

MASTER OF BUSINESS ADMINISTRATION

CURRICULUM

Professional Master's Diploma

DIPLOMA REQUIREMENTS

PMDip Enterprise Information Security, Privacy and Data Protection not currently offered

		Credits
MT8911	Technical Foundation for Mgrs	1
MT8912	Mnging for Max Benefit and Eff	1
MT8913	Security and Privacy Mgmt Fundmtls	1
MT8914	Law, Cmplce, Aud and Cert, Comp Crime	1

PMDip Accounting

		Credits
MT8916	Advanced Financial Accounting	1
MT8917	Management Accounting	1
MT8918	Advanced Auditing and Assurance	1
MT8919	Advanced Finance	1
MT8920	Accounting Taxation Integration	1

PMDip Finance for Social Innovation not currently offered

		Credits
MT8931	Corporate and Non-Profit Governance	1
MT8932	Alternative Perspectives on Finance	1
MT8933	Investing for Impact	1
MT8934	Financing and Assessing Social Impact	1
MT8935	Capstone Project in Finance for Social Innovation	1

PMDip Financial Analysis not currently offered

		Credits
MT8940	Fixed Income Securities	1
MT8941	Advanced Portfolio Management	1
MT8942	Advanced Investment Management	1
MT8943	Derivatives	1
MT8944	International Finance	1

PMDip Management of Technology and Innovation not currently offered

		Credits
MT8212	Innovation and Org Theory	1
MT8213	Technology and Org Strategy	1
MT8216	Global Markets and Tech Trends	1
MT8945	Executive Leadership for CIOs	1
MT8946	Capstone – MTI for CIOs	Pass/Fail

**Master of Business Administration
(revised Fall 2020)**

DEGREE REQUIREMENTS

<i>Foundation Courses*</i>	Credits
MB8002 Quan Mthds for Bus	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.	

AND the requirements for the *MBA* as set out below

Core Program	Credits
MB8010 Strategy in a Disruptive Marketplace	1
MB8011 Leading for Performance and Wellbeing	1
MB8012 Managing Customer Value	1
MB8013 Managing Responsibly	1
MB8014 Innovation and Technology Management	1
MB8015 Business Analytics for Managers	1
MB8019 Financial Management	1
Three credits total from the available Electives	3

AND one of the following options:

MB8016 Capstone Project – Consulting Project	Pass/Fail
MB8017 Capstone Project – Entrepreneurial Project	Pass/Fail
MB8018 Capstone Project – International or Canadian Experience	Pass/Fail

Electives (note: all electives are 0.5 credit value)	Credits
MB8110 Integrating AI: Business Process Management Perspective	0.5
MB8111 Negotiation and Conflict	0.5
MB8112 Predictive Analytics for MBAs	0.5
MB8113 Dynamic Decision Making and Problem Solving	0.5
MB8114 Organizational Decision Making	0.5
MB8115 Fundamentals of Data Science for Management	0.5
MB8116 Acquiring Consulting Skills & Processes	0.5
MB8117 Project Management	0.5
MB8118 Brand Management	0.5
MB8119 Cases in Corporate Finance	0.5
MB8120 Data Science for MBAs	0.5
MB8121 Disruptive Digital Transformation	0.5
MB8122 International Finance	0.5
MB8123 Professional Sales	0.5
MB8124 Social Media Analytics	0.5
MB8125 Developing Your Startup	0.5
MB8126 Talent Management	0.5
MB8127 Investment and Portfolio Management	0.5
MB8128 Starting Your Startup	0.5

MB8129	Understanding Consultants & Consulting	0.5
MB8130	Strategic HRM	0.5
MB8131	Sourcing Digital Services	0.5
MB8132	Causality and Causal Inference Methods	0.5
MB8133	Personal Finance	0.5
MB8134	Mental Health and Wellbeing in the Workplace	0.5
MB8135	Sport Business Strategy	0.5
MB8136	Sport Business Marketing	0.5
MB8137	Pop-up Topics in Management	0.5
MB8138	Directed Reading	0.5

Course Listing (MBA)

MB8002 Quan Mthds for Bus

This course equips students with basic analytical tools that support business decision making. Students learn the principles of statistics and other techniques and apply them to data analysis using computer-based tools. In addition, students develop a broader understanding of the information systems that supply these data, and how quantitative analyses support management and strategy in business organizations. 1 Credit.

MB8004 Accounting

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

MB8010 Strategy in a Disruptive Marketplace

This course provides students with the strategic foundation around which they can build their MBA journey. It is a dynamic course, requiring significant advance preparation, both individually and in groups, and extensive class interaction. Students will be exposed to both traditional approaches to strategy and the new dynamic world in which organizations must now compete. Students will address both multi-divisional corporate strategy issues as well as specific strategic choices for individual business units. 1 Credit. *Anti-requisite MB8103 or MT8213

MB8011 Leading for Performance and Wellbeing

This course will expose students to key theories of leadership, central debates about the obligations of leadership, the role of leaders in modern organizations, and the importance of self-awareness for effective leadership. The goal of this course is to encourage thinking critically about leadership as both a practice and a field of study. Through an examination of theoretical and popular conceptualizations of leadership, case analysis, applied readings, and self-reflection, the material is designed to develop abilities as a leader and a follower. 1 Credit.

MB8012 Managing Customer Value

This advanced marketing course examines the delivery of value from B2C and B2B perspectives. It focuses on how management of relationships and processes across the value chain contribute to the delivery of value to stakeholders, including shareholders, customers, and community members. The course provides insight into marketing strategies and actions that disrupt the marketplace, society, and sustainability. 1 Credit.

MB8013 Managing Responsibly

This course focuses on the relationship between law, ethics, and corporate social responsibility as they relate to management. Students learn the importance of law as a facilitator in developing successful business strategies and explore the mutuality reinforcing relationship between law and corporate social responsibility in areas such as corporate governance, environmental protection, privacy, corruption, and free trade agreements. Through an examination of these themes, the course provides students with analytical tools for identifying ethical problems and a framework for managing ethical conduct in organizations. 1 Credit. *Anti-requisite MB/MT8108

MB8014 Innovation and Technology Management

This course prepares students to manage in turbulent, high technology environments characterized by digital transformation of industries. Students will critically evaluate questions about innovation, such as: What is innovation? How does it unfold? How do organizational structures enable and constrain innovation? What would a manager need to know in order to effectively manage innovation? What types of competitive dynamics emerge in industries experiencing significant innovations? How do management fads affect innovation? How does the larger context of society affect innovation? Students will learn how ways of structuring and managing organizations can foster or stifle innovation. 1 Credit. *Anti-requisite MT8216 or MT8212

MB8015 Business Analytics for Managers

This course introduces basic data science techniques of Business Analytics in support of evidence-based management. The objective of the course is to help students develop competence for formulating and analyzing business problems, and interpreting the results of data analysis using various business analytics software tools. The course follows an outcomes based action learning approach that entails intensive hands-on problem solving with software tools [such as EXCEL Analytics Platform]. The primary focus is on developing competence for applying business analytics techniques for strategic decision making, and improving organizational performance and innovation capabilities. Effective communication is a significant dimension of business analytics work. Students will be expected to construct evidence based arguments for short business cases in order to present the analytics results in a manner appropriate for management consumption. 1 Credit. *Antirequisite MT8312

MB8016 Capstone Project – Consulting Project

Students, working in teams under the general guidance of a faculty member, will execute a consulting project for a real client. The project will address a significant problem faced by the client and will allow the students to interact with the client organization to investigate the problem and develop possible solutions. The student team will be responsible for all aspects of the client relationship, with a faculty member acting as adviser and observer. The aim is to challenge the students to disrupt the marketplace and provide the organization with actionable, innovative ideas. This capstone project offers students options to integrate knowledge gained from prior courses and experiential activities, based on their career interests

MB8017 Capstone Project – Entrepreneurial Project

Based on a selection process, students will have the opportunity to develop a plan to start up a business or further develop an existing start-up. Throughout the course, successful entrepreneurs and venture capitalists from the Ryerson ecosystem, will be available to provide useful perspectives on their startup experiences. Students will have the opportunity to apply to Zones within the DMZ. Each zone has a distinct focus that provides opportunities to shape initiatives from the ground up and gain experience that prepares students for the real world. Pass/Fail

MB8018 Capstone Project – International or Canadian Experience

Students gain an understanding of a specific cultural, business, political, and economic environment impacting businesses. Students will meet with business executives and with community stakeholders. Under the guidance of a faculty member, students will work with a community group or business to transfer knowledge or solve a problem. Students will attend pre-travel training and bootcamp sessions prior to departing to select destinations. In the host countries/communities, students will gain first-hand experience and an understanding of a unique business culture directly from industry experts. Students will visit local companies and participate in cultural activities. Pass/Fail

MB8019 Financial Management

Building on the foundations 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. Antirequisites: MB8109, MT8109 1 Credit

MB8110 Integrating AI: Business Process Management Perspective

Artificial intelligence (AI) is fast growing and has been increasingly applied to improve business process performance. This course aims to equip students with fundamental knowledge of AI and concepts and techniques in business process analysis and design through hands-on exercise and guest lectures who are AI practitioners. Students will learn commonly used notation Business process management notation (BPMN) to capture business processes and easy-to-use tools for diagramming and analyzing business processes. The course is practical in nature, so students shall be able to apply the course content to their work. Ultimately, students are expected to develop a deeper understanding of how AI could be applied to facilitate, not to replace, human beings for better process performance. 0.5 Credits.

MB8111 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. 0.5 Credits.

MB8112 Predictive Analytics for MBAs

This course introduces MBA students to the fundamentals of predictive analytics to leverage extensive proprietary data resources held by firms and businesses of all sizes. The past two decades have witnessed a massive growth in data sets. However, businesses lack the expertise needed to leverage their vast data resources. Thus, businesses are data-rich, but insights poor. This course equips the MBA students with the fundamentals of predictive analytics with time series and cross-section data. 0.5 Credits.

MB8113 Dynamic Decision Making and Problem Solving

Effective decision-makers are those who consistently identify and choose the best option among multiple alternatives. Their decisions are strategic, creative, reasoned, and defensible. This course is designed to introduce students to the fundamentals and principals of decision-making and integrative thinking in a dynamic and competitive business environment. It will expose students to theories of thinking, judgment and decision-making, creativity, learning from feedback, and causal reasoning. 0.5 Credits.

MB8114 Organizational Decision Making

Organizational decision-making involves vision, passion, the ability to make decisions under pressure and uncertainty, and the ability to motivate others toward one's vision. Dive into complex managerial issues with this course. Students will begin to gain insight into the perspective of a senior manager or leader and to understand the larger context of management. Through experiential exercises and detailed feedback from your peers and the professor, you'll enhance your decision-making. Students will focus on developing managerial skills, including managing in a global context. 0.5 Credits.

MB8115 Fundamentals of Data Science for Management

This course introduces basic data science techniques for evidence-based management. The objective of the course is to help students develop competence for formulating and analyzing business problems, and interpreting the results of data analysis using various business analytics software tools. The course follows an outcomes based action learning approach that entails intensive hands-on problem solving with software tools. The primary focus is on developing competence for applying basic data science models for strategic decision making, and improving organizational performance and innovation capabilities. Effective communication is a significant dimension of business analytics work. Students will be expected to construct evidence based arguments for short business cases in order to present the analytics results in a manner appropriate for management consumption. 0.5 Credits.

MB8116 Acquiring Consulting Skills & Processes

This course will examine consulting process models and their application, and help students develop specific skills to assist in their consulting careers. Students will study real life consulting projects with practitioners in order to explore consulting skills, roles, skills and services. 0.5 Credits.

MB8117 Project Management

This course focuses on both the science of project management and the art of managing projects. While exploring common theoretical methods and reviewing the content of the Project Management Book of Knowledge (PMBOK), the major course objective is to provide a comprehensive, integrated understanding of the effective project management process with particular emphasis on its application to real-world business and technology projects. The course will cover project, program and portfolio management concepts enabling students to understand the role of sponsors, managers and experts in the project management process. Antirequisite: MT8220 0.5 Credits.

MB8118 Brand Management

This course examines product and service innovation in media industries and investigates trends in consumption of media products and services. It introduces students to ways of understanding consumer behaviour with respect to media products and services. The course examines methods and models that treat consumers as customers, users, and audience members. Antirequisite: MB8402 0.5 Credits.

MB8119 Cases in Corporate Finance

This course is designed to provide students with a real life, integrated, experience in Advance Corporate Finance topics such as corporate valuation and governance, M&A, and corporate restructuring. Real life cases are used, along with a variety of others in order to give students the chance to develop their skills with respect to real life cases. 0.5 Credits.

MB8120 Data Science for MBAs

This course introduces MBA students to the fundamentals of data science to leverage extensive proprietary data resources held by firms and businesses of all sizes. The past two decades have witnessed a massive growth in data sets. However, businesses lack the expertise needed to leverage their vast data resources. Thus, businesses are data-rich, but insights poor. This course equips the MBA students with the fundamental knowledge of data science needed to manage, manipulate, and organize datasets. 0.5 Credits.

MB8121 Disruptive Digital Transformation

This course provides a holistic business view of disruptive digital transformation, with the perspectives of strategy, technology, and transformative change for individuals, the organization and society. Disruptive strategies dominate the business landscape. Powered by digital technologies, new start-ups and established organizations are rapidly creating innovative business opportunities and are challenging traditional business models. Canadian businesses compete with each other locally but the true threat comes from competitors that create global impact using disruptive technologies. Uber threatens local taxi firms, Netflix challenges Canadian cable companies, and Canadian banks now see Apple as a non-traditional financial service rivals. Indeed, Facebook or Bitcoin may displace sovereign currencies. 0.5 Credits.

MB8122 International Finance

Financial theory will be applied to a variety of international finance issues including interest rates, exchange rates, corporate valuation, securities valuation, risk management, and foreign currency derivatives. Practical solutions to real world financial issues will be explored. Students will learn how to evaluate the financial position of a corporation or a trader through examination of portfolio composition, how to analyze financing and investment problems using discounted cash flow framework, how to evaluate the impact

of different financing and investment decisions on the multinational corporations' shareholders' wealth, and how various interest and foreign exchange rates are formed. Upon completion of this course, students will be able to name and discuss the issues in international finance and will be able to demonstrate this knowledge by being able to evaluate possible outcomes for various courses of financing and trading actions. 0.5 Credits.

MB8123 Professional Sales

This course in professional selling focuses on the advanced study of the sales process including relationship and account management, negotiation, team selling, sales leadership, and sales technology. It will use active learning methods to gain professional sales experience through practice and applied learning. This will be accomplished through a combination of business case class discussion, sales training from experts in the field, and role-play opportunities. Professional selling is an essential component of the promotion or communication mix. You will gain practical influencing and professional selling skills that you can use in any field of business. 0.5 Credits.

MB8124 Social Media Analytics

This course will help students develop a deeper understanding of social media and big data analytics techniques and platforms. Specifically, students will learn how to derive actionable business intelligence from publicly available social media data sets; while following privacy and ethical frameworks of working with user-generated data. Student will also learn how to select the appropriate KPIs and measurement tools to support strategic decision making and improve organizational performance. The course will feature a number of hands-on, experiential learning exercises using commonly available business analytics software tools throughout the term. Antirequisite: MT8313 0.5 Credits.

MB8125 Developing Your Startup

This experientially based course will empower students to use 21st century entrepreneurship techniques to work on their own business idea. This course focuses on the practical aspects of the start-up and management of a new venture. Students will be exposed, through in-class exercises, to various modern tools used to build their new venture. Students will undertake a major field exercise with early adopters to investigate product fit and likely business models. The fieldwork is finalized in the classroom through facilitated peer discussion. 0.5 Credits.

MB8126 Talent Management

Companies often describe the people they employ as their most important asset. The best companies view talent as a competitive differentiator and a key area where the acquisition, engagement, development, and retention of talent is a strategic priority. Talent management involves individual and organizational development in response to a changing and complex operating environment. It is not just limited to attracting the best people from the industry but also a continuous process that involves sourcing, hiring, developing, retaining and promoting them while meeting the organization's requirements simultaneously. 0.5 Credits.

MB8127 Investment and Portfolio Management

The objective of the course is to understand the fundamental theory and the characteristics of stock, bond and derivative securities. The course will also teach how to apply the knowledge of the securities in portfolio management. It will cover analysis of equity, fixed income, derivative and alternative investments. In the second half of the course, portfolio management will be covered. After completing the course, students will be able to answer investments, equity, fixed income, derivatives and portfolio management part questions of CFA first level questions successfully. 0.5 Credits.

MB8128 Starting Your Startup

This foundation module is designed to stimulate the student's interest in entrepreneurship. By means of case studies, articles, videos and presentations, students will begin by learning from prominent entrepreneurs who have demonstrated commitment, passion, risk-taking, strategic thinking and implementation, with the ability to develop core competencies as they create and grow their successful enterprises. Building on these case stories, students will gain a foundation of the theories behind successful entrepreneurship activities and begin an experiential journey into the early stages of starting a new venture and discover the issues and responsibilities facing a new business owner. Whether or not students actually start a business on their own, they will develop an appreciation for the challenges facing the entrepreneur. 0.5 Credits.

MB8129 Understanding Consultants & Consulting

Management consulting is a major service industry. This course will examine the nature of consulting work, firm structure and the services that are provided, as well as the ways in which consultants and clients work together successfully. Both the theory and the practice of consulting will be addressed. This course will be relevant to students who anticipate being external or internal consultants and includes elements of self-assessment and career planning. 0.5 Credits.

MB8130 Strategic HRM

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, and conflict resolution across cultures. Students will assess their own managerial and leadership competencies and develop a personal plan for skill development. A key component of this course is the online Human Resources Management (HRM) simulation. The HRM simulation is an on-line competitive simulation where students take on the role of Human Resource Director for a growing organization. 0.5 Credits.

MB8131 Sourcing Digital Services

In 1990s and 2000s, industry coined the term IT Outsourcing, often with services delivered from offshore locations. With the advent of cloud services and related digital technologies, the global outsourcing market of \$85 billion has evolved from outsourcing assets such as data centres, servers and software, to a model where organizations acquire digital services as needed. This program prepares students who will be buyers of these services. Often, the services are delivered by some of the largest organizations in the world, such as Amazon, Apple, IBM and Microsoft. A well-educated buyer can begin to understand and manage the sourcing process with the knowledge from this course. 0.5 Credits.

MB8132 Causality and Causal Inference Methods

Most business analytics (BA) courses focus on teaching analytical methods that identify correlations, classes, and associations among relevant variables, when the ultimate goal of BA is actually to identify cause-and-effect relationships, in order to design the appropriate policies, strategies and business plans. This course provides an introduction to the body of knowledge on causality and causal inference that has emerged during the last 3 to 4 decades. The course material builds up on the core BA course. It aims to provide students with: 1) an in-depth conceptual understanding of the challenges and issues around the identification of cause-and-effect relationships, as well as 2) the technical aspects, algorithms and tools to carry out causal analyses. 0.5 Credits.

MB8133 Personal Finance

The objective of this course is to introduce students to the subject of personal financial decision making. We will explore the role of the individual decision maker and the role of the financial advisor. Major areas covered by the course are budgeting, tax planning, financing, protecting your assets and income, investments, retirement, and estate planning. Students will learn how logic and emotions affect personal financial decisions. After taking this course, students will have learned the tools and activities that will help manage their own money, and manage money for other individuals and families. 0.5 Credits.

MB8134 Mental Health and Wellbeing in the Workplace

The focus of this (half credit) course is on how to flourish in the workplace. It is based on Positive Psychology, which is a field of study that encompasses six broad areas of research: positive emotions, engagement, relationships, meaning, achievement, and vitality (PERMA-V). Resilience, as a foundation to flourishing, will be explored and resilience skills and strategies will be taught. 0.5 Credits.

MB8135 Sport Business Strategy

This special topics course will focus on fundamentals of both sport business-level and corporate-level strategy. The course is designed to introduce a wide variety of modern sport strategy frameworks and methodologies, including methods for assessing the strength of competition, for understanding relative bargaining power, for anticipating competitors' actions, for analyzing cost and value structures and their relevance to competition, and for assessing potential changes in the scope of the firm. A sport business strategy consulting project will be the final capstone group project for this course. 0.5 Credits.

MB8136 Sport Business Marketing

This course is designed to discuss the fundamental management and marketing problems for the sport business industry. The main objective of this course is to a) develop an understanding of the tools and scope that are used to drive leading sport business marketing strategy and relationships within the broader sport marketing industry. In addition, this course will address the variety of contemporary problems and opportunities that confront sport business marketers. 0.5 Credits.

MB8137 Pop-up Topics in Management

This course provides students with the opportunity to pursue advanced studies on interdisciplinary issues and themes of emerging and current significance in Management. It allows students to access leading-edge research and to explore new and emerging theories and models of practice. The particular theme, topic, and structure of the course may vary in response to changes and trends in the field, availability of specialists, and student interest. 0.5 Credits.

MB8138 Directed Reading

This course gives students space to study literature that explores the full theoretical and contemporary scope of readings pertaining to a topic of interest. Under the guidance of the professor, the student will select a topic and investigate the area of specialization. The course will involve the exploration of the literature in a particular area guided by a member of the faculty with whom the student will meet regularly to discuss the readings. Students must seek out the approval of the MBA Program Director and faculty instructor prior to enrolling in this course. 0.5 Credits.

Course Listing (PMDip)**MT8212 Innovation and Org Theory**

This course prepares students to manage in turbulent, high technology environments. Students are introduced to theories of innovation, and learn how various ways of organizing and managing people and work can foster or stifle innovation. Students will apply models of innovation and diffusion to analyze industry trends and identify and assess strategic options for individual firms operating in environments of rapid technological change. Antirequisite: MT8201 and MT8203. 1 Credit

MT8213 Technology and Org Strategy

This course examines how strategic leaders transform and position their organizations to exploit technological change for competitive advantage. It provides an understanding of the issues surrounding the formulation and implementation of technology-based strategies, and explores frameworks for managing in a technology-based economy. Antirequisite: MT8202. 1 Credit

MT8216 Global Markets and Tech Trends

This course explores emerging issues (technologies, trends, geopolitical policies etc.) with an emphasis on their potential impact on global enterprise practices. The course also focuses on developing planning models to incorporate environmental scanning and technology forecasting as components of effective strategic planning models. Antirequisite: MT8211. 1 Credit

MT8911 Technical Foundation for Mgrs.

Information security is a broadly encompassing field focused on the protection of data assets and intangible intellectual property of all kinds. (Data) privacy relies on information security as a necessary, but not sufficient condition to ensure that the legal and moral rights of data owners are respected. Both security and privacy are enabled by IT operations and controls, which again are necessary, but not sufficient conditions to ensure that security and privacy "work". 1 Credit

MT8912 Mnging for Max Benefit and Effect

This course represents the capstone of the certificate program. While topics of special interest will be presented throughout the semester, the main thrust of the course will be completion of major term group projects intended to address specific issues/problems in security and privacy management identified at one of a number of "volunteer" companies or organizations agreeing to participate in this Ryerson initiative. 1 Credit

MT8913 Sec and Prvcy Mgmt Fundamentals

Mgmt of highly technical areas, such as scientific research, engineering, information security and data privacy often presents difficult challenges well beyond the realm of mainstream financial or operational management. In part, this arises because management may be insufficiently versed in the underlying subject matter to make informed decisions. 1 Credit

MT8914 Law, Cmplce, Aud and Cert, Comp Crime

This course provides students with broad exposure to topics which affect the management of corporate information security and privacy, but are not directly part of it. It also provides them with the ability to extrapolate requirements and risks, based on an understanding of the underlying legal, social and compliance drivers. 1 Credit

MT8916 Advanced Financial Accounting

This course will develop the student's ability to integrate issues across different technical and Enabling competencies and develop a higher level of problem solving and decision making skills. Throughout the course, students will be expected to display the attitudes, behavior and ethics incorporated in the CPA mindset. The course is grounded in Financial Accounting and Financial Reporting processes and covers both routine and non-routine transactions and disclosures, at the highest level expected in the CPA competency map. Multi subject cases will be used to develop the students' ability to integrate issues across functional areas including Assurance, Finance, and Performance Management and Tax. Emphasis must be on stakeholders' need and their potentially conflicting interests. Issues in, public, private and not for profit enterprises in a multi GAAP framework will be covered. 1 Credit

MT8917 Management Accounting

This course will provide integration of key areas in Management Accounting into strategy, business operations and planning. The main delivery method is an immersive case based on a currently active business that has gone through phases of growth and acquisition since its founding in 2000. Students will be required to utilize their knowledge gained in their undergraduate courses and personal experiences. They will be expected to analyze the company at various phases in its growth and communicate key recommendations as to future courses of action through these phases. The immersive case will place the students in roles that are exactly matched to the positioning of a CPA in today's professional environment. Two large corporation cases will also be utilized in a narrower context to ensure that the students are adequately exposed to a 'big business' setting, rather than the start-up company being explored in the immersive case. For a class by class description of the course and its mapping to the CPA competencies, please see the table presented on pages 5 through 8. 1 Credit

MT8918 Advanced Auditing an Assurance

This course builds on the knowledge of auditing obtained in earlier courses by focusing on application of professional judgment in audits for various types of businesses and industries, such as decisions related to independence, governance, materiality, fraud risk, control evaluation, complex estimates, uncertainties, and audit opinions. Other topics include: professional standards, assurance engagements related to financial information and other information such as GHG emissions, auditor roles in organizations and government such as internal, forensic and comprehensive auditing, and assurance related to securities regulations such as offering documents, forecasts and due diligence. A key aspect is analysis of practice-based external and internal auditing simulations that integrate assurance issues with accounting, management, taxation, and finance considerations. The course will equip the students with the competencies to perform audits from assessing the need for an engagement or project to developing and performing procedures. 1 Credit

MT8919 Advanced Finance

This course is designed to help students develop the competencies expected in advanced finance topics. The course begins with a review of financial statement analysis and planning before exploring other key finance topics including treasury management, capital budgeting, valuation methodologies, financial risk management, and corporate finance transactions. It involves in-depth case analysis and cross-competency integration. 1 Credit

MT8920 Accounting Taxation Integration

The first part of the course will further develop the tax knowledge and identification of tax issue skills through the use of complex cases to simulate real world experience. Emphasis in the second part of the course will be on developing the skills to approach a multi subject case. Emphasis in the cases will be on identifying the stated and implied issues, analyzing each issue and making sound ethical recommendations, while considering the impacts on all stakeholders. The course content will take into account both the specific taxation competencies and the enabling competencies of ethical behaviour, decision-making, problem-solving, communication, and leadership required in the professional accounting field. Effective individual communication, both orally and in writing, will be essential to demonstrating mastery of the course objectives. This is a capstone course requiring preparation for each class so that each student is ready to contribute to the class discussion and case presentations. 1 Credit

MT8931 Corporate & Nonprofit Governance

This course provides a context for social enterprise within the Anglo-American sphere of capital markets--focused finance. It also provides a survey of non-profit governance mechanisms. This context is related to the development of new methods of financing social enterprise. Through the legal structures and actors that have brought market-oriented logics into financing and assessing the performance of social enterprise. It will acquaint students with the impact of government policy and market structure on the role of the capital markets in supporting a wide range of enterprises. This material will provide perspective on the history of Canadian capital markets, their objectives, and the actors that affect them, such as pension funds, banks, exchanges, public policy makers, and

corporations themselves, many of which may have an interest in financing social enterprise. Students will gain perspective on the institutions that govern capital markets within the developed countries that make up the Anglo American sphere of capital markets-- focused finance, as well as an international survey of the conventional capital markets and how their integration creates opportunities and challenges for financing social enterprise. It will acquaint students with the impact of government policy and market structure on the role of the capital markets in supporting a wide range of enterprises, those with social agendas. 1 Credit

MT8932 Alternative Perspectives on Finance:

This course will provide context on approaches to finance from the behavioural finance perspective, as well an international survey of systems of finance outside the Anglo American sphere. Because social enterprise occurs in a variety of settings, with different systems of finance, perspectives on systems such as Islamic Finance, or State oriented finance, and the systems a variety of post-colonial, developing countries, where many social enterprises are situated. 1 Credit

MT8933 Investing for Impact

This course is an industry-focused course on both impact investing in social enterprise as part of portfolio of investments, and on bottom of the pyramid finance such as micro--finance. Impact investing aims to create positive social and/or environmental impact, alongside financial returns. With the proliferation of new players, approaches, financial instruments and evaluation tools, the field of impact investing has significantly progressed in recent years to tackle an array of social issues. It will also cover instruments like Social Impact Bonds designed for specific projects and crowdfunding. The course is designed to be an introduction to impact investing: how the industry has emerged, why it is gaining prominence, and where it is going. It will explore its roots in micro--finance, its influence on business and philanthropy, as well as the opportunities and challenges ahead. 1 Credit

MT8934 Financing and Assessing Social Impact:

This course is built assessments of social enterprise and returns on social investments. This piece will be most valuable for professionals working in social enterprise, but will also inform the investor on how these instruments work to produce desired outcomes. Impact Analysis includes a detailed measurement of social enterprise outcomes, and analyzing individual organizations will form a key deliverable for this course. There are also established metrics, such as the Progress out of Poverty Index, some of which have been developed from environmental impact metrics, and metrics for measuring corporate social responsibility, as well as an active scholarly literature on impact assessment. Students will gain a perspective on the history and best practice in social impact assessment, and how it is linked to financial instruments. 1 Credit

MT8935 Capstone Project in Finance for Social Innovation

A Capstone Project will be completed after coursework, and will be created as a course taught by a single instructor. The projects will use archival data, policy analysis and interviews with industry professionals. The capstone project will consist of a paper completed using archival data or policy analysis on a topic related to financing social innovation. The workload will be the equivalent of a readings course. 1 Credit

MT8940 Fixed Income Securities

MT8941 Advanced Portfolio Management

MT8942 Advanced Investment Management

MT8943 Derivatives

MT8944 International Finance

MT8945 Executive Leadership for CIOs

This course provides advanced leadership skills for IT executives by pairing leadership theory with practical techniques and both individual and group-level interpersonal skills for leaders. Through an application of current leadership theory to practice, students will gain a better understanding of how leaders shape organizational experiences and outcomes, with a particular focus on the challenges faced by those in executive leadership roles. (1 credit)

MT8946 Capstone – MTI for CIOs

The Capstone Project will consist of a paper completed by each participant on a topic relevant to their workplace and aligned with the PM Diploma MTI. It will be graded on a Pass / Fail basis, and will build on topics discussed in the taught courses and will demonstrate written English proficiency. The Capstone Project will be completed after coursework and will be created as a course taught by a single instructor. Pass/Fail

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