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:
• Universities of Canada

Contact Information:
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Guelph, Ontario, Canada
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520-824-4121

Revision Information:

<table>
<thead>
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<th>Date</th>
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<tr>
<td>May 25, 2020</td>
<td>Initial Publication</td>
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<td>June 3, 2020</td>
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Disclaimer

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

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 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

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 Registrarial Services.

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, 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

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.
Graduate Degree Learning Outcomes

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

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

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

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

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

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)
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**Graduate Program Coordinator MBA Hospitality and Tourism Management**
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mhholme07@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 Dhallla (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  
BS(Agr), MSc Guelph, PhD Minnesota - Professor

Guru 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 Chhinzer  
BA York, MBA, PhD McMaster - Associate Professor

Elliott Currie  
BA, MBA McMaster, CPA, CMA - Associate Professor

Rumina Dhallla  
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

Trent Tucker  
BSc Alberta, MBA Toronto, PhD Waterloo - Assistant Professor

John Walsh  
BA Thames Polytechnic, MBA, PhD Western Ontario - 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 U. d’Aix-Marseille III (France) - Professor and Research Chair

Nadege 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

Erza 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

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 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:

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<td>BUS*6110</td>
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<td>Executive Programs</td>
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<td>BUS*6180</td>
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<tr>
<td>BUS*6600</td>
<td>Sustainable Value Creation</td>
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<td>BUS*6700</td>
<td>Strategic Management and Business Game</td>
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<td>BUS*6790</td>
<td>Operations Management</td>
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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:

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<th>Code</th>
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<th>Department(s)</th>
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<td>BUS*6100</td>
<td>Food and Agribusiness Economics and Policy</td>
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</table>

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:

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<th>Code</th>
<th>Title</th>
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<th>Prerequisite(s)</th>
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<td>BUS*6510</td>
<td>Hospitality and Tourism Revenue Management</td>
<td>Executive Programs</td>
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<td>HTM*6140</td>
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<td>BUS*6320</td>
<td>Hospitality and Tourism Marketing</td>
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<td>BUS*6550</td>
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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 the sustainable commerce sector:

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<tr>
<td>BUS*6500</td>
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<tr>
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<td>AGBU*6850</td>
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</table>

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.
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

January 28, 2020
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
<th>Description</th>
<th>Restrictions</th>
<th>Department(s)</th>
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<tbody>
<tr>
<td>BUS*6850</td>
<td>Marketing Strategy U [0.50]</td>
<td></td>
<td>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.</td>
<td>Restricted to Lang Executive MBA and Leadership program students.</td>
<td>Executive Programs</td>
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<tr>
<td>BUS*6900</td>
<td>Major Research Project U [1.00]</td>
<td></td>
<td>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.</td>
<td>Restricted to Lang Executive MBA program students.</td>
<td>Executive Programs</td>
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