.

## Degree Requirements

Students are required to take 8 courses (4.0 credits) plus the major research project (1.0 credit).

## Core Courses:

MGMT*6100	[0.50]	Evidence Based Management Research
MGMT*6120	[0.50]	Quantitative Methods for Evidence Based Management
MGMT*6200	[0.50]	Leadership Assessment and Development

## Fields

## Management Research

MGMT*6300	[0.50]	Business Consulting
MGMT*6400	[0.50]	Project Management
BUS*6800	[0.50]	Readings in Leadership I
BUS*6810	[0.50]	Readings in Leadership II
BUS*6820	[0.50]	Readings in Management
BUS*6840	[0.50]	Foundational Theories of Management

## Accounting

ACCT*6100	[0.50]	Integrated Cases I
ACCT*6200	[0.50]	Integrated Cases II
ACCT*6300	[0.50]	Taxation
ACCT*6400	[0.50]	Performance Management
ACCT*6500	[0.50]	Assurance
ACCT*6600	[0.50]	Financial Management

Other courses from the Department of Management with permission from the Graduate Program Coordinator.

## Restricted Electives

One quantitative research methods course (0.5 credits) with permission:

MGMT*6830	[0.50]	Applied Univariate Statistical Analysis for Management
MGMT*6840	[0.50]	Quantitative Research Methods: Multivariate Techniques
SOC*6130	[0.50]	Quantitative Research Methods
PSYC*6060	[0.50]	Research Design and Statistics

Or one qualitative research methods course (0.5 credits) with permission:

ANTH*6140	[0.50]	Qualitative Research Methods
FRAN*6020	[0.50]	Qualitative Methods
MGMT*6850	[0.50]	Qualitative Research Methods
SOC*6140	[0.50]	Qualitative Research Methods

## Major Research Paper

MGMT*6500	[1.00]	Major Research Project
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## PhD Program

The PhD in Management is offered in three fields: 1) marketing and consumer behaviour; 2) organizational leadership; and 3) services management.

## Admission Requirements

There are three means of entry:

1. An applicant who holds a recognized master's degree in a management field with an average standing of at least "B+" may be admitted to PhD studies as a regular or provisional student



2. An applicant who holds a recognized master's degree with high standing in a field other than management and who wishes to proceed to doctoral study in a management field should consult with the Graduate Program Coordinator about eligibility.
3. An applicant who has achieved excellent standing at the honours baccalaureate level in a management field and who wishes to proceed to doctoral study may enroll in a related master's degree. If the student achieves a superior academic record and shows a particular aptitude for research, the Board of Graduate Studies, on the recommendation of the Department/School admissions committee, may authorize transfer to the PhD program without requiring the student to complete the master's degree.

All applicants are required to submit GRE (Graduate Records Exam) or GMAT (Graduate Management Admission Test).

### Degree Requirements

The goal of the PhD program in Management is to produce graduates with both a breadth of knowledge about management theories in general, and a depth of knowledge such that they will be competent researchers and/or teachers in their chosen field. Since most courses will be common to the current three fields in this program as well as to any future fields, the key indicator of the student's area of specialization will be his or her thesis topic. Students should select all courses in consultation with the Graduate Program Coordinator and their supervisor. Students with an existing Master's degree awarded by the College of Business and Economics, who have already taken some of the required courses as part of their graduate program, will be exempted from those course requirements.

Students in all fields of the program will take five core courses that will ensure that each student has a breadth of knowledge about management and research. Of the five core courses, one will cover the theories and practice of management, another provides an understanding of the philosophy of research and design, two courses cover quantitative research and the fifth covers qualitative research methodologies. In addition to the five core courses, there are two required field courses in the first year specific to each field. In the second year students select two additional required courses and two elective courses in their field in consultation with the program coordinator. All students must take the University teaching course in the fall of the second year, bringing the total number of 0.5 credit courses to twelve. In addition, all students must write a paper in a non-credit course the summer of the first year and attend every year a non-credit seminar series course that introduces students to the diversity of research projects undertaken by Guelph faculty, graduate students and by visitors to the University. Following their coursework, students will complete a comprehensive exam designed to test their knowledge in the general area of management and in their field of specialization. Students are to present and defend a doctoral research proposal in the semester after completion of the qualifying examination.

Overall, the proposed program consists of five semesters of coursework (five core courses, four required field courses, two electives and the teaching course), followed by the qualifying exam, presentation and defense of a research proposal, and finally, the completion and defense of a full doctoral dissertation.

Students are required to take a total of 6.0 credits (12 courses), the PhD Research Project Seminar course in the third (summer) semester (0.0 credit) and the Marketing & Consumer Studies Seminar course (0.0 credit) each fall and winter semester the student is registered.

### Year 1

#### Semester 1

MGMT*6950	[0.00]	Doctoral Research Seminar
MGMT*6820	[0.50]	Theory of Management
MGMT*6830	[0.50]	Applied Univariate Statistical Analysis for Management
Required field course		

Marketing and Consumer Behaviour: one of

MCS*6000	[0.50]	Consumption Behaviour Theory I
MCS*6100	[0.50]	Marketing Theory

Organizational Leadership

BUS*6830	[0.50]	Foundational Theories of Leadership
Services Management		

HTM*6710	[0.50]	Services Management Theory I
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### Note

MGMT\*6830 can be substituted with PSYC\*6060 Research Design and Statistics or with STAT\*6950 Statistical Methods for Life Sciences, upon recommendation from the Graduate Program Coordinator.

#### Semester 2

MGMT*6950	[0.00]	Doctoral Research Seminar
MGMT*6840	[0.50]	Quantitative Research Methods: Multivariate Techniques
MGMT*6850	[0.50]	Qualitative Research Methods
Required field course		

Marketing and Consumer Behaviour: one of

MCS*6010	[0.50]	Consumption Behaviour Theory II
MCS*6120	[0.50]	Marketing Management

Organizational Leadership

BUS*6840	[0.50]	Foundational Theories of Management
Services Management		

HTM*6720	[0.50]	Services Management Theory II
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#### Semester 3

MGMT*6800	[0.50]	Philosophy of Social Science Research
MGMT*6900	[0.00]	PhD Research Seminar Project

#### Year 2

#### Semester 4

MGMT*6950	[0.00]	Doctoral Research Seminar
UNIV*6800	[0.50]	University Teaching: Theory and Practice

Required field course

Marketing and Consumer Behaviour: one of

ECON*6600	[0.50]	Labour Economics
MCS*6070	[0.50]	Introduction to Structural Equation Modeling
MCS*6810	[0.50]	Experimental Design and Analysis for Behavioural Research in Management Studies

### Note

The field course can be replaced by a course in Psychological Methods or Marketing Models upon agreement from program coordinator.

Organizational Leadership: one of

BUS*6800	[0.50]	Readings in Leadership I
BUS*6820	[0.50]	Readings in Management
Services Management: One of theory or methods courses:		
ECON*6000	[0.50]	Microeconomic Theory I
ECON*6140	[0.50]	Econometrics I
FARE*6380	[0.50]	Applied Microeconomics for Agricultural Economists
MCS*6000	[0.50]	Consumption Behaviour Theory I
MCS*6070	[0.50]	Introduction to Structural Equation Modeling
MCS*6100	[0.50]	Marketing Theory

**All fields: One elective course [0.50]**

**The elective course can be one from the required courses list or another course from the list below.** Other electives from other University of Guelph academic units can be considered if agreed to by the Graduate Program Coordinator.

HTM*6730	[0.50]	Cases in Management
MCS*6800	[0.50]	Best Worst Scaling and Discrete Choice Analysis
TRMH*6100	[0.50]	Foundations of Tourism and Hospitality
TRMH*6200	[0.50]	Contemporary Issues in Tourism
TRMH*6250	[0.50]	Tourism and Sustainable Development
TRMH*6310	[0.50]	Research Applications in Tourism and Hospitality
BU*842	[0.50]	Consumer Behavior, Marketing, Wilfrid Laurier
BU*862	[0.50]	Research in Brand and Product Management, Marketing, Wilfrid Laurier
SOC*760	[0.50]	Social Networks, Department of Sociology and Legal Studies, University of Waterloo

#### Semester 5

MGMT*6950	[0.00]	Doctoral Research Seminar
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Required field course

Marketing and Consumer Behaviour: one of

ECON*6160	[0.50]	Econometrics II
ECON*6610	[0.50]	Topics in Labour Economics

One course in Psychology/ Sociology/ Microeconomics/Econometrics/ Economics/Marketing/Consumer Behaviour/ upon agreement with program co-ordinator

Organizational Leadership: one of

BUS*6810	[0.50]	Readings in Leadership II
Services Management: One of theory or methods courses:		
ANTH*6140	[0.50]	Qualitative Research Methods
BUS*6810	[0.50]	Readings in Leadership II
ECON*6010	[0.50]	Microeconomic Theory II
ECON*6100	[0.50]	Experimental Economics
FARE*6970	[0.50]	Applied Quantitative Methods for Agricultural Economists
MCS*6010	[0.50]	Consumption Behaviour Theory II

**All fields: One elective course [0.50]**

**The elective course can be one from the required courses list or another course from the list below.** Other electives from other University of Guelph academic units can be considered if agreed to by the Graduate Program Coordinator.

HTM*6730	[0.50]	Cases in Management
MCS*6800	[0.50]	Best Worst Scaling and Discrete Choice Analysis
TRMH*6100	[0.50]	Foundations of Tourism and Hospitality
TRMH*6200	[0.50]	Contemporary Issues in Tourism
TRMH*6250	[0.50]	Tourism and Sustainable Development
TRMH*6310	[0.50]	Research Applications in Tourism and Hospitality
BU*842	[0.50]	Consumer Behavior, Marketing, Wilfrid Laurier

BU*862	[0.50]	Research in Brand and Product Management, Marketing, Wilfrid Laurier
SOC*760	[0.50]	Social Networks, Department of Sociology and Legal Studies, University of Waterloo

Qualifying Examination

### Semester 6

Thesis Proposal Defence

### Year 3

### Semester 7, 8 & 9

MGMT\*6950 [0.00] Doctoral Research Seminar

Thesis Research

### Year 4

### Semester 10, 11 & 12

MGMT\*6950 [0.00] Doctoral Research Seminar

Thesis Research and Defence

## Graduate Diploma in Accounting

By combining the conceptual and quantitative elements of accounting while promoting the integration of theory and practice, the graduate diploma in accounting provides graduates with a systemic understanding of knowledge of financial accounting and managerial accounting, fulfilling the requirements of professional accounting standards defined by CPA Canada Competency Map for the first four modules of the Professional Education Program. Students will develop the technical, analytical, evaluative and leadership and communication skills needed for a successful career in accounting and related management areas.

### Admission Requirements

Applicants for this admission to this program must have an overall average of at least 70% from an undergraduate degree program, plus subject area coverage equivalent to that required for entry into the CPA Professional Education Program.

### Diploma Requirements

Students must complete four courses, two core and two electives for a total of 4.0 courses (2.0 credits). Students pursuing a professional accounting designation should visit the Department of Management website for links to the requirements for each designation. The program is offered during the summer term.

### Core Courses:

ACCT*6100	[0.50]	Integrated Cases I
ACCT*6200	[0.50]	Integrated Cases II

### Electives

ACCT*6300	[0.50]	Taxation
ACCT*6400	[0.50]	Performance Management
ACCT*6500	[0.50]	Assurance
ACCT*6600	[0.50]	Financial Management

### MA Courses

### Core Courses

#### MGMT\*6100 Evidence Based Management Research U [0.50]

This course provides a conceptual overview of the management research and its functions for academic and practitioner audiences. Students will explore the purpose of research, its relationship to theory, the benefits of various epistemological approaches and the notion of research impact. Topics include research problem definition and objectives, hypothesis development, research design, ethics approval, measurement, sampling methods, analysis, interpretation of results, and report writing.

*Restriction(s):* Students in MA.MGMT  
*Department(s):* Department of Management

#### MGMT\*6120 Quantitative Methods for Evidence Based Management U [0.50]

This course provides a practical overview of statistical methods for evidence based management applications. Students will work with quantitative data to conduct a variety of statistical analyses, including descriptive statistics, visualization of data, null hypothesis significance testing, univariate and multivariate analysis of variance and covariance, correlation, linear and logistic regression and exploratory factor analysis. The course puts an emphasis on the interpretation of results in terms of their practical managerial implications.

*Prerequisite(s):* MGMT\*6100  
*Restriction(s):* Students in the MA in Management program only.  
*Department(s):* Department of Management

#### MGMT\*6200 Leadership Assessment and Development U [0.50]

This course provides a conceptual overview of the leadership competencies that lead to leadership performance. Students will explore and learn a method for assessing their own leadership competencies. They will learn a process for developing in themselves those knowledge and skills relevant to effective leadership. Topics include managerial competencies models, assessment models, learning styles, intentional change process, and personal development plan. This course emphasizes those techniques most frequently used in personal development and coaching individuals and teams.

*Restriction(s):* Students in the MA in Management program only.  
*Department(s):* Department of Management

#### MGMT\*6500 Major Research Project U [1.00]

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):* MGMT\*6100 and MGMT\*6200  
*Restriction(s):* Students in the MA in Management program.  
*Department(s):* Department of Management

### Management Research

#### MGMT\*6300 Business Consulting U [0.50]

This course provides students with an understanding of the concepts, principles, and practices for management consulting. Students will be exposed to the various components of the consulting process, consulting approaches and styles, client-consultant relationships, issue and problem diagnosis, reporting of results, and professional codes of conduct and ethics. The emphasis is on techniques most frequently used in the context of both internal and external organizational roles and as a career choice.

*Restriction(s):* Students in the MA in Management program only.  
*Department(s):* Department of Management

#### MGMT\*6400 Project Management U [0.50]

This course provides students with an understanding of the concepts, principles, and practices for project management. It introduces an understanding and appreciation of the importance of managing projects, project teams, the project management systems and tools, the various components of the project management process, and professional codes of conduct and ethics. The emphasis is on the techniques most frequently used in the context of, both internal and external organizational roles of a project manager.

*Restriction(s):* Students in the MA in Management program only.  
*Department(s):* Department of Management

#### 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\*6840 Foundational Theories of Management W [0.50]

This doctoral seminar provides a survey of classic and contemporary management thought. The objective of this course is to explore foundational and emerging areas of inquiry that are influential in the realm of management theory and practice.

*Restriction(s):* Instructor consent required.  
*Department(s):* Department of Management

## Accounting

### ACCT\*6100 Integrated Cases I U [0.50]

“Integrated Cases I” is a required course for students pursuing a Chartered Professional Accountant (CPA) designation and will provide students with an in-depth knowledge of financial reporting and auditing. The course will integrate topics from both the finance and taxation areas of the CPA competency map. The course will also assist students in developing their problem solving and decision making abilities and communication skills, which are part of the enabling competencies of the CPA competency map.

*Restriction(s):* Students in MA.MGMT and GDip.ACCT

*Department(s):* Department of Management

### ACCT\*6200 Integrated Cases II U [0.50]

“Integrated Cases II” is a required course for students pursuing a Chartered Professional Accountant (CPA) designation and will provide students with an in-depth knowledge of management accounting. The course will integrate topics from both the strategy and governance and the finance areas of the CPA competency map. The course will also assist students in developing their problem solving and decision-making abilities and communication skills, which are part of the enabling competencies of the CPA competency map.

*Restriction(s):* Students in MA.MGMT and GDip.ACCT

*Department(s):* Department of Management

### ACCT\*6300 Taxation F [0.50]

This course is intended to help students achieve the competencies related to Elective Module 4 (E4) – Taxation in the CPA Competency Map. It covers the competencies necessary to provide taxation services and guidance. Topics include: compliance and tax-planning issues for both individuals and corporate entities, as well as, partnerships and trusts, risk tolerance of all stakeholders involved, tax governance, controls, and risk management, and the importance of taking taxes into account when making business and investment decisions..

*Prerequisite(s):* ACCT\* 6100 and ACCT\*6200

*Restriction(s):* Students in MA.MGMT and GDip.ACCT

*Department(s):* Department of Management

### ACCT\*6400 Performance Management U [0.50]

Performance Management is an elective course for students pursuing a Chartered Professional Accountant (CPA) designation and will build on student’s management accounting knowledge from both their undergraduate courses as well as “Integrated Cases II”. The course will also assist students in further developing their problem solving and decision-making abilities and communication skills, which are part of the enabling competencies of the CPA competency map.

*Prerequisite(s):* ACCT\*6200

*Restriction(s):* Students in MA.MGMT and GDip.ACCT

*Department(s):* Department of Management

### ACCT\*6500 Assurance U [0.50]

This course develops the competencies necessary to assess an entity’s assurance needs and perform both internal audit projects and external assurance engagements. The CPA Competency Map describes in detail the two types of competencies - technical and enabling - that employers in public practice, industry, and government require of accounting professionals. As such, the CPA Competency Map will be utilized in this course to help ensure that students meet the course learning objectives.

*Restriction(s):* Students in MA.MGMT and GDip.ACCT

*Department(s):* Department of Management

### ACCT\*6600 Financial Management U [0.50]

The course will build upon the conceptual foundation developed in undergraduate introductory finance courses. The focus of the course is on the development of competencies in identifying, analyzing, evaluating and making appropriate recommendations for investing and financing decisions in a variety of professional contexts, particularly in the areas of treasury management, valuation, and risk management. There will be a strong emphasis on applying the body of knowledge in integrated case problems.

*Restriction(s):* Students in MA.MGMT and GDip.ACCT

*Department(s):* Department of Management

## PhD Core Courses

### Required Courses

#### MGMT\*6800 Philosophy of Social Science Research S [0.50]

This course introduces students to the underlying philosophical assumptions that support empirical research methods within social science disciplines. The aim of this course is to examine the philosophy of knowledge generation and claims, particularly in the context of management phenomena.

*Department(s):* Department of Marketing and Consumer Studies

#### MGMT\*6820 Theory of Management F [0.50]

This course examines the evolution of management thought and the overarching theories that have been successfully applied to multiple functional areas of the organization. Examples of theories that apply to such disparate areas as operations, marketing, and organizational behaviour include agency theory, transaction cost analysis, and contingency theory.

*Department(s):* Department of Management

#### MGMT\*6830 Applied Univariate Statistical Analysis for Management F [0.50]

This course focuses on the use of univariate statistics as applied to social and behavioural research within the fields of organizational, management, and consumer studies. Emphasis will be place on providing a solid understanding of descriptive statistics, mean difference testing, analysis of variance and covariance, linear and logistic regression, and power and effect size. Laboratory sessions will focus on analysis application using statistical packages such as SPSS, R, SAS, Stata, and Mplus.

*Department(s):* Department of Management

#### MGMT\*6840 Quantitative Research Methods: Multivariate Techniques W [0.50]

This course provides a review of selected multivariate analysis techniques with applications to management. Students will learn to determine which multivariate technique is appropriate for a specific research problem and how to apply multivariate quantitative techniques to research questions. Topics include regression analysis, anova, principal components, factor and discriminant analysis, nonmetric scaling and trade-off analysis. The course uses a hands-on approach and requires computer-program analysis.

*Department(s):* Department of Management

#### MGMT\*6850 Qualitative Research Methods W [0.50]

This doctoral seminar provides students with the historical roots, underlying theoretical frameworks, and methods of qualitative research for consumer and management studies. Students will develop their capacity to conduct qualitative research through the development of an original qualitative research project.

*Department(s):* Department of Management

#### MGMT\*6900 PhD Research Seminar Project S [0.00]

The summer project seminar has the objective to start familiarizing students with the research process. Students will prepare and submit a research piece drawing on techniques acquired in the research methods courses.

*Department(s):* Department of Management

#### MGMT\*6950 Doctoral Research Seminar F,W [0.00]

This is a seminar course attended by graduate students and faculty. Academic guest speakers present their work in weekly meetings. Students are encouraged to be engaged and participate actively during the presentations.

*Restriction(s):* Must be registered in the PhD Management program

*Department(s):* Department of Management

## Field Courses

BUS*6830	[0.50]	Foundational Theories of Leadership
BUS*6840	[0.50]	Foundational Theories of Management
HTM*6710	[0.50]	Services Management Theory I
HTM*6720	[0.50]	Services Management Theory II
HTM*6730	[0.50]	Cases in Management
MCS*6800	[0.50]	Best Worst Scaling and Discrete Choice Analysis
MCS*6810	[0.50]	Experimental Design and Analysis for Behavioural Research in Management Studies

## Graduate Diploma Courses

### ACCT\*6100 Integrated Cases I U [0.50]

“Integrated Cases I” is a required course for students pursuing a Chartered Professional Accountant (CPA) designation and will provide students with an in-depth knowledge of financial reporting and auditing. The course will integrate topics from both the finance and taxation areas of the CPA competency map. The course will also assist students in developing their problem solving and decision making abilities and communication skills, which are part of the enabling competencies of the CPA competency map.

*Restriction(s):* Students in MA.MGMT and GDip.ACCT

*Department(s):* Department of Management

### ACCT\*6200 Integrated Cases II U [0.50]

“Integrated Cases II” is a required course for students pursuing a Chartered Professional Accountant (CPA) designation and will provide students with an in-depth knowledge of management accounting. The course will integrate topics from both the strategy and governance and the finance areas of the CPA competency map. The course will also assist students in developing their problem solving and decision-making abilities and communication skills, which are part of the enabling competencies of the CPA competency map.

*Restriction(s):* Students in MA.MGMT and GDip.ACCT

*Department(s):* Department of Management

**ACCT\*6300 Taxation F [0.50]**

This course is intended to help students achieve the competencies related to Elective Module 4 (E4) – Taxation in the CPA Competency Map. It covers the competencies necessary to provide taxation services and guidance. Topics include: compliance and tax-planning issues for both individuals and corporate entities, as well as, partnerships and trusts, risk tolerance of all stakeholders involved, tax governance, controls, and risk management, and the importance of taking taxes into account when making business and investment decisions..

*Prerequisite(s):* ACCT\* 6100 and ACCT\*6200

*Restriction(s):* Students in MA.MGMT and GDip.ACCT

*Department(s):* Department of Management

**ACCT\*6400 Performance Management U [0.50]**

Performance Management is an elective course for students pursuing a Chartered Professional Accountant (CPA) designation and will build on student's management accounting knowledge from both their undergraduate courses as well as "Integrated Cases II". The course will also assist students in further developing their problem solving and decision-making abilities and communication skills, which are part of the enabling competencies of the CPA competency map.

*Prerequisite(s):* ACCT\*6200

*Restriction(s):* Students in MA.MGMT and GDip.ACCT

*Department(s):* Department of Management

**ACCT\*6500 Assurance U [0.50]**

This course develops the competencies necessary to assess an entity's assurance needs and perform both internal audit projects and external assurance engagements. The CPA Competency Map describes in detail the two types of competencies - technical and enabling - that employers in public practice, industry, and government require of accounting professionals. As such, the CPA Competency Map will be utilized in this course to help ensure that students meet the course learning objectives.

*Restriction(s):* Students in MA.MGMT and GDip.ACCT

*Department(s):* Department of Management

**ACCT\*6600 Financial Management U [0.50]**

The course will build upon the conceptual foundation developed in undergraduate introductory finance courses. The focus of the course is on the development of competencies in identifying, analyzing, evaluating and making appropriate recommendations for investing and financing decisions in a variety of professional contexts, particularly in the areas of treasury management, valuation, and risk management. There will be a strong emphasis on applying the body of knowledge in integrated case problems.

*Restriction(s):* Students in MA.MGMT and GDip.ACCT

*Department(s):* Department of Management