

## **Description of Each New or Amended Course (calendar format)**

### **Core Course Synopsis:**

The Ted Rogers MBA core curriculum consists of seven one-semester courses. A staple of the MBA experience, the core curriculum is designed to give students an in-depth mastery of the academic disciplines and applied functional areas necessary to every business leader's success. Taught by full-time professors, the core leaves students with practical knowledge; case-based lessons and collaborative learning models train students to analyze, decide, and lead while creating a common student experience that fosters a deep sense of community.

Community building begins right at the start of the MBA program, as admitted students are assigned to cohort of fellow students who take all of the core classes together. As diverse as the class itself, each cohort is made up of people from all over the world, with a wealth of different skills, ideas, leadership styles, and backgrounds. By sharing so much of the academic experience together, cohorts become especially close, and this closeness invites a richer learning environment, one where students are more comfortable challenging ideas and each other.

### **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 you to think 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 help you develop your abilities as a leader and a follower.

### **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.

### **Innovation and Technology Management**

This course prepares students to manage in turbulent, high technology environments characterized by digital transformation of industries. In their course assignments, 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.

## **Strategy in a Disruptive Marketplace**

This course is key to the MBA program, providing 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.

Central to the course is the use of case analysis. Students will be formed into teams of six (a maximum of eight teams in the course) and will prepare nine cases for classroom submission. In Week 2 all teams will present a solution to an assigned case. In subsequent weeks two teams will present each week, on the same case, and a third team will prepare an assessment of each team's presentation. In addition, except for the first case, all teams will provide a written submission, following a standard case framework. Thus, all teams will be well prepared for the related classroom discussion.

In addition, students are expected to prepare their own industry analysis of an industry either selected by them or assigned by the professor.

## **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.

## **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

Key topics include: (1) Descriptive Analytics: Visualizing and Exploring Data using distributions (2) Performance Analytics using Theory of Constraints Analysis and Linear Optimization; (3) Predictive Analytics: Market Demand Forecasting using Trend Lines and Forecasting Models for Time Series data; (4) Risk Analytics using Simulation, Decision Trees and Payoff Tables. Each lecture/session comprises theory/concepts and a hands-on problem solving application of the data analytic models. Students will be taught to utilize data analytic software tools to apply these techniques to analyze data and identify patterns in order to derive meaningful managerial insights. Students should expect homework assignments requiring the application of the analytic models to real-world business case problems.

## **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.

## **Capstone Project Options**

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 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. Examples:

1. Management Consulting - Students interested in consulting will have the opportunity to develop skills in managing a real consulting project with a real client from proposal to completion, drawing on the knowledge and skills developed in their MBA journey. The student team will be responsible for all aspects of the client relationship, with a faculty member acting as adviser and observer.
2. International or Canadian Experience - This capstone option allows students to gain an understanding of a specific cultural, business, political, and economic environment impacting businesses. They 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.
3. Entrepreneurial Experience – 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.

Early on in the process of selecting an option for the capstone project, students may consult a curriculum advisor to see if there are recommended electives. Prior to the capstone semester students will attend bootcamps/workshops to identify likely clients and form their teams. The project may include the collection of both internal and external data. During the project, students will produce a project proposal/plan, including a work schedule, one or more interim reports to the client and the final report, which will include a presentation to the client.

## Elective Course Synopsis

### 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.

### 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.

**MT8809: Starting Your Startup** This foundation module is designed to stimulate the student's interest in entrepreneurship, thereby cultivating the entrepreneurial spirit. 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

### 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.

### Social Media Analytics

The Social Media Analytics 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.

### 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

#### 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.

#### 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.

#### 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 introduces 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.

#### Mental Health and Wellbeing in the Workplace

This course introduces and applies key management functions and related concept/ ideas as applied in organizations in the Home and Community Care sector. Mixing lectures and cases, scenarios and/or simulations, students acquire the language of management as they assess situations faced by coordinators and providers of care in the community. Key concepts covered include ethics, leadership, organization behaviour and theory, innovation and change management, entrepreneurship. Management functions covered include human resources, marketing and entrepreneurship.

#### 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.

## Dynamic Decision Making and Problem Solving

The work of leaders, of government officials and many other professionals, the work that steers the course of many economic and governmental organizations, is largely work of making decisions and solving problems. It is work that involves collecting information, setting goals, finding or designing suitable courses of action, and evaluating and choosing among alternative options. Indeed, managers are constantly bombarded with information that may or may not be reliable or useful. They must regularly choose courses of action in the face of many uncertainties, often much more rapidly than they would like. 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.

## 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.

## Organizational Decision Making

One of the most important roles of a leader, regardless of where s/he sits in the organization, is making decisions that guide an organization or unit toward success. Leaders make a variety of strategic and tactical decisions for their group, including those about the strategy of the unit, who is on the team, how the unit will function, and how resources are deployed in pursuit of a goal. 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. You 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. You also will focus on developing your managerial skills, including managing in a global context.

## 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. This course will equip students with the necessary skills and knowledge required for talent recognition, management, retention and development; a sure way to ensure continuity and success. It will expose students to methods and practices to identify, acquire, engage, and develop talent; focuses on the development of leaders within an organization; and examines how executive succession is managed. The course will also culminate with a project and in class presentation that allows learnings throughout the semester to be shared and reflected with the full cohort group.

## 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.

## International Finance

In this course, 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. This includes analyzing key international economic variables, understanding the international financial system, and application of principles and theories of international finance to corporate financing, investment, and trading.

## 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.

## 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. You will learn how logic and emotions affect personal financial decisions. After taking this course, you will have learned the tools and activities that will help you manage your own money, and manage money for other individuals and families.

## Disruptive Digital Transformation

This elective 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.

## 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.

## Sourcing Digital Services

This two part MBA elective is designed to educate and inform students who will participate in selecting, contracting, managing and evaluating external providers of digital services. The electives can be taken back-to-back or individually. 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. For example, software as a service and cloud data storage, are commonly used by most organizations today. 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.

## Financial Management and Analysis for Sport Media & Marketing

This course is designed to discuss the fundamental financial management and analysis problems for the sport media and marketing industry. The main objective of this course is to a) develop an understanding of the tools that are used to value sport media and marketing projects and companies (valuation) b) interpret how firms should consider funding related investments (financing) and c) evaluate how valuating and financing decisions are related within the broader sport marketing and marketing industry. In addition, this course will address the variety of unique problems and questions that confront the financial officer of sport media and marketing firms.

## 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.

## 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.

## 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.

## 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 that will allow you 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. After all, there can be no business if there are no sales transactions. Selling is something everybody is involved with even if it is in the form of selling people, opinions, and ideas or proposals as opposed to traditional products/services. You will gain practical influencing and professional selling skills that you can use in any field of business.

## Sport Business Strategy

This special topic 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.

## 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.

## 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.