

# 2020-2021 Graduate Calendar

The information published in this Graduate Calendar outlines the rules, regulations, curricula, programs and fees for the 2020-2021 academic year, including the Summer Semester 2020, Fall Semester 2020 and the Winter Semester 2021.

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:

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Contact Information:

University of Guelph  
Guelph, Ontario, Canada  
N1G 2W1  
520-824-4121

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The logo for the University of Guelph, featuring the text "UNIVERSITY of GUELPH" in a stylized font.The tagline "CHANGING LIVES IMPROVING LIFE" in a bold, sans-serif font, set against a yellow background.

# Disclaimer

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The information published in this Graduate Calendar outlines the rules, regulations, curricula, programs and fees for the 2020-2021 academic year, including the Summer Semester 2020, the Fall Semester 2020 and the Winter Semester 2021

The University reserves the right to change without notice any information contained in this calendar, including but not limited to that related to tuition and other fees, standards of admission, course delivery or format, continuation of study, and the offering or requirements for the granting of, degrees or diplomas in any or all of its programs. The publication of this calendar does not bind the University to the provision of courses, programs, schedules of study, or facilities as listed herein.

The University will not be liable for any failure or delay in performance arising out of any cause or causes beyond its reasonable control. Such causes may include but are not limited to fire, strike, lock-out, inability to procure materials or trades, war, mass-casualty event, flood, local, regional or global outbreak of disease or other public health emergency, social distancing or quarantine restriction, legislative or regulatory requirements, unusually severe weather, failure of public utility or common carrier, or attacks or other malicious act, including but not limited to attacks on or through the internet, or any internet service, telecommunications provider or hosting facility.

In March 2020 the World Health Organization declared a global pandemic of the virus leading to COVID-19. The Governments of Canada, the Province of Ontario, and local Governments responded to the pandemic with legislative amendments, controls, orders, by-laws, requests and requirements (collectively, the "Governmental Response"). It is uncertain how long the pandemic, and the related Governmental Response, will continue, and it is unknown whether there may be a resurgence of the virus leading to COVID-19 or any mutation thereof (collectively, the "Virus") and resulting or supplementary renewed Government Response. Without limiting the foregoing paragraph, the University shall not be liable for costs associated with any failure or delay in performance arising out of:

- a. the continued spread of the Virus;
- b. the continuation of or renewed Governmental Response to control the spread of the Virus; and
- c. a University decision, made on an organization-wide basis and in good faith, to control the spread of the Virus, even if exceeding the then current specific Government Response.

In particular, the COVID-19 pandemic may necessitate a revision of the format of course offerings such that courses are offered in whole or in part on an alternate delivery model to in-person classes. Tuition and mandatory fees have been set regardless of the method of instruction and will not be refunded in the event instruction occurs remotely for any part of the academic year.

Dates or times of performance including the Schedule of Dates may be extended as appropriate and the University will notify students promptly of the existence and nature of such delay and shall, so far as practicable, use reasonable efforts to minimize and mitigate any such delay or non-performance.

In the event of a discrepancy between a print version (downloaded) and the Web version, the Web version will apply.

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 Advanced Education and Skills Development, 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 Registrarial Services.

### **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, their 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 their 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 <https://www.uoguelph.ca/secretariat/office-services/university-secretariat/university-policies>.

# Learning Outcomes

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## Graduate Degree Learning Outcomes

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On May 27, 2013, the University of Guelph Senate approved the following five University-wide Learning Outcomes as the basis from which to guide the development of graduate degree programs, specializations and courses:

1. Critical and Creative Thinking
2. Literacy
3. Global Understanding
4. Communication
5. Professional and Ethical Behaviour

These learning outcomes are also intended to serve as a framework through which our educational expectations are clear to students and the broader public; and to inform the process of outcomes assessment through the quality assurance process (regular reviews) of programs and departments.

An on-line guide to the learning outcomes, links to the associated skills, and detailed rubrics designed to support the development and assessment of additional program and discipline-specific outcomes, are available for reference on the [Learning Outcomes website](#)

### Critical and Creative Thinking

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Critical and creative thinking is a concept in which one applies logical principles, after much inquiry and analysis, to solve problems with a high degree of innovation, divergent thinking and risk taking. Those mastering this outcome show evidence of integrating knowledge and applying this knowledge across disciplinary boundaries. Depth and breadth of understanding of disciplines is essential to this outcome. At the graduate level, originality in the application of knowledge (master's) and undertaking of research (doctoral) is expected.

In addition, Critical and Creative Thinking includes, but is not limited to, the following outcomes: Independent Inquiry and Analysis; Problem Solving; Creativity; and Depth and Breadth of Understanding.

### Literacy

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Literacy is the ability to extract information from a variety of resources, assess the quality and validity of the material, and use it to discover new knowledge. The comfort in using quantitative literacy also exists in this definition, as does using technology effectively and developing visual literacy.

In addition, Literacy includes, but is not limited to, the following outcomes: Information Literacy, Quantitative Literacy, Technological Literacy, and Visual Literacy.

### Global Understanding

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Global understanding encompasses the knowledge of cultural similarities and differences, the context (historical, geographical, political and environmental) from which these arise, and how they are manifest in modern society. Global understanding is exercised as civic engagement, intercultural competence and the ability to understand an academic discipline outside of the domestic context.

In addition, Global Understanding includes, but is not limited to, the following outcomes: Global Understanding, Sense of Historical Development, Civic Knowledge and Engagement, and Intercultural Competence.

### Communication

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Communication is the ability to interact effectively with a variety of individuals and groups, and convey information successfully in a variety of formats including oral and written communication. Communication also comprises attentiveness and listening, as well as reading comprehension. It includes the ability to communicate and synthesize information, arguments, and analyses accurately and reliably.

In addition, Communication includes, but is not limited to, the following outcomes: Oral Communication, Written Communication, Reading Comprehension, and Integrative Communication.

### Professional and Ethical Behaviour

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Professional and ethical behaviour requires the ability to accomplish the tasks at hand with proficient skills in teamwork and leadership, while remembering ethical reasoning behind all decisions. The ability for organizational and time management skills is essential in bringing together all aspects of managing self and others. Academic integrity is central to mastery in this outcome. At the graduate level, intellectual independence is needed for professional and academic development and engagement.

In addition, Professional and Ethical Behaviour includes, but is not limited to, the following outcomes: Teamwork, Ethical Reasoning, Leadership, Personal Organization and Time Management, and Intellectual Independence.

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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:

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

### Administrative Staff

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

#### Associate Dean, Research and Graduate Studies

Sean Lyons (314 Macdonald Hall, Ext. 58500)  
slyons01@uoguelph.ca

#### Director, Executive Programs

Catherine Statton (304 Macdonald Hall, Ext. 56607)  
cstatton@uoguelph.ca

#### Graduate Program Coordinator MBA Hospitality and Tourism Management

Mark Holmes (305 Macdonald Hall, Ext. 56309)  
mholme07@uoguelph.ca

#### Graduate Program Coordinator MBA Food and Agribusiness Management

Andreas Boecker (314 Macdonald Hall, Ext. 53532)  
aboecker@uoguelph.ca

#### Graduate Program Coordinator MBA Sustainable Commerce

Rumina Dhalla (229 Macdonald Hall, Ext. 52690)  
rdhalla@uoguelph.ca

### Graduate Faculty

The MBA program is administered and managed by the Gordon S. Lang School of Business and Economics, 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 LANG), the School of Hospitality, Food and Tourism Management (in LANG), the Department of Economics and Finance (in LANG) and the Department of Marketing and Consumer Studies (in LANG).

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

##### Andreas Boecker

MSc, PhD Kiel - Associate Professor and Chair

##### John A.L. Cranfield

BSc, MSc Guelph, PhD Purdue - Professor and Associate Dean, External Relations, Ontario Agricultural College

##### Brady J. Deaton

BS Missouri, MS Virginia Tech, PhD Michigan State - Professor and McCain Family Chair in Food Security

##### 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

##### Rakhal C. Sarker

BSc, MSc Bangladesh, PhD Guelph - Associate Professor

##### Michael von Massow

BA Manitoba, BSc, MSc Guelph, PhD McMaster - Assistant 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 (LANG):

##### Nita Chhinker

BA York, MBA, PhD McMaster - Associate Professor

##### Rumina Dhalla

MBA, PhD York - Associate Professor

##### Louise Hayes

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

##### Kalinga Jagoda

BSc Moratuwa, PhD Western Sydney, CPA, CMA - Associate Professor

##### Elizabeth Kurucz

BA McMaster, MIR Toronto, PhD York - Associate Professor

##### Sean Lyons

BPA Windsor, MA, PhD Ottawa - Professor and Associate Dean, Research and Graduate Studies, Gordon S. Lang School of Business and Economics

##### Sara Mann

BComm MBA McMaster, PhD Toronto - Professor, Interim Dean and Associate Dean Academic, Gordon S. Lang School of Business and Economics

##### Davar Rezania

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

##### Sandra Scott

BSc Toronto, MBA, McMaster, CPA, CA, CFA - Associate Professor

##### John Walsh

BA Thames Polytechnic, MBA, PhD Western Ontario - Professor

##### Agnes Zdaniuk

BA Waterloo, MSc, PhD Waterloo - Associate Professor

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

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

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

##### Julia Christensen Hughes

BComm Guelph, MBA, PhD York - Professor

##### Statia Elliot

BComm St. Mary's, MA McMaster, PhD Carleton - Professor and Interim Associate Dean, External Relations, Gordon S. Lang School of Business and Economics

##### Joan Flaherty

BA, MA, MSc, Guelph - Assistant Professor

##### Lianne Foti

BComm Guelph, MBA EDHEC, DBA Bradford - Assistant Professor

##### Mark Holmes

BComm, MSA Ryerson, PhD York - Assistant Professor

##### Marion Joppe

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

##### Nadège Levallet

MMGT Grenoble, MBA Ottawa, PhD Queen's - Assistant Professor

##### Bruce McAdams

BComm, MA Guelph - Assistant Professor

##### Norm O'Reilly

BSc Waterloo, MBA Ottawa, PhD Carleton - Professor and Director, International Institute for Sport Business and Leadership

##### Erna van Duren

BA Waterloo, MSc, PhD Guelph - Professor

#### From the Department of Economics and Finance (LANG)

##### Francis Tapon

MBA Columbia, MA, PhD Duke - Professor

#### From the Department of Marketing and Consumer Studies (LANG):

##### May H. Aung

BComm, MComm Burma, PhD York - Associate Professor

### MBA Program

The MBA program is offered in three broad fields: 1) food and agribusiness management; 2) hospitality and tourism management; and 3) sustainable commerce and involves a core group of courses that build and develop key managerial skills. These courses 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. At least three years of industry-related experience (without supervisory and managerial responsibility) and a GMAT (with a minimum score of 550-600).

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.

Meeting minimum criteria for admission does not guarantee acceptance into the program. Limitations of funds, space, facilities or personnel may make it necessary for the University, at its discretion, to refuse admission to an otherwise qualified applicant.

## Program Requirements

### MBA Online

The MBA online program combines online coursework with three on-site residential periods are held in Guelph, Ontario, Canada. Online courses allow students to study anywhere, anytime with the flexibility that enables them to balance family, career and study priorities. Participants normally complete the online MBA within two years.

### 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:

BUS*6050	[0.50]	Business Fundamentals
BUS*6110	[0.50]	Foundations of Leadership
BUS*6140	[0.50]	Foundations of Human Resource Management
BUS*6150	[0.50]	Research Methods for Managers
BUS*6180	[0.50]	Financial and Managerial Accounting
BUS*6200	[0.50]	Financial Management
BUS*6600	[0.50]	Sustainable Value Creation
BUS*6700	[0.50]	Strategic Management and Business Game
BUS*6790	[0.50]	Operations Management

### 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 the Gordon S. Lang School of Business and Economics, participants complete three advanced courses related to the food and agribusiness sector:

BUS*6100	[0.50]	Food and Agribusiness Economics and Policy
BUS*6120	[0.50]	Food and Agribusiness Marketing
BUS*6520	[0.50]	Managing Price Risk

In addition, the program allows participants to choose to complete the requirements for the MBA degree by taking two additional elective courses or by completing 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:

BUS*6510	[0.50]	Hospitality and Tourism Revenue Management
BUS*6320	[0.50]	Hospitality and Tourism Marketing
BUS*6550	[0.50]	Managing Service Quality

In addition, the program allows participants to choose to complete the requirements for the MBA degree by taking two additional elective courses or by completing 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 the Gordon S. Lang School of Business and Economics and the Department of Geography, participants complete three advanced courses related to sustainable commerce sector:

BUS*6300	[0.50]	Business Practices for Sustainability
BUS*6500	[0.50]	Governance for Sustainability
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 (BUS\*6900) 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 MBA within two years. Courses are completed in sequence and each course is typically two months in length. Students are expected to devote 20 to 25 study hours per week to participate in the program.

## Courses

### BUS\*6050 Business Fundamentals U [0.50]

Examination of theory, function, application, and practice of business with a particular emphasis on important skills, including strategy, communications, content, stakeholders, and decision-making. Course also includes study of critical business concepts such as ethics/ethical decision making; sustainable business development; ethical management; diversity and cross cultural management.

*Equate(s):* HTM\*6050

*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.

*Department(s):* Executive Programs

### BUS\*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.

*Equate(s):* AGBU\*6100

*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.

*Department(s):* Executive Programs

### BUS\*6110 Foundations of Leadership U [0.50]

The course will enhance students' interpersonal skills, expand their knowledge and understanding of the theory and research behind leadership and leader development. Leadership issues such as ethical decision-making, engagement, toxic leadership and the impact of team management and collaboration in the organization are explored.

*Equate(s):* HTM\*6100

*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.

*Department(s):* Executive Programs

### BUS\*6120 Food and Agribusiness Marketing U [0.50]

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

*Equate(s):* AGBU\*6120

*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.

*Department(s):* Executive Programs

### BUS\*6140 Foundations of Human Resource Management U [0.50]

This course examines the essential strategic and operational human resource management functions. Topics covered include the legal context, attracting, acquiring and building human capital, employee empowerment, engagement, and rights, globalization of HR, health and safety, labour relations, and legal compliance, in a variety of organizational settings.

*Equate(s):* HTM\*6140

*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.

*Department(s):* Executive Programs

### BUS\*6150 Research Methods for Managers U [0.50]

Students learn to formulate a research problem and to select and use appropriate quantitative and qualitative techniques for the collection and analysis of relevant data. The course also covers ethical issues and responsibilities in research.

*Equate(s):* HTM\*6150/AGBU\*6070

*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.

*Department(s):* Executive Programs

### 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 by managers to contribute towards overall corporate vision and exercise fiscal responsibility towards overall corporate results and governance. This course takes an accounting information user rather than supplier perspective.

*Equate(s):* AGECE\*6180/AGBU\*6180

*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.

*Department(s):* Executive Programs

### BUS\*6200 Financial Management U [0.50]

This course takes the viewpoint of a senior financial officer, focusing on cash management, accounts receivable, inventories and capital assets, and sourcing of funds through debt and equity. Business decisions impact on employees and customers, society and community, government relations, and the environment are considered.

*Prerequisite(s):* BUS\*6180

*Restriction(s):* Restricted to Lang Executive MBA program students.

*Department(s):* Executive Programs

**BUS\*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.

*Equate(s):* HTM\*6220  
*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.  
*Department(s):* Executive Programs

**BUS\*6230 Special Topics in Business U [0.50]**

An 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.

*Equate(s):* HTM\*6120/AGBU\*6700  
*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.  
*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.

*Prerequisite(s):* BUS\*6600  
*Restriction(s):* Restricted to Lang Executive MBA program students.  
*Department(s):* Executive Programs

**BUS\*6320 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.

*Equate(s):* HTM\*6300  
*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.  
*Department(s):* Executive Programs

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

This course provides an introduction to Canadian business law and an understanding of legal principals as they apply to business organizations. After reviewing basic foundational concepts and sources of law in Canada, students 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):* Restricted to Lang Executive MBA and Leadership program students.  
*Department(s):* Executive Programs

**BUS\*6450 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.

*Equate(s):* MCS\*6500  
*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.  
*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 evolving world of environmental governance. Coupled with this review is coverage of some key contemporary environmental issues of relevance to business executives such as climate change and fisheries decline.

*Prerequisite(s):* BUS\*6600  
*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.  
*Department(s):* Executive Programs

**BUS\*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.

*Prerequisite(s):* BUS\*6320  
*Equate(s):* HTM\*6510  
*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.  
*Department(s):* Executive Programs

**BUS\*6520 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.

*Equate(s):* AGBU\*6510  
*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.  
*Department(s):* Executive Programs

**BUS\*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.

*Equate(s):* HTM\*6550  
*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.  
*Department(s):* Executive Programs

**BUS\*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.

*Equate(s):* HTM\*6590  
*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.  
*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):* Restricted to Lang Executive MBA and Leadership program students.  
*Department(s):* Executive Programs

**BUS\*6700 Strategic Management and Business Game U [0.50]**

This course examines the study of business in a global context through a "live case study," with specific emphasis on the strategic implications of food, hospitality, agribusiness, and sustainable commerce. This integrative course draws together the conceptual theories and models of the graduate program core.

*Equate(s):* HTM\*6700/AGBU\*6400  
*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.  
*Department(s):* Executive Programs

**BUS\*6790 Operations Management U [0.50]**

This course delves into key decisions and techniques used to provide a good or service and deliver customer value in today's global environment. The focus is on modelling service and product delivery systems with emphasis on managerial problems in hospitality, tourism, food and agribusiness organizations.

*Equate(s):* HTM\*6800  
*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.  
*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.

*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.  
*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 (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\*6850 Marketing Strategy 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.

*Restriction(s):* Restricted to Lang Executive MBA and Leadership program students.

*Department(s):* Executive Programs

**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):* Restricted to Lang Executive MBA program students.

*Department(s):* Executive Programs