

MASTER OF BUSINESS ADMINISTRATION

CURRICULUM

Master of Business Administration

DEGREE REQUIREMENTS

*Foundation Courses**

		Credits
MB8002	Quan Mthds and Info Sys	1
MB8004	Accounting	1
MB8005	Finance	1
MB8006	Economics	1
MB8007	Principles of Management	1

* Students with an undergraduate degree in business may apply for advanced standing in the Foundation courses.

Core Program

		Credits
MB8103	Strategy in Intl Bus Environ	1
MB8104	Acctg and Finc for Todays Mgrs	1
MB8105	Wrld Lgstcs and Sply Chn Mgmt	1
MB8106	Managing in a Diverse World	1
MB8107	Adv International Marketing	1
MB8108	Reg Gov and Soc Resp Mgmt	1
MB8600	Rsrch and Commun for Mgrs*	1
	Three credits from any Specialization or Elective list	3
	AND one of the following options:	
MB8900	Master's Thesis	3
MB8901	Master's Res Proj/Internship	3
MB8902	International Exchange	3
MB8903	Language and Cultural Training	3

*Students who started the program prior to Fall 2009 may take an additional elective rather than MB6000

SPECIALIZATIONS

International Business

		Credits
MB8201	Intl Strategic Mgmt Challenges	1
MB8202	Intl Environ Fincl Dcsn-Mkg	1
MB8203	Intl Trade in Goods and Servs	1
MB8204	Intl Negs, Contrg and Rsk Mgmt	1
MB8205	Global Issues	1
MB8206	Internatztn of Retailing	1
MB8207	Special Topics: Intl Business	1

Human Resources Management

		Credits
MB8301	Strategic HR Mgmt	1
MB8302	Comp and Labour Mrkts	1
MB8303	Comparative Emplymt Relations	1
MB8304	Organizational Change	1
MB8305	Organizational Dsgn and Theory	1
MB8306	Special Topics in HR	1

Marketing		Credits
MB8401	Marketing Management	1
MB8402	Brand Management	1
MB8403	Competitive and Mrkt Analysis	1
MB8404	Managing Customer Relations	1
MB8405	Mktg in Theory and Practice	1
MB8407	Special Topics in Marketing	1

Retail and Commercial Development		Credits
MB8501	Geo-demographics	1
MB8502	Retail and Commercial Dev	1
MB8503	Business Geomatics	1
MB8504	Rtl Location and Dev Strats	1
MB8505	Lgl Asps of Rtl and Comm Dev	1
MB8506	Real Estate Finance	1
MB8507	Spec Topics Rtl and Comm Devel	1

GENERAL ELECTIVES		Credits
CC8842	Public Affairs Media	1
CC8942	Cross-Cult and Internat Commun	1
MB8508	Hotel Asset Management	1
MB8509	Compar Healthcare Pol and Mgmt	1
MB8601	Intro Project Management	0.5
MB8602	Investments for Managers	1
MT8220	Adv Project Management	1
MT8411	Media, Consumers and Markets	1
MT8510	Adv Supply Chain Mgt Practices	1
MT8511	Op Mgmt, Process Improvement	1
MT8803	Leadership in a PMO Context	0.5
MT8810	Prod Devel, Commercialization	1

RESTRICTED ELECTIVES (Approval of the Program Director Required)		Credits
MB8701	Advanced International Accting	1
MB8702	Ethics in Finance	1
MB8703	Corporate Financial Analysis	1
MB8704	Legal Aspects of Int Business	1
MB8705	Issues in Information Tech Law	1
MB8706	Ethical Leadership	1
MB8707	Studies in Gbl Supp Chn Mgmt	1
MB8708	Project Management	1
MB8709	Org Theory and Design	1
MB8710	Compensation Management	1
MB8711	Negotiation and Conflict	1
MB8712	Industry Analysis	1
MB8713	Marketing Management II	1
MB8714	Bus Forecasting Techniques	1
MB8715	Decision Models for Managers	1
MB8716	Ret Operation I: HR Challenges	1
MB8717	Ret Operation II: Prod Issues	1
MB8718	Design, Commerce and Culture	1

MB8719	International Retailing	1
MB8720	Issues and Innov Retailing II	1

COURSE LISTING

MB8002 Quan Mthds and Info Sys

This course equips students with basic tools needed to support business decision making as well as an understanding of the ways in which information technology can more broadly support business goals. Students learn to apply computer-based tools to statistical analysis of business problems. In addition, students develop a broader understanding of the role of information technology to support analysis, management and strategy in business organizations. 1 Credit

MB8004 Acctng

Topics include the role of GAAP, balance sheet, income statements and cash flow statements, the concepts of retained earnings, depreciation, receivables, inventory, amortization, deferred taxes and goodwill. It examines accounting models to improve managerial decision making including the Cost-Volume Profit model, Activity Based Costing, Economic Value Added, transfer pricing, overhead allocation and Balanced Scorecard. Strategic issues such as organizational learning, control systems and open-book management are examined with a global perspective. 1 Credit

MB8005 Finance

This course provides the necessary principles of finance for the manager of an enterprise in the global environment. This course examines from a global perspective, shareholder wealth maximization, the analysis and interpretation of financial statements, ratio analysis, the time value of money, discounted cash flow analysis, valuation of different financial assets, value of equity, interest rate analysis, the value of debt, and bond valuation. 1 Credit

MB8006 Economics

This course develops the fundamental tools of economic analysis that are essential for understanding global markets and making managerial decisions. The economic relationships between growth and inflation are examined as well as credit, interest rates, and government fiscal and monetary policy. International input and product markets, foreign direct investment, multinationals, mergers and acquisitions, as well as the market determination of exchange rates and interest rates are considered. 1 Credit

MB8007 Principles of Management

The course comprises a tour through the non-financial management functions. It begins with an outline of the history of management thought, an approach that frames the successive topics. It is followed by a unit on business law and corporate governance, which explains the roles and responsibilities of managers and executives. The organizational behaviour/human resource section highlights principles of social psychology as they relate to how people interact in organizations, and small groups. The section on operations and management information systems shows how organizations use technologies. The quality unit shows how it is fostered in manufacturing and services. The marketing module introduces the first principles of this function. There is also a lecture introducing the unique aspects of entrepreneurship and small business. 1 Credit

MB8103 Strategy in Intl Bus Environ

This course develops pragmatic and dynamic perspectives on functional level, business level, and corporate strategies through the analysis of the internal and external environment. Strategic analytical theories and processes are examined using current business cases in a range of industries. The focus is on creating competitive advantages through strategic control and governance, diversification, effective foreign market entry, creating a learning organization, and fostering innovation and entrepreneurship, all while responding ethically. 1 Credit

MB8104 Acctg and Finc for Today's Mgrs

Building on the foundation in Accounting and Finance, this course further develops an understanding of the challenges for sound financial planning and management in a global environment. Students learn the risk return characteristics of various international financial markets and financial instruments. Topics include financial instrument valuation (stocks, bonds and derivative securities), going public decisions, initial and seasonal equity offerings, joint venture, venture capital firms and international entry decisions. 1 Credit

MB8105 Wrld Lgstcs and Sply Chn Mgmt

This course provides students with the knowledge of supply chain and operational management necessary for effective managerial decision making. Problem solving topics include leveraging corporate resources on a worldwide basis to deliver goods and services to particular markets, aligning rapidly evolving information and communication technologies to corporate operating plans, and working effectively within the constraints imposed by a variety of host governments and business cultures. 1 Credit

MB8106 Managing in a Diverse World

This course develops competencies in managing a global workforce. Specific topics include the behavioural impact of cultural differences, alternative approaches to organizational structure, cross cultural communication challenges, management of diverse groups, leadership and employee motivation techniques for global managers, conflict resolution across cultures, approaches to ethics and social responsibility in different cultures, global recruitment, selection and employee repatriation issues. Antirequisite: MT8214. 1 Credit

MB8107 Adv Intl Mktng

This course examines the processes used by marketers to produce, communicate and deliver value to customers, shareholders and society. It focuses on the management of relationships across the spectrum of marketing interactions that benefit the organization, its stakeholders and the community in which it operates. The course provides insight into marketing actions and their impact on customers, markets, firm value and community development including socio-economic well being and sustainability. 1 Credit

MB8108 Reg Gov and Soc Resp Mgmt

This course focuses on social responsibility and ethical management with a global perspective. Students learn the importance of law as a facilitator in developing successful strategies by examining international intellectual property protection; legal implications of business entry including foreign investment and outsourcing; comparative legal standards for corporate governance; privacy, transborder data flow; and corruption. Underpinning these discussions is a comparison of legal systems and an understanding of multilateral trade agreements including the WTO. Antirequisites: MB8101, MB8102, MT8108. 1 Credit

MB8201 Intl Strategic Mgmt Challenges

This course discusses seminal strategic theory debates. Traditional strategy courses emphasize strategy as a linear process, focusing on the strengths and weaknesses, opportunities and threats that an organization faces, then establishing alternatives with normative assumptions and idealizing radical change. This course challenges the assumptions that strategy is neither sequential, nor conducive to long-term planning. Topics include the "Porter perspective", and how it can be challenged by some of the world's best, and conflicting, strategic writers. 1 Credit

MB8202 Intl Environ Fincl Dcsn-Mkg

This course examines corporate financial issues from a more in-depth managerial and strategic perspective including internationally diversified portfolios and asset allocation decision making, financial instrument valuation, going public as well as multinational fund transfers; identifying and measuring and managing foreign exchange and interest rate risk; multinational tax planning; hedging instruments, including forward contracts, options and swaps. 1 Credit

MB8203 Intl Trade in Goods and Servs

This course examines the importance of the global expansion of trade in goods and services to the Canadian economy. Topics include entrepreneurial to global product development, global and multi market perspectives of branding, competitors, alliances and supply chain integration, the role of representatives, agents and sales offices in foreign markets, the importance of e-marketing, the language of international trade, documentation, insurance and international transport. 1 Credit

MB8204 Intl Negs, Contrg and Rsk Mgmt

This course addresses the importance of recognizing and managing risk exposure in the global environment. It examines risk issues including political or economic instability, non-performance of contract, corporate and industrial espionage, security, emergency and disaster planning, global health threats, environmental risk auditing, cyber risk management, risk exposure of expatriates, payment and collection, trade barriers and specific contractual requirements and safeguards and international dispute settlement. 1 Credit

MB8205 Global Issues

This course addresses the complex contexts of international organizations including private companies, government agencies and non-governmental organizations. Issues examined include trade, conflict, human rights, foreign aid, social investment, international debt, technology transfer, poverty, environment, social development and sustainable development, the roles of international and regional organizations, government policy and domestic and foreign corporations. These themes will be considered in regions of interest. 1 Credit

MB8206 Internatztn of Retailing

This course examines the challenges and opportunities that exist in world wide retailing. Using spatial analysis, students examine the growth of retail concentration and the reach of world wide retailers and compare retailing across international borders. Students are exposed to fast turnaround global supply chain and logistics systems. Topics include geographic, global, city and company perspectives, and necessary approaches to logistics including accessing, assessing and interpretation of market data. 1 Credit

MB8207 Special Topics in International Business

Special topic courses in International Business may be offered in response to students' needs and interests. Topics may include international or intercultural business analysis, new venture management in the industry, and financing ventures. 1 Credit

MB8301 Strategic HR Mgmt

This course offers a framework for strategic human resources management that prepares line managers and HR professionals to align the goals and strategy of the organization with its people management strategies – the most critical sources of sustainable competitive advantages. Topics include the strategic management of human capital, the transformational impact of emerging markets and quantifying the impact of HR on business performance. 1 Credit

MB8302 Comp and Labour Mrkts

Compensation comprises an average of 70% of the total costs of an organization. This course focuses on the processes, issues and techniques for understanding the labour markets and establishing compensation and reward programs within a framework of productivity, equity and economics limitations. Issues include legislation, principles of equity and fairness, job analysis, job evaluation, compensation surveys, benefits and incentives, and international comparisons. 1 Credit

MB8303 Comparative Emplmt Relations

This course provides an understanding of the range of issues pertinent to different industrial relations and employment systems using Canada as a base-line for comparison. It is designed to provide a general background in the subject with particular emphasis on the role of the state, employers, trade unions and workers in a variety of settings and covers a range of topics including collective bargaining, negotiations, grievance and arbitration. 1 Credit

MB8304 Organizational Change

This course provides an overview of the theory and practice of organizational change focusing on the tension between the organization's need for stability and the pressures for change. It focuses on the stages of the change process concentrating on the importance of altering individual attitudes and behaviours, group relationships, and organizational cultures necessary for effective and sustained change. 1 Credit

MB8305 Organizational Dsgn and Theory

This course provides a basic understanding of organizations as entities in the broader social system, what makes them work and how they can be altered to meet the challenges of a changing world. Current perspectives in organizational theory and design are explored with an emphasis on how organizations are affected by their environments, how they are designed and structured, and why they are effective or ineffective in achieving their goals. 1 Credit

MB8306 Special Topics in HR

This course provides students with the opportunity to pursue advanced studies on issues and themes of immediate and current significance in the fields of Human Resources Management. It allows students to access leading-edge research and to explore new and emerging models of practice. The particular theme, topic and structure of the course vary in response to changes and trends in the field, availability of specialists and student interest. 1 Credit

MB8401 Marketing Management

This course uses an integrated approach to marketing management using economic, quantitative and behavioural concepts to understand analysis, planning, implementation and control of marketing decisions. The course develops the marketing principles by which products and services are designed to meet customer needs, priced, promoted, and distributed to the end user. The focus is on applying these marketing principles to customers, both internal and external. Topics are discussed with an international lens and a strong sense of social responsibilities. 1 Credit

MB8402 Brand Management

A brand name, and its associated brand equity, is one of the most valuable assets of any firm. The course is designed to increase student understanding of the important issues in planning, implementing and evaluating brand strategies; to provide relevant theories, models and tools for the making of brand decisions, and to enable students to apply these principles to real life cases. 1 Credit

MB8403 Competitive and Mrkt Analysis

This course provides a comprehensive framework, for analyzing the competitive scope of an industry, the industry itself, and the market space that a company occupies within an industry. The course provides students with the necessary analytical tools to evaluate the environment within which a company operates, and an opportunity to apply these analytical skills in a practical situation. The course centres on developing the platform on which a company builds a marketing strategy. 1 Credit

MB8404 Managing Customer Relations

Central to the concept of marketing is marketing behaviour. The course deals with consumer behaviour, information processing, consumer decision making and "consumption" in the broadest sense of the word. Special attention is paid to psychological, psychosocial, sociological and cultural influences on consumer choice, decision processes and context effects that influence consumer behaviour. The fundamental question driving this course is "Who consumes what and why, and what can we do once we know?" 1 Credit

MB8405 Mktg in Theory and Practice

This seminar course reviews writings on contemporary marketing thought, strategy and practice with particular attention to the macro impact of marketing in society. The course is an introduction to the most recent academic thinking in the field of marketing as it applies to current marketing discourse and behaviour. The topics include marketing history, theory, strategy, organization, and tactics in terms of the traditional 4-P's. 1 Credit

MB8407 Special Topics in Marketing

This course uses the latest research and best practice models for an in-depth study of current issues, themes and trends in marketing management. The particular theme, topic and structure of the course vary in response to changes and trends in the field, the availability of specialists and student interest. Antirequisite: MB8406. 1 Credit

MB8501 Geo-demographics

This course examines the conceptual, methodological and practical issues associated with the application of multivariate spatial techniques to market area analysis and geo-segmentation. Topics include data sources; geo-demographic market segmentation in theory and practice; marketing projects and future directions in data, technology and applications. 1 Credit

MB8502 Retail and Commercial Dev

This course examines retail and commercial development from the perspective of both North American and international markets. Topics include understanding the retail/commercial structure; the dynamics of retail developments; the future role of downtowns, the

challenges of the shopping centre format, the emergence of big/power centre development and mixed use of developments and emerging, high growth economies (e.g. Eastern Europe, China, India, the Middle East and South America). 1 Credit

MB8503 Business Geomatics

This course provides a working knowledge of GIS (Geographic Information Systems); the use of spatially referenced information, and applications of various geo-visualization methodologies to both the planning and management of major retail/commercial developments. The student is trained in the use of GIS software programs (MapInfo; ArcGIS); and given access to the relational databases and spatial information available from the Centre for the Study of Commercial Activity. 1 Credit

MB8504 Rtl Location and Dev Strats

This course examines retail and commercial development from a variety of perspectives. Topics include the principles of store location research; understanding the drivers of the retail economy; creating a retail location database; developing sales forecasting models for the corporation; measuring market saturation and store cannibalization; selecting the appropriate location strategy; closing the deal and portfolio management. 1 Credit

MB8505 Lgl Asps of Rtl and Comm Dev

This course examines the legal implications of retail and commercial property development. Real Property tenure, forms of ownership, creditors' rights, landlord, tenant rights are constrained at law, and may vary from jurisdiction to jurisdiction. Knowledge of this interrelationship are essential for dealing with retail and commercial development issues. This course focuses on the complexity of the real estate field and the tools and techniques necessary to properly structure retail and commercial real estate transactions. 1 Credit

MB8506 Real Estate Finance

This course explores the foundations of real estate mathematics, capitalization rates; property appraisal process and issues related to real property assessment. It also focuses on specific types of real estate development, understanding the pro forma, the effect of leases on value, the role of pension funds and real estate investment trusts and private equity markets in the Canadian real estate industry, and the relation between land value and land use. 1 Credit

MB8507 Special Topics: Retail and Commercial Development

Special topic courses in Retail and Comm. Dev may be offered in response to students' needs and interests. Topics may include international or intercultural business analysis, new venture management in the industry, and financing ventures. 1 Credit

MB8508 Hotel Asset Management

This course will examine the structure and guidelines for planning and development of Hospitality and Tourism projects, destinations and events. Comprehensive planning considers economic, social and environmental elements of tourism. This course also examines the different steps to be considered in the planning process and works to identify the other stakeholders to be considered. Strategic planning as well as planning philosophies, theories and models will be examined. 1 Credit

MB8509 Comparative Healthcare Policy and Management

This course introduces tools and data used to compare health care systems, highlights common policy issues and solutions and discusses implications for managers in this sector. Countries studied include the US, UK, France, Germany, Japan and, as a benchmark, Canada. 1 Credit

MB8600 Research and Communication for Managers

This applied course introduces theories and skills of management research and communication. Key research topics include formulating questions, conducting industry analyses and critical literature reviews, quantitative and qualitative methods and report writing. The communication dimensions focus mostly on career-related skills such as writing resumes and cover letters, doing presentations and interviewing. Antirequisite MT8600. 1 Credit

MB8601 Intro Project Management

This course provides an understanding of the tools and techniques for project management. Project management utilises specific techniques in human resource, quality and risk management to achieve client objectives within those boundaries. Concepts introduced in this course provide a useful foundation for students who wish to either further their education in this particular area in order to participate in projects, or those who may wish to consider this as a career option. 0.5 Credit

MB8602 Investments for Managers

This course covers analyses of equity, fixed income, derivative and alternative investments. The second half of the course focuses on portfolio management. This course is appropriate for students who want to write the CFA exam. Prerequisite: MB8104 or MT8215. 1 Credit.

MB8701 Advanced International Actting

This course will involve an in depth comparison between the practices recommended in Canada for each section of the financial statements and those of a selected foreign country. Students will explore the impact of reporting of an international subsidiary on a Canadian parent company. Students will be contacted prior to the start of the course to select the country they wish to review, however, the number of students assigned to each country will be limited. Antirequisite ACC808. 1 Credit

MB8702 Ethics in Finance

This course introduces students to the practices and codes of conduct involved in finance. The course covers ethical issues and the roles of the corporate financial manager, stakeholders and other participants in the investment industry. Readings and regulations

from both academia and practice will be used to illustrate theory. Cases and speakers will be employed to bring a real world perspective to the classroom. Antirequisite FIN800. 1 Credit

MB8703 Corporate Financial Analysis

This course looks at the question of how a financial institution controls and hedges itself against all of the various risks that it faces. The course looks at liquidity management, deposit insurance, capital adequacy, credit risk management, loan securitization, interest rate forwards, futures, swaps, caps, floors and collars and how banks use these derivative products to manipulate its exposure to various types of risk. Antirequisite FIN801. 1 Credit

MB8704 Legal Aspects of Int Business

This course explores legal considerations relevant to entrepreneurs engaged in import or export as well as legal principles applicable to multinational corporations. Topics include: bilateral and multilateral trade agreements including the GATT, the EC and the Canada-U.S. FTA; legal aspects of international sales of goods and financing international sales of goods; forms of business organization abroad; licensing and franchising; international protection of intellectual property; comparative anti-trust legislation; conflict of laws and international settlement of disputes. Antirequisite IBS800. 1 Credit

MB8705 Issues in Information Tech Law

This course focuses on emerging legal problems associated with the growth of information technology in Canada and internationally. It focuses on legal protection of electronic information and technology through patents, copyright, trademarks and trade secrets, and upon contractual issues (electronic signatures, verification, written contracts, and security of information) in the procurement of products and services, focusing on Internet and other e-commerce conduits. Other topics include data protection and privacy, regulation of the Internet, harmonization of law globally, computer crime, and remedies. Antirequisite LAW723. 1 Credit

MB8706 Ethical Leadership

This course examines the vital role that ethics plays at all leadership levels within a company. Students will discover the importance of instilling ethical values as a key to long term success. Exposure to thought-provoking cases and literature will heighten student awareness of the need to develop strong ethical leadership in dealing with customers, the community, employees, peers and the government. Antirequisite MGT802. 1 Credit

MB8707 Studies in Gbl Supp Chn Mgmt

This course will expose the student to many of the topics currently dominating the study of global supply management. Subjects may include: locating potential suppliers; the importance of cultural and communication skills; legal practices; currency factors; logistics; supplier payment, channel payment, and more. Students will be expected to write and present papers on various topics using both primary and secondary research techniques. Antirequisites MGT804 and MT8518. 1 Credit

MB8708 Project Management

This course focuses on how projects contribute to the strategic goals of the organization. The linkages for integration include the process of selection of projects that best support organizational strategy and all the technical and managerial processes to complete those projects. The goals for prospective project managers are to clearly understand the role of project in their organizations and to master project management tools/techniques and interpersonal skills necessary to orchestrate projects to completion. Antirequisite MGT806. 1 Credit

MB8709 Org Theory and Design

The course includes such topics as: organization environment; organic and mechanistic structures; the open system concept; impact of technology; global organization structures and contemporary approaches; management of innovation and change; organizational culture and ethical values; organizational politics, etc. This course aims to provide students with an in-depth understanding of organizational structure and design in relationship to these issues. Antirequisite MHR841. 1 Credit

MB8710 Compensation Management

This course provides theoretical and practical understanding in the development and administration of compensation systems. It examines the concepts and processes of rewarding employees, and focuses on major items of the compensation program, such as (1) Job Evaluation, (2) Compensation Survey, (3) Benefits and Services, (4) Work Incentives and (5) Performance Appraisal. Discussion of topical issues of Compensation Management such as Compensation for Managerial, Professional and Exempt Employees, Information Systems, Government Guidelines and Regulations. Antirequisite MHR749. 1 Credit

MB8711 Negotiation and Conflict

The primary objective of this course is to help students develop the sophistication to analyze bargaining and conflict relationships and to learn (through class discussion, bargaining simulations and self assessment) about their own individual bargaining style. The course explores the process of collective bargaining as it is currently practiced by organizations and their unions, as well as the major concepts and theories of the psychology of bargaining and negotiation that this process embraces. Antirequisite MHR721. 1 Credit

MB8712 Industry Analysis

This course presents a comprehensive framework for analyzing a company's industry. It provides analytical techniques to forecast industry trends, to understand the markets and competitive environment, and to understand the forces that will impact on its future success. An industry analysis is the underpinning for developing a successful strategy, and it provides clarity for the company's position within an industry. Antirequisite MKT731. 1 Credit

MB8713 Marketing Management II

This course provides students with the opportunity to develop an integrated marketing plan for a real company. Students meet with their client company at the beginning of the term to gather background information, then they present the strategic elements of their plan. At the end of the term, they present their complete set of strategic and tactical marketing recommendations. Library and field research is required to supplement background information supplied about the company. Antirequisite MKT802. 1 Credit

MB8714 Bus Forecasting Techniques

This course deals with the application, usefulness and limitations of some of the more important and widely used time series forecasting techniques, including Box-Jenkins. A forecasting project will provide the student with insight into the practical problems of forecasting such as data acquisition, model selection and the analysis and interpretation of results. Analysis will be completed using the appropriate software and platforms. Antirequisite QMS703. 1 Credit

MB8715 Decision Models for Managers

This is a practical course dealing with the application of Management Science to business decision problems. Emphasis is placed on the study of mathematical models of common business situations and the related mathematical solutions. Topics include Queuing Theory, Markov chains, and Simulation. Practical application of these topics in the areas of marketing, production and finance are stressed. Analysis will be done using appropriate software and platforms. Antirequisite QMS751. 1 Credit

MB8716 Ret Operation I: HR Challenges

This course will focus on the challenges related to managing cross-cultural human resources in conjunction with store operations strategies, in a large or small retail organization. Topics will include: teamwork, customer service issues and strategies; policies and procedures and their impact on motivation, creativity and corporate culture; franchisee/franchiser relations; best practices from both North American and international perspectives; effective communication of store operations needs within the organization. Antirequisite RMG900. 1 Credit

MB8717 Ret Operation II: Prod Issues

This course focuses on planning and maximizing the performance of the store operations function for both small and large retailers to profitably meet target consumers' needs. Topics will include: retail metrics, in-store marketing and merchandising, determining and meeting the needs of the local consumer, shortage control, personnel scheduling and cost control, financial planning and analysis of single-unit and multi-unit retail operations, productivity analysis, impact of shopping centre management needs on the store operations function. Antirequisite RMG901. 1 Credit

MB8718 Design, Commerce and Culture

This course provides an in-depth reflective understanding of the human designed environment, from a retail perspective. Concentrating on the main historic movements of the twentieth century, the course will address the ways in which the products of a culture are seen as representations of its cultural identity and value system. Changing social and cultural patterns, developing technology, and the economic climate will be explored. Ethical and environmental implications of the retail environment will be discussed. Antirequisite RMG905. 1 Credit

MB8719 International Retailing

This course will examine the trend towards international retailing. A number of themes will be examined. These will include: the growth of international retail organizations; the internationalization of the Canadian retail economy; Canadian retailer experience in the U.S. - lessons and prospects; methods of appraising international retail market opportunities. Students will be expected to develop an appreciation of one particular international market in the course through the development of a case. Antirequisite RMG906. 1 Credit

MB8720 Issues and Innov Retailing II

This seminar course will examine the spectrum of strategic responses of Canadian retail organizations as they move in a competitive environment towards the 21st century. An in-depth investigation and analysis of key innovations in retailing from North American and global environments will be conducted. Ethical entrepreneurship within the framework of a competitive retail economy will be explored. Topics covered each year promote reflective thinking and will vary according to the most current issues and innovations. Antirequisite RMG908. 1 Credit

MB 8900 Master's Thesis

This option is appropriate for students considering a career in Academia or research. Students choosing this option must take the research methods elective, and produce a formal proposal for approval. Original research can be undertaken at one of the Faculty's centres or institutes. Standard thesis format is required and there will be an oral defense. Pass/Fail

MB8901 Master's Research Project/Internship

This major research project is normally tied to a work placement or contract with an organization. These projects usually focus on the application of theory to practice and the analysis of a particular market, organizational or management issue. Where appropriate, these projects can be undertaken in small groups. A proposal for this project must be approved in advance. An oral defense may be part of the requirements. Pass/Fail

MB8902 International Exchange

Students choosing this option must have advanced approval. Two approved graduate courses are taken in an approved university. Students may undertake research under the direction a faculty member on an approved topic and are required to produce a reflective paper that incorporates theory and practice (eg. cross-cultural comparisons, case studies, organizational analyses). Pass/Fail

MB8903 Language and Cultural Training

Language training must be approved in advance and may focus on either improving existing fluency or developing fluency in a second language. Students take a minimum of a two credit course and produce a project paper based on a literature review and data collection in the second language. Pass/Fail