The information published in this Graduate Calendar outlines the rules, regulations, curricula, programs and fees for the 2019-2020 academic year, including the Summer Semester 2019, Fall Semester 2019 and the Winter Semester 2020.

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:

   University of Guelph
   Guelph, Ontario, Canada
   N1G 2W1
   519-824-4120

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
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<tbody>
<tr>
<td>May 1, 2019</td>
<td>Initial Publication</td>
</tr>
<tr>
<td>June 28, 2019</td>
<td>Revision 1</td>
</tr>
<tr>
<td>September 2, 2019</td>
<td>Revision 2</td>
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<tr>
<td>December 10, 2019</td>
<td>Revision 3</td>
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Disclaimer
The Office of Graduate and Postdoctoral Studies has attempted to ensure the accuracy of this on-line Graduate Calendar. However, the publication of information in this document does not bind the university to the provision of courses, programs, schedules of studies, fees, or facilities as listed herein.

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

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

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

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

Collection, Use and Disclosure of Personal Information

Personal information is collected under the authority of the University of Guelph Act (1964), and in accordance with Ontario's Freedom of Information and Protection of Privacy Act (FIPPA) [http://www.e-laws.gov.on.ca/DNB_Laws/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].
### Learning Outcomes

#### 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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Management

The MA in Management program provides an awareness to theories of management, research methods, data analysis and other core management topics. It also requires a Major Research Project (MRP) completion with the guidance and supervision of a member of the graduate faculty.

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 Gordon S. Lang School 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
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Michele Bowring
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Nita Chhinzer
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Julia Christensen Hughes
BComm Guelph, MBA, PhD York - Professor

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

Rumina Dhalli
MBA, PhD York - Associate Professor

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BA Concordia, MA Lakehead, PhD Windsor - Professor

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Kalinga Jagoda
BSc Moratuwa Sri Lanka, PhD Western Sydney Australia, CPA, CMA - Assistant Professor

Elizabeth Kurucz
BA McMaster, MIR Toronto, PhD York - Associate Professor

Philippe Lassou
MBA Senegal, MSc, PhD Birmingham - Assistant Professor

Jing Lu
BEng Shanghai, MBA Sungkyunkwan, PhD Calgary, CFA - Assistant Professor

Sandra Scott
BPA Windsor, MA, PhD Carleton - 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 (effective July 1, 2019) and Associate Dean Academic, Gordon S. Lang School of Business and Economics

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

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

Daniela Senkl
BSc, MSc Graz (Austria), PhD Hamburg (Germany) - Assistant Professor

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

Ages Zdanuik
BA, MAsc, PhD Waterloo - Associate Professor

Graduate Faculty - PhD Program

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May H. Aung
BComm, MComm Burma, PhD York - Associate Professor

Scott R. Colwell
AGID, MBA Athabasca, PhD Bradford (United Kingdom) - Associate Professor

Tim Dewhirst
BPHE Toronto, MA Queen’s, PhD British Columbia - Professor

Tirtha Dhar
BA, MA Delhi University, MSc, PhD University of Connecticut - Associate Professor and Chair

Towhidul Islam
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Tanya Mark
BA, PhD Western Ontario - Associate Professor

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

Juwan Wang
BBA Nanjing, MSc Guelph, PhD Western - Assistant Professor

Sungwhan 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

HS Chris Choi
BA Chung-Ang (Seoul, Korea), MTA George Washington, PhD Texas A&M - Professor
The Master of Arts in Management has two fields:

1. Management Research: with emphasis on evidence-based decision-making. Successful completion of the MA degree involves a comprehensive program of theoretical study, backed by significant practical experience and analysis.
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 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.

Applications will be assessed comprehensively, based on transcripts, referee assessment, statement of intent, and resume/CV. In cases where English is a second language, the applicant must also submit International English Language Testing System (Academic) (IELTS) (minimum 6.5) or Test of English as a Foreign Language (TOEFL Internet-based test (iBT)) (minimum 89 overall with no component score lower than 21). Applicants may also be formally interviewed.

Program Requirements
Overall Requirements (5.0 credits)
- 1.0 credits – core courses
- 2.5 credits - field specific electives
- 0.5 credit – restricted electives
- 1.0 credit – Major Research Project (MRP)
- 0.0 credit – Seminar Series course (Fall and Winter Semester)

Core Courses:
MGMT*6100 [0.50] Evidence Based Management Research
MGMT*6200 [0.50] Leadership Assessment and Development

Fields
Management Research
MGMT*6130 [0.50] Creative Process of Innovation
MGMT*6300 [0.50] Business Consulting
MGMT*6400 [0.50] Project Management
### 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 related discipline 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 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) results when applying.

#### Program 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 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 their 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 Gordon S. Lang School of Business and Economics, who have already taken some of the required courses, may be admitted to PhD studies with a recommendation of the Department/School admissions committee, with a particular aptitude for research.

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 qualitative 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**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<td>MGMT*6950</td>
<td>Doctoral Research Seminar</td>
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<tr>
<td>MGMT*6820</td>
<td>Theory of Management</td>
<td>0.50</td>
</tr>
<tr>
<td>MGMT*6830</td>
<td>Applied Univariate Statistical Analysis for Management</td>
<td>0.50</td>
</tr>
</tbody>
</table>

**Required field course**

Marketing and Consumer Behaviour: one of

- MCS*6000 | Consumption Behaviour Theory I | 0.50 |
- MCS*6100 | Marketing Theory | 0.50 |
- MGMT*6950 | Doctoral Research Seminar | 0.00 |
- MGMT*6830 | Applied Univariate Statistical Analysis for Management | 0.50 |
- MGMT*6820 | Theory of Management | 0.50 |
- MGMT*6830 | Applied Univariate Statistical Analysis for Management | 0.50 |
- MGMT*6950 | Doctoral Research Seminar | 0.00 |
- MGMT*6830 | Applied Univariate Statistical Analysis for Management | 0.50 |
- MGMT*6820 | Theory of Management | 0.50 |

**Services Management**

<table>
<thead>
<tr>
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<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>BUS*6830</td>
<td>Foundations of Leadership</td>
<td>0.50</td>
</tr>
<tr>
<td>HTM*6710</td>
<td>Services Management Theory I</td>
<td>0.50</td>
</tr>
</tbody>
</table>

#### 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.

### Year 2

**Semester 2**

<table>
<thead>
<tr>
<th>Course Code</th>
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<td>MGMT*6950</td>
<td>Doctoral Research Seminar</td>
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<tr>
<td>MGMT*6840</td>
<td>Quantitative Research Methods: Multivariate Techniques</td>
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<tr>
<td>MGMT*6850</td>
<td>Qualitative Research Methods</td>
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</table>

**Required field course**

Marketing and Consumer Behaviour: one of

- MCS*6010 | Consumption Behaviour Theory II | 0.50 |
- MCS*6120 | Marketing Management | 0.50 |
- MGMT*6950 | Doctoral Research Seminar | 0.00 |
- MGMT*6830 | Applied Univariate Statistical Analysis for Management | 0.50 |
- MGMT*6820 | Theory of Management | 0.50 |

**Services Management**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>BUS*6840</td>
<td>Foundations of Leadership</td>
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<tr>
<td>HTM*6720</td>
<td>Services Management Theory II</td>
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**Semester 3**

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<td>MGMT*6800</td>
<td>Philosophy of Social Science Research</td>
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</tr>
<tr>
<td>MGMT*6900</td>
<td>PhD Research Seminar Project</td>
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</table>

**Year 2**

**Semester 4**

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<tbody>
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<td>MGMT*6950</td>
<td>Doctoral Research Seminar</td>
<td>0.00</td>
</tr>
<tr>
<td>UNIV*6800</td>
<td>University Teaching: Theory and Practice</td>
<td>0.50</td>
</tr>
</tbody>
</table>

**Required field course**

Marketing and Consumer Behaviour: one of

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

**Note**

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

### Year 3

**Semester 5**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT*6950</td>
<td>Doctoral Research Seminar</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Required field course**

Marketing and Consumer Behaviour: one of

- BUS*6800 | Readings in Leadership I | 0.50 |
- BUS*6820 | Readings in Management | 0.50 |
- ECON*6600 | Microeconomic Theory I | 0.50 |
- ECON*6140 | Econometrics I | 0.50 |
- FARE*6380 | Applied Microeconomics for Agricultural Economists | 0.50 |
- MCS*6000 | Consumption Behaviour Theory I | 0.50 |
- MCS*6070 | Introduction to Structural Equation Modeling | 0.50 |
- MCS*6100 | Marketing Theory | 0.50 |

**All fields: One elective course [0.50] from Elective Course List below.**

**Semester 5**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT*6950</td>
<td>Doctoral Research Seminar</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Required field course**

Marketing and Consumer Behaviour: one of

- BUS*6800 | Readings in Leadership I | 0.50 |
- BUS*6820 | Readings in Management | 0.50 |
- ECON*6600 | Microeconomic Theory I | 0.50 |
- ECON*6140 | Econometrics I | 0.50 |
- FARE*6380 | Applied Microeconomics for Agricultural Economists | 0.50 |
- MCS*6000 | Consumption Behaviour Theory I | 0.50 |
- MCS*6070 | Introduction to Structural Equation Modeling | 0.50 |
- MCS*6100 | Marketing Theory | 0.50 |

**All fields: One elective course [0.50] from Elective Course List below.**

**Semester 5**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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</thead>
<tbody>
<tr>
<td>MGMT*6950</td>
<td>Doctoral Research Seminar</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Required field course**

Marketing and Consumer Behaviour: one of

- BUS*6800 | Readings in Leadership I | 0.50 |
- BUS*6820 | Readings in Management | 0.50 |
- ECON*6600 | Microeconomic Theory I | 0.50 |
- ECON*6140 | Econometrics I | 0.50 |
- FARE*6380 | Applied Microeconomics for Agricultural Economists | 0.50 |
- MCS*6000 | Consumption Behaviour Theory I | 0.50 |
- MCS*6070 | Introduction to Structural Equation Modeling | 0.50 |
- MCS*6100 | Marketing Theory | 0.50 |
MA Courses

Core Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT*6000</td>
<td>Management Seminar Series FW [0.00]</td>
</tr>
<tr>
<td>MGMT*6100</td>
<td>Evidence Based Management Research U [0.50]</td>
</tr>
<tr>
<td>MGMT*6200</td>
<td>Leadership Assessment and Development U [0.50]</td>
</tr>
<tr>
<td>MGMT*6500</td>
<td>Major Research Project U [1.00]</td>
</tr>
<tr>
<td>MGMT*6130</td>
<td>Creative Process of Innovation U [0.50]</td>
</tr>
<tr>
<td>MGMT*6300</td>
<td>Business Consulting U [0.50]</td>
</tr>
</tbody>
</table>

Program Requirements

Students must complete four courses, two core and two electives for a total of 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*6500 [0.50] Assurance

International Development Studies

The Department of Management participates in the International Development Studies (IDS) MA collaborative specialization. Please consult the International Development Studies listing for a detailed description of the collaborative specialization including the special additional requirements for each of the participating departments.
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.
Restriction(s): Lang Executive Programs students only
Department(s): Executive Programs

BUS*6880 Taxation S [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): Students in MA.MGMT and GDip.ACCT
Department(s): Department of Management

BUS*6880 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.
Restriction(s): Lang Executive Programs students only
Department(s): Executive Programs

BUS*6840 Educational Leadership F [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): Instructor consent required.
Department(s): Department of Management

BUS*6840 Educational Leadership W [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): Instructor consent required.
Department(s): Department of Management

ACCT*6100 Integrated Cases I S [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 S [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 S [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 S [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

ACCT*6700 Applied Multivariate Statistical Analysis for Management F [0.50]
This course focuses on the use of multivariate statistics as applied to social and behavioural research within the fields of organizational, management, and consumer studies. Emphasis will be placed 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

ACCT*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 placed 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, analysis of variance, and covariance, 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**

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<tr>
<th>Course</th>
<th>Title</th>
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<td>Foundational Theories of Leadership</td>
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<tr>
<td>BUS*6840</td>
<td>Foundational Theories of Management</td>
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<tr>
<td>HTM*6710</td>
<td>Services Management Theory I</td>
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<td>HTM*6730</td>
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<td>MCS*6800</td>
<td>Best Worst Scaling and Discrete Choice Analysis</td>
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<td>MCS*6810</td>
<td>Experimental Design and Analysis for Behavioural Research in Management Studies</td>
</tr>
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**Graduate Diploma Courses**

**ACCT*6100 Integrated Cases I S [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 S [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 S [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 S [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