



FOR APPROVAL

PUBLIC

OPEN SESSION

TO: UTSC Academic Affairs Committee

SPONSOR: Prof. William Gough, Vice-Principal Academic and Dean
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DATE: April 20, 2021 for April 27, 2021

AGENDA ITEM: 7

ITEM IDENTIFICATION:

Minor Modification: Omnibus – New Category 2 Certificates Within Management and International Business, Specialist (Co-op) Program, UTSC

JURISDICTIONAL INFORMATION:

University of Toronto Scarborough Academic Affairs Committee (AAC) “is concerned with matters affecting the teaching, learning and research functions of the Campus” (*AAC Terms of Reference, Section 4*). Under section 5.6 of its terms of reference, the Committee is responsible for approval of “Major and minor modifications to existing degree programs.” The AAC has responsibility for the approval of Major and Minor modifications to existing programs as defined by the University of Toronto Quality Assurance Process (*UTQAP, Section 3.1*).

GOVERNANCE PATH:

- 1. UTSC Academic Affairs Committee [For Approval] (April 27, 2021)**

PREVIOUS ACTION TAKEN:

No previous action in governance has been taken on this item.

HIGHLIGHTS:

The Department of Management at the University of Toronto Scarborough (UTSC) is proposing to introduce 5 new Category 2 Certificates as follows:

1. Certificate in Economics Within Management and International Business
2. Certificate in Finance Within Management and International Business
3. Certificate in Human Resources Within Management and International Business
4. Certificate in Marketing Within Management and International Business
5. Certificate in Strategy Within Management and International Business

Category 2 Certificates are for-credit and are offered in conjunction with an existing undergraduate degree program(s). All five of the proposed Certificates are designed for students in the Specialist (Co-operative) program in International Business (MIB), which leads to the Bachelor of Business Administration (B.B.A.) degree.

The MIB is a highly successful program that is designed to give students a broad exposure to all functional areas of Management while providing a unique understanding of the business world in a global context. Depending on their needs and abilities, students who complete the program are prepared to pursue careers in accounting, public administration, communications, economic development, finance, human resources/personnel, information systems, marketing, policy, strategic planning and entrepreneurship.

In addition to the MIB, the Department of Management offers B.B.A. programs in seven areas of Management: accounting, economics, finance, human resources, information technology, marketing, and strategy. Students in each of these programs graduate with a clearly identified specialization on their transcript.

Students in the MIB currently have the opportunity to complete “Routes to Specialization” in each of the seven areas of study. These Routes require students to complete an additional 2.0 credits at the C- or D-level in the specific area. In this way, students gain a greater depth of knowledge than can be otherwise be achieved in the program. Students in the MIB are actively pursuing and completing the Routes to Specialization and they are completing many of the same upper-level courses that students in the seven specializations complete; however, the Routes are not designated as formal streams in the program, and students do not receive any recognition in their transcripts that they have completed an area of specialization in addition to the MIB, placing them at an optical disadvantage, in comparison to their B.B.A. peers, as they pursue their academic and career goals. The proposed Certificates will provide students with the opportunity to complete an additional credential that will serve as a concrete acknowledgement of their achievement; an acknowledgement that will provide them with a distinct advantage as they pursue further studies, as well as their career aspirations. Current MIB students have been surveyed to gauge the potential interest in

the proposed Certificates, and have they have signaled their strong interest. The Certificates will make the Routes to Specialization redundant in the MIB program, and they will be removed from the Calendar, effective 2022-23.

Each Certificate requires students to complete an additional 2.0 credits in C- and D-level in courses in the specific area of management. No new courses are required to support the proposed Certificates. Students will not be permitted to double-count courses required in the MIB program towards the completion of the Certificates; this ensures that students complete a full 2.0 additional credits in upper-level courses in the area of study of the Certificate, and consequently achieve a greater depth of knowledge in that area.

The proposed Certificates support the academic goals and mission of the Department of Management. The overarching objective of the B.B.A. degree is to give students a strong academic and professional introduction to each of the areas of management and economics. The MIB program supports this objective by giving students a broad general introduction to management, along with specialized courses in marketing, strategy, organizational behaviour, human resources and leadership. The proposed Certificates give recognition of the achievement of that overall department goal to MIB students.

With careful planning students will be able to complete the requirements of the Specialist program and at least one of the proposed Certificates without needing to complete additional credits beyond the 20.0 credits required for the B.B.A. degree. Students wanting to complete more than one Certificate may need to complete additional credits, above the 20.0 required for the degree. Students will be able to seek advice and guidance regarding their course selection within the Department of Management.

There has been extensive consultation on this proposal with the Economics, Finance, Human Resources, Marketing and Strategy groups within the Department of Management; each group is supportive of the introduction of the proposed Certificates. There has also been broad consultation within the Department of Management. The proposal has been reviewed by the Dean's Office at UTSC, and by the Office of the Vice-Provost, Academic. Feedback from all stakeholder groups has been incorporated into the proposal.

FINANCIAL IMPLICATIONS:

There are no net implications to the campus operating budget.

RECOMMENDATION:

Be It Resolved,

THAT the proposed Category 2 Certificates in (i) Economics, (ii) Finance, (iii) Human Resources, (iv) Marketing, and (v) Strategy, offered by the Department of Management, and as described in the proposal dated April 23, 2021, be approved, effective for the 2021-2022 academic year.

DOCUMENTATION PROVIDED:

1. Omnibus, New Category 2 Certificates Associated with the Specialist (Co-op) in Management and International Business, dated April 23, 2021.

University of Toronto

Proposal to Create a Certificate in Conjunction With an Undergraduate Program

Certificates offered in conjunction with an undergraduate program are for-credit undergraduate certificates governed by the [Policy for Certificates \(For-Credit and Not-For-Credit\)](#).

Creation and closure of these certificates follow the protocols for minor modifications; are reviewed with the relevant undergraduate program; and are reported to the Provost through the Office of the Vice-Dean, Academic Programs. Successful completion of the certificate is recorded on the academic transcript. Students must be enrolled in a specific undergraduate program.

This template should be used to bring forward all proposals for new undergraduate, for-credit, certificates that will be offered in conjunction with an existing undergraduate degree program. The creation of the certificate follows a minor modification process and is reported to the VPAP office after approval.

Proposed certificate name: E.g., Certificate in Human Resources Management (Faculty of Arts & Science)	1. Certificate in Economics Within Management and International Business 2. Certificate in Finance Within Management and International Business 3. Certificate in Human Resources Within Management and International Business 4. Certificate in Marketing Within Management and International Business 5. Certificate in Strategy Within Management and International Business
Undergraduate degree(s) the certificate will be offered in conjunction with:	Bachelor of Business Administration (BBA)
Academic unit:	Department of Management
Faculty/academic division:	UTSC
Dean's office contact:	Annette Knott, Academic Programs Officer, annette.knott@utoronto.ca
Version date: (Please change as you edit this proposal.)	April 23, 2021

1 Summary

- Please provide a brief summary of the certificate, including:
 - academic rationale for certificate
 - impetus for its development (including interest and demand)
 - how the certificate fits with unit/division's academic plans
 - any important or distinctive elements

This is an omnibus proposal to introduce 5 new Category 2 Certificates as follows:

1. Certificate in Economics Within Management and International Business
2. Certificate in Finance Within Management and International Business
3. Certificate in Human Resources Within Management and International Business
4. Certificate in Marketing Within Management and International Business
5. Certificate in Strategy Within Management and International Business

All five Certificates will be housed in, and administered by, the Department of Management at the University of Toronto Scarborough (UTSC). The Certificates are designed for students in the Specialist (Co-operative) program in International Business (MIB), which leads to the Bachelor of Business Administration (B.B.A.) degree.

The MIB was introduced in 2012, and is a highly successful program that is designed to give students a broad exposure to all functional areas of Management while providing a unique understanding of the business world in a global context. It is a Work Integrated Learning (WIL) program that combines academic studies with paid work terms in public and private enterprises. Depending on their needs and abilities, students who complete the program are prepared to pursue careers in accounting, public administration, communications, economic development, finance, human resources/personnel, information systems, marketing, policy, strategic planning and entrepreneurship.

In addition to the MIB, the Department of Management offers B.B.A. programs in seven areas of Management – accounting, economics, finance, human resources, information technology, marketing, and strategy:

- Specialist/Specialist Co-operative programs in Management and Accounting
- Specialist/Specialist Co-operative programs in Management and Economics for Management Studies
- Specialist/Specialist Co-operative programs in Management and Finance
- Specialist/Specialist Co-operative programs in Management and Human Resources
- Specialist/Specialist Co-operative programs in Management and Information Technology

- Specialist/Specialist Co-operative programs in Management and Marketing
- Specialist/Specialist Co-operative programs in Strategic Management

Students in each of these programs graduate with a clearly identified specialization on their transcript. Students in the MIB, on the other hand, although they will have completed many of the same upper-level courses that students in the seven specializations complete, currently do not have their specialization acknowledged on their transcript, placing them at an optical disadvantage, in comparison to their B.B.A. peers, as they pursue their academic and career goals. The proposed Certificates will provide students with the opportunity to complete an additional credential that will serve as a concrete acknowledgement of their achievement; an acknowledgement that will provide them with a distinct advantage as they pursue further studies, as well as their career aspirations.

Each Certificate requires students to complete an additional 2.0 credits in C- and D-level courses in the specific area of management, with the primary goal of achieving a greater depth of knowledge in that area. Concentration in a functional area like finance, or marketing, or strategy will prepare students for further study, and for careers related to that specialization.

No new courses are required to support the proposed Certificates; as such there will be no need for new faculty or additional stipendiary faculty. Current MIB students have been surveyed to gauge the potential interest in the proposed Certificates, and have they have signaled their strong interest.

All B.B.A. programs are structured to encourage students to master one of the seven functional areas of management. The proposed Certificates are consistent with the Department's academic goals since they will provide MIB students with a much-desired formal recognition on their transcripts of the specialization they have achieved in their undergraduate studies.

2 Effective Date

September 2021, for the 2021-22 academic year.

3 Academic Rationale

What are the academic reasons for the certificate, and how does it fit with the unit/division's academic plans?

The Department of Management at UTSC currently offers a highly successful Specialist (Co-operative) program in Management and International Business. This program, which was first introduced in Fall 2012, is designed to give students a broad exposure to all functional areas of Management while providing a unique understanding of the business world in a global context. It is a Work Integrated Learning (WIL) program that combines academic studies with paid work terms in public and private enterprises. Depending on their needs and abilities, students who complete the program are prepared to pursue careers in accounting, public administration, communications, economic development, finance, human resources/personnel, information systems, marketing, policy, strategic planning and entrepreneurship. Enrolments in the Specialist program have grown steadily since its introduction – from 40 students in 2012-13 to 188 students in 2020-2021.

The Specialist program requires students to complete a total of 14.5 to 15.0 credits (depending on the selection of courses), including introductory and foundational courses in finance, human resources, marketing, strategy, accounting, and economics. In 2016-17 “Routes to Specialization” in each of these key areas of study were identified in the program. In general, students interested in one or more of these Routes are required to complete an additional 2.0 credits at the C- or D-level in the specific area. In this way, students gain a greater depth of knowledge in the specific area(s) than can be otherwise be achieved in the program.

As has already been noted, students in the Specialist (Co-operative) program in Management and International Business are actively pursuing and completing the Routes to Specialization. However, these Routes are not formal streams in the program, and students do not receive any recognition in their transcripts that they have achieved a deeper level of knowledge in the respective areas of study. The proposed Certificates will provide students with a concrete acknowledgement of their achievement; an acknowledgement that will provide them with a distinct advantage as they pursue further studies, as well as their career aspirations.

Five Certificates are being proposed:

- Certificate in Economics Within Management and International Business
- Certificate in Finance Within Management and International Business
- Certificate in Human Resources Within Management and International Business
- Certificate in Marketing Within International Business
- Certificate in Strategy Within International Business

Notes:

1. A Certificate in Accounting Within Management and International Business is not being proposed at this time, but may be proposed in the future.
2. With the approval of this proposal, the existing Routes to Specialization in the MIB will become redundant, and will be removed from the Calendar, effective 2022-23.

Each Certificate requires students to complete an additional 2.0 credits in C- and D-level in courses in the specific area of management. Students will not be permitted to double-count courses required in the MIB program towards the completion of the Certificates; this ensures that students complete a full 2.0 additional credits in upper-level courses in the area of study of the Certificate, and consequently achieve a greater depth of knowledge in that area.

In completing these additional 2.0 credits in upper-level courses, students will gain a greater depth of knowledge in the area of study of the Certificate. Specifically:

- In the Certificate in Economics Within Management and International Business, an additional 2.0 credits in economics courses ensures that students are introduced to advanced topics and theoretical approaches to economics that will enhance their understanding of international economics issues, and support their management courses, preparing them for more senior management roles or further study in economics.
- In the Certificate in Finance Within Management and International Business, an additional 2.0 credits in finance courses ensures that students will have taken a course in international finance along with 3 more advanced courses in areas of finance. This will assist those students who wish to pursue a CFA designation in writing their qualifying examinations.
- In the Certificate in Human Resources Within Management and International Business, an additional 2.0 credits in human resources/organizational behaviour courses provides students with the opportunity to complete courses they will need to qualify them for professional certification as HR professionals.
- In the Certificate in Marketing Within Management and International Business, an additional 2.0 credits in marketing courses ensures that students are introduced to advanced topics and theoretical approaches to marketing that will assist them in achieving status as marketing professionals.
- In the Certificate in Strategy Within Management and International Business, an additional 2.0 credits in strategy courses will ensure that students have sufficient background in the methods and theories of business strategy to assist them in careers such as managing a department or division, or in business consulting.

The proposed Certificates support the academic goals and mission of the Department of Management. The overarching objective of the B.B.A. degree is to give students a strong academic and professional introduction to each of the areas of management and economics. The MIB program supports this objective by giving students a broad general introduction to management, along with specialized courses in marketing, strategy, organizational behaviour, human resources and leadership. In addition, B.B.A. students are encouraged to concentrate in a specialty area so that they have the in-depth knowledge of that area that will prepare them for professional careers or

further academic achievement in that area. The proposed Certificates give recognition of the achievement of that overall department goal to MIB students.

Similar to the current situation, where students are able to complete the Specialist program and one of the Routes to Specialization, with careful planning students will be able to complete the requirements of the Specialist program and at least one of the proposed Certificates without needing to complete additional credits beyond the 20.0 credits required for the BBA degree. Students wanting to complete more than one Certificate may need to complete additional credits, above the 20.0 required for the degree. Students will be able to seek advice and guidance regarding their course selection from the Academic Director and Assistant Director for the Specialist (Co-operative) program in Management and International Business, as well as the Program Advisor in the Department of Management.

4 Need and Demand

- Provide a brief description of the projected interest in and demand for the proposed certificate.
- Provide details regarding the anticipated yearly in-take.

Since the introduction of Routes to Specialization to the Specialist (Co-operative) program in Management and International Business in 2016-17, students have been requesting formal recognition, in their transcript, of the completion of the specialization requirements. The proposed Certificates respond directly to these student requests.

The MIB program attracts approximately 45 students each year, and currently 188 students are enrolled in the program. To ascertain the numbers of students who might be interested in pursuing a Certificate, MIB students in the first three years of the MIB program were surveyed in Fall of 2020. 95 students in total responded: 71% stated they plan to complete an area of concentration such as a Certificate, 23% indicate they may complete an area of concentration such as a Certificate, and only 6% indicate they would not be interested in completing an area of concentration such as a Certificate. When asked which areas of concentration they wanted to pursue, 30.5% selected finance, 25% selected strategy, 21% selected marketing, 10.5% selected accounting, 8% selected economics, 4% selected human resources.

In addition, first-year students were informally polled in their Co-op Work Term Preparation course in the Fall of 2020. Of the 38 students who responded, 36 said they were interested in a focused Certificate. Finally, an email poll was sent to second-year students asking about their interest in a Certificate. Of the students who responded, all 27 said they were interested in a Certificate that would be recorded on their transcripts.

5 Admission Requirements

Provide the admission requirements for the certificate.

The proposed Certificates will be open only to students enrolled in the Specialist (Co-operative) program in Management and International Business (B.B.A.).

Students wanting to enrol in more than one MIB Certificate must first have the permission of the Academic Director of the Specialist (Co-operative) program in Management and International Business.

6 Certificate Requirements and Calendar Entry

This certificate will consist of a coherent sequence of for-credit undergraduate courses related to an identified topic or theme that may complement the degree program. Describe the academic requirements of the certificate and mechanism for the assessment of student performance.

Clarify the certificate program length.

Is this certificate linked to a particular undergraduate program or degree? Please explain the relationship.

Certificate in Economics Within Management and International Business

Students must complete a total of 2.0 credits as follows:

- 1.0 credit from: MGEC61H3, MGEC62H3, and MGEC82H3. This requirement ensures that students will have a firm grounding in international economic issues.
- 1.0 credit at the C- or D-level in Economics (MGE) courses offered by the Department of Management, or equivalent. MGE courses included as core requirements for the Specialist (Co-operative) program in Management and International Business cannot be used towards the completion of this Certificate. This requirement ensures that students will achieve a much greater depth of learning in the economics area than is possible in the Specialist alone. The economics courses included in the core requirements for the program have been excluded from the Certificate to ensure that students complete the full 2.0 additional credits in economics courses.

Certificate in Finance Within Management and International Business

Students must complete a total of 2.0 credits, as follows:

- MGFC50H3 International Financial Management. This requirement ensures that students seeking a concentration in Finance within an international business program have at least one course on international finance as part of their training.

- An additional 1.5 credits at the C- or D-level in Finance (MGF) courses offered by the Department of Management. MGFC10H3, which is a required course in the Specialist (Co-operative) program in Management and International Business cannot be used towards the completion of this Certificate. This requirement ensures that students will achieve a much greater depth of learning in the finance area than is possible in the Specialist alone. MGFC10H3 has been excluded from the Certificate to ensure that students complete the full 2.0 additional credits in finance courses.

Certificate in Human Resources Within Management and International Business

- Students must complete 2.0 credits at the C- or D-level in human resources/organizational behaviour (MGH) courses offered by the Department of Management. MGHC02H3 is an exclusion for MGIC02H3, which is a required course in the Specialist (Co-operative) program in Management and International Business; therefore, MGHC02H3 cannot be used towards the completion of this Certificate. This requirement ensures that students will achieve a much greater depth of learning in the human resources/organizational behaviour areas of study than is possible in the Specialist alone. MGHC02H3 has been excluded from the Certificate to ensure that students complete the full 2.0 additional credits in human resources/organizational behaviour courses.

Certificate in Marketing Within Management and International Business

- Students must complete 2.0 credits at the C- or D-level in marketing (MGM) courses offered by the Department of Management. This requirement ensures that students will achieve a much greater depth of learning in the marketing area than is possible in the Specialist program alone.

Certificate in Strategy Within Management and International Business

- Students must complete 2.0 credits at the C- or D-level in strategy (MGS) courses offered by the Department of Management. This requirement ensures that students will achieve a much greater depth of learning in the strategy area than is possible in the Specialist program alone.

Complete Calendar Entries

CERTIFICATE IN ECONOMICS WITHIN MANAGEMENT AND INTERNATIONAL BUSINESS

The Certificate in Economics Within Management and International Business will recognize that students in the MIB program have taken extra courses in economics and will record that extra concentration on their transcripts.

Enrolment Requirements

Students must be enrolled in the Specialist (Co-operative) program in Management and International Business. Students wanting to enrol in more than one MIB Certificate must first have the permission of the Academic Director of the Specialist (Co-operative) program in Management and International Business.

Certificate Requirements

Students must complete 2.0 credits as follows:

1. 1.0 credit from the following:

MGEC61H3 International Economics: Finance

MGEC62H3 International Economics: Trade Theory

MGEC82H3 International Aspects of Development Policy

2. 1.0 additional credit at the B-, C- or D-level, in Economics (MGE) courses offered by the Department of Management, or equivalent courses.*

*Note: MGE courses included as core requirements in the MIB program cannot be used to towards the completion of this Certificate.

CERTIFICATE IN FINANCE WITHIN MANAGEMENT AND INTERNATIONAL BUSINESS

The Certificate in Finance Within Management and International Business will recognize that students in the MIB program have taken extra courses in finance and will record that extra concentration on their transcripts.

Enrolment Requirements

Students must be enrolled in the Specialist (Co-operative) program in Management and International Business. Students wanting to enrol in more than one MIB Certificate must first have the permission of the Academic Director of the Specialist (Co-operative) program in Management and International Business.

Certificate Requirements

Students must complete 2.0 credits as follows:

1. MGFC50H3 International Financial Management

2. 1.5 additional credits, at the C- or D-level, in Finance (MGF) courses offered by the Department of Management.*

*Note: MGFC10H3 cannot be used to towards the completion of this Certificate.

CERTIFICATE IN HUMAN RESOURCES WITHIN MANAGEMENT AND INTERNATIONAL BUSINESS

The Certificate in Human Resources Within Management and International Business will recognize that students in the MIB program have taken extra courses in human resources/organizational behaviour and will record that extra concentration on their transcripts.

Enrolment Requirements

Students must be enrolled in the Specialist (Co-operative) program in Management and International Business. Students wanting to enrol in more than one MIB Certificate must first have the permission of the Academic Director of the Specialist (Co-operative) program in Management and International Business.

Certificate Requirements

Students must complete 2.0 credits at the C- or D-level in human resources/organizational behaviour (MGH) courses offered by the Department of Management.

*Note: MGHC02H3 cannot be used towards the completion of this Certificate.

CERTIFICATE IN MARKETING WITHIN MANAGEMENT AND INTERNATIONAL BUSINESS

The Certificate in Marketing Within Management and International Business will recognize that students in the MIB program have taken extra courses in marketing and will record that extra concentration on their transcripts.

Enrolment Requirements

Students must be enrolled in the Specialist (Co-operative) program in Management and International Business. Students wanting to enrol in more than one MIB Certificate must first have the permission of the Academic Director of the Specialist (Co-operative) program in Management and International Business.

Certificate Requirements

Students must complete 2.0 credits at the C- or D-level in marketing (MGM) courses offered by the Department of Management.

CERTIFICATE IN STRATEGY WITHIN MANAGEMENT AND INTERNATIONAL BUSINESS

The Certificate in Strategy Within Management and International Business will recognize that students in the MIB program have taken extra courses in strategy and will record that extra concentration on their transcripts.

Enrolment Requirements

Students must be enrolled in the Specialist (Co-operative) program in Management and International Business. Students wanting to enrol in more than one MIB Certificate must first have the permission of the Academic Director of the Specialist (Co-operative) program in Management and International Business.

Certificate Requirements

Students must complete 2.0 credits at the C- or D-level in strategy (MGS) courses offered by the Department of Management.

7 Consultation

Outline any consultation undertaken with the Dean and chair/director of the relevant academic units and relevant programs.

There has been extensive consultation on this proposal with the Economics, Finance, Human Resources, Marketing and Strategy groups within the Department of Management; each group is supportive of the introduction of the proposed Certificates. There has also been broad consultation within the Department of Management and the proposal was approved by the Department's Curriculum Committee at the meeting on October 9 2020. The proposal has been reviewed by the Provost's Office; they have signalled their support and no concerns were raised.

8 Resources

Describe any resource requirements including, but not limited to, faculty complement, space, libraries and enrolment/admissions.

Indicate if the certificate will affect any existing agreements with other institutions, or will require the creation of a new agreement to facilitate the certificate (e.g., Memorandum of Understanding, Memorandum of Agreement, etc). Please consult with the Provost's office (vp.academicprograms@utoronto.ca) regarding any implications to existing or new agreements.

The proposed Certificates will not require any new resources.

The Department of Management currently has 50 faculty – 33 tenure-stream and 17 teaching-stream – who will teach the courses associated with the proposed Certificates.

The courses required in each Certificate already exist. No significant increase in enrolments is anticipated, and there will be no need for additional sections of the course, or additional TA support.

The Academic Director and Assistant Director for the Specialist (Co-operative) program in Management and International Business will provide student advising. In addition, the Program Advisor in the Department of Management will also provide student advising.

9 Oversight and Accountability: Review

- Category 2 certificates are subject to periodic reviews with the relevant undergraduate program. Please provide details. This will be tracked by the VPAP office.

All of the proposed Certificates will be reviewed, in accordance with the requirements of the UTQAP, as part of the cyclical review of the Department of Management and its programs. The next UTQAP review of the Department is scheduled to take place in 2026-27.

10 Process Steps and Approvals

UTSC Administrative Steps

Administrative Steps Required	Date
Departmental Curriculum Committee	October 9, 2020

UTQAP/Formal Governance Process

Levels of Approval Required	Date
Decanal Sign-Off	April 7, 2021
UTSC Academic Affairs Committee	April 27, 2021
Submission to Provost’s Office	
AP&P – reported annually	May 5, 2021

Appendix A: Proposed Learning Outcomes

Certificates offered in conjunction with an undergraduate program will have a sub-set of complementary learning outcomes in relation to the program. Divisions are responsible for developing the outcomes and expectations for certificates in the context of divisional norms. Please outline in the table below how the design, structure, requirements and delivery of the certificate support the certificate learning outcomes and expectations.

Table 1: UTSC Degree Level Expectations for an Honours Bachelor Degree

1. Depth and breadth of knowledge	Depth of Knowledge: is attained through a progression of introductory, core and specialized courses. Specialized courses will normally be at the C and D levels. Breadth of Knowledge: students will gain an appreciation of the variety of modes of thinking, methods of inquiry and analysis, and ways of understanding the world that underpin different intellectual fields.
2. Knowledge of methodologies	Students have a working knowledge of different methodologies and approaches relevant to their area of study. They are able to evaluate the efficacy of different methodologies in addressing questions that arise in their area of study.
3. Application of knowledge	Students are able to frame relevant questions for further inquiry. They are familiar with, or will be able to seek the tools with which, they can address such questions effectively.
4. Awareness of the limits of knowledge	Students gain an understanding of the limits of their own knowledge and an appreciation of the uncertainty, ambiguity, and limits to our collective knowledge and how these might influence analyses and interpretations.
5. Communication skills	Students are able to communicate information, arguments, and analyses accurately and reliably, both orally and in writing. They learn to read and to listen critically.
6. Autonomy and professional capacity	The education students receive achieves the following broad goals: <ul style="list-style-type: none"> • It gives students the skills and knowledge they need to become informed, independent and creative thinkers • It instils the awareness that knowledge and its applications are influenced by, and contribute to, society • It lays the foundation for learning as a life-long endeavour

The proposed Certificates have a sub-set of complementary learning outcomes that are focused on three of the UTSC Degree Level Expectations for an Honours Bachelor degree: breadth and depth of knowledge, knowledge of methodologies, and communication skills.

1. Depth and Breadth of Knowledge

Certificate in Economics Within Management and International Business

Depth and breadth of knowledge are understood in the Certificate in Economics as a deeper understanding of the principles of economic analysis in an international context. Since students will all take courses in two of international economics, international trade and international development, they will learn the basic framework for preparing economic analyses in an international context. Students must then take further courses that provide a deeper insight into the theories and practises of three of the following areas: Taken together, the certificate should provide students with an understanding of the theories of economics in an international context and the techniques used in making economic models in the various subject areas.

This is reflected in students who are able to discuss and apply economic theories and models to international business and policy issues and be able to apply economic insights in making business decisions in an international context.

The design and requirement elements that ensure these student outcomes for depth and breadth of knowledge are: students will learn to apply the relevant theories in international economics through lectures and specific case studies. Other material in economics courses is presented through lectures, individual and group projects and presentations and case studies as well.

Certificate in Finance Within Management and International Business

Depth and breadth of knowledge are understood in the Certificate in Finance as a deeper understanding of the principles of financial analysis. Since students will all take the course in international finance, they will learn the basic framework for making financial decisions in an international context. Students must then take further courses that provide a deeper insight into the theories and practises of three of the following areas: derivative instruments and their pricing, portfolio management and the details of investment generally, personal financial planning and management, the analysis of financial statements and securities valuations, financial risk management, investor psychology and behavioural finance, valuation of assets and business in mergers and acquisitions, financial modelling and trading strategies in securities markets and advanced financial management decision-making. Taken together, the certificate should provide students with an understanding of the theories of financial management and the techniques used in making financial decisions.

This is reflected in students who are able to discuss and apply the theories of financial management and the calculation of value in financial situations to specific problems and contexts.

The design and requirement elements that ensure these student outcomes for depth and breadth of knowledge are: students will learn to apply the relevant theories in international finance through lectures and specific case studies. Other material in finance courses is presented through lectures, individual and group projects and presentations and case studies as well.

Certificate in Human Resources Within Management and International Business

Depth and breadth of knowledge are understood in the Certificate in Human Resources as familiarity with the legal requirements and policies and procedures associated with recruitment, hiring and contracting for services, training and development, health and safety in the workplace, workplace policies and procedures and terminations, compensation plans and human resource strategy. Many students will take sufficient courses beyond the certificate requirements to achieve the background needed for certification as an HR professional, but the certificate should provide learning beyond the basics in the human resource side of a business.

This is reflected in students who are able to explain the theories and legal requirements of the various aspects of human resource planning. Students should be able to prepare the basic documents and know the basic steps involved in each aspect of human resource management.

The design and requirement elements that ensure these student outcomes for depth and breadth of knowledge are: class participation, preparing appropriate responses to human resource case materials, preparing for class discussions and presentations on human resource issues and completing tests and examinations.

Certificate in Marketing Within Management and International Business

Depth and breadth of knowledge are understood in the Certificate in Marketing as a deeper understanding of the theoretical approaches to marketing and the practical steps needed to carry out successful marketing campaigns. Depending on which courses students select, they will receive training in topics such as market research, consumer behavior, product branding, advertising, pricing of products, sales and distribution of products, overall marketing strategies, mathematical modelling of marketing and decision making and consumer psychology. A combination of four half courses will give students a strong background in the theory and application of marketing and prepare them for careers in the area.

This is reflected in students who are able to discuss and apply the theories of marketing management and the preparation of marketing materials to specific problems and contexts.

The design and requirement elements that ensure these student outcomes for depth and breadth of knowledge are: students will learn to apply the relevant theories in marketing through lectures and specific case studies, individual and group projects and presentations and case studies as well. Students will have the opportunity to prepare presentations for marketing campaigns.

Certificate in Strategy Within Management and International Business

Depth and breadth of knowledge are understood in the Certificate in Strategy as a deeper understanding of how business strategy is formulated and implemented. These general understandings can involve a study of the types of business strategy, the principles of competitive advantage and value creation. Students may also be introduced to business/government relations, entrepreneurship and the challenges of starting a business, new ways of working as contracting parties rather than employees and managing in the information economy. Students can take courses in ethics and business law to supplement their studies in business strategy.

This is reflected in students who are able to prepare strategic plans based in specific cases and give good justifications for those plans.

The design and requirement elements that ensure these student outcomes for depth and breadth of knowledge are: students participate in class discussions and prepare written case analyses. In senior courses, students also prepare research papers on specific topics in strategy.

2. Knowledge of Methodologies

Certificate in Economics Within Management and International Business

Knowledge of methodologies is understood in the Certificate in Economics as the various techniques used to assess and model economic situations in an international context and derive insights useful in conducting business and social policy internationally.

This is reflected in students who are able to prepare statistical analyses of economic data, apply economic theoretical models to specific situations and to draw inferences useful to business managers operating in an international context.

The design and requirement elements that ensure these student outcomes for knowledge of methodologies are: preparation of class assignments and examinations, any presentations required in courses and class discussions in senior seminars.

Certificate in Finance Within Management and International Business

Knowledge of methodologies is understood in the Certificate in Finance as the various techniques used to calculate the value of financial instruments and businesses in general, the techniques use to analyse financial problems and cases and the techniques that support good financial decisions.

This is reflected in students who are able to calculate the value of derivate instruments, assets and businesses in mergers and acquisitions, the trading of securities and foreign exchange and prepare financial analyses based on specific cases.

The design and requirement elements that ensure these student outcomes for knowledge of methodologies are: classroom lectures on and examples of techniques and how they are applied, opportunities to practice financial analysis through projects, presentations, papers, case analyses and examinations.

Certificate in Human Resources Within Management and International Business

Knowledge of methodologies is understood in the Certificate in Human Resources as the legal requirements and practical methods available for recruiting, hiring, training, compensating and terminating employees.

This is reflected in students who are able to prepare written and oral presentations using these methods, entering into class discussions and preparing sample policies and procedures for employees.

The design and requirement elements that ensure these student outcomes for knowledge of methodologies are: classroom lectures on and examples of techniques and how they are applied, opportunities to practice key principles and procedures of HR through projects, presentations, papers, case analyses and examinations.

Certificate in Marketing Within Management and International Business

Knowledge of methodologies is understood in the Certificate in Marketing as the various methods for conducting marketing surveys, segmenting the markets for a product, methods of product development and the creation of marketing campaigns.

This is reflected in students who are able to prepare the written and oral presentations using such methods, entering class discussions and prepare marketing case analyses.

The design and requirement elements that ensure these student outcomes for knowledge of methodologies are: classroom lectures on and examples of techniques and how they are applied, opportunities to practice marketing through projects, presentations, papers, case analyses and examinations. In some courses work

integrated learning gives students the opportunity to apply techniques to real-world problems.

Certificate in Strategy Within Management and International Business

Knowledge of methodologies is understood in the Certificate in Strategy as the various ways of analysing the strategic field of the industry, the internal competitive advantage of the firm and the means of formulating and implementing strategy.

This is reflected in students who are able to prepare written and oral presentations using these techniques, engage in class discussions and prepare case analyses.

The design and requirement elements that ensure these student outcomes for knowledge of methodologies are: classroom lectures on and examples of techniques and how they are applied, opportunities to practice strategic analysis through projects, presentations, papers, case analyses and examinations. In some courses work integrated learning gives students the opportunity to apply techniques to real-world problems.

3. Communication Skills

Certificate in Economics Within Management and International Business

Communication skills is understood in the Certificate in Economics as the ability to write and present orally a good economic analyses and justifications for managerial decisions.

This is reflected in students who are able to write persuasively and present economic analyses before a group.

The design and requirement elements that ensure these student outcomes for communication skills are: writing of economic case analyses and the application of economic models to particular situations, especially those with an international focus and the preparation and delivery of oral analyses in class.

Certificate in Finance Within Management and International Business

Communication skills are understood in the Certificate in Finance as the ability to write and present orally good financial analyses and justifications for financial decisions.

This is reflected in students who are able to write persuasively and present financial analyses before a group.

The design and requirement elements that ensure these student outcomes for communication skills are: writing of financial case analyses and the preparation and delivery of oral analyses in class.

Certificate in Human Resources Within Management and International Business

Communication skills are understood in the Certificate in Human Resources as the ability to write human resource policies and procedures and prepare and deliver oral analyses of human resource instruments and problems in class.

This is reflected in students who are able to write persuasively and present examples of human resource documents and procedures before a group.

The design and requirement elements that ensure these student outcomes for communication skills are: writing of human resource documents, policies and procedures and the preparation and delivery of oral analyses in class.

Certificate in Marketing Within Management and International Business

Communication skills is understood in the Certificate in Finance as the ability to write and present orally good marketing analyses and justifications for marketing decisions.

This is reflected in students who are able to write persuasively and present marketing analyses and marketing campaigns before a group.

The design and requirement elements that ensure these student outcomes for communication skills are: writing of marketing case analyses and the preparation and delivery of oral analyses in class.

Certificate in Strategy Within Management and International Business

Communication skills is understood in the Certificate in Strategy as the ability to write and present orally good case analyses and justifications for strategic decisions.

This is reflected in students who are able to write persuasively and present strategic analyses before a group.

The design and requirement elements that ensure these student outcomes for communication skills are: writing of strategic case analyses and the preparation and delivery of oral analyses in class.

Appendix B: Calendar Entry – Specialist (Co-operative) program in Management and International Business

SPECIALIST (CO-OPERATIVE) PROGRAM IN MANAGEMENT AND INTERNATIONAL BUSINESS (BACHELOR OF BUSINESS ADMINISTRATION)

Academic Director: Hugh Laurence Email: mibss@utsc.utoronto.ca

Assistant Director: P. Brown Email: mgmtcoop@utsc.utoronto.ca

The Specialist (Co-operative) Program in Management and International Business (MIB) is a Work Integrated Learning (WIL) program that combines academic studies with paid work terms in public and private enterprises. Depending on their needs and abilities, students work in areas such as accounting, public administration, communications, economic development, finance, human resources/personnel, information systems, marketing, policy, strategic planning and entrepreneurship.

This Specialist (Co-operative) Program in Management and International Business is designed to give students a broad exposure to all functional areas of Management while providing a unique understanding of the business world in a global context. Academically, the program requires a language development component and a number of specially designed courses emphasizing international business. Through the high-level curricular programming as well as the practical experiences abroad, students will experience an emphasis on cross-cultural communications and leadership, while simultaneously maintaining a quantitative and analytical focus. Students will also have the opportunity to maintain a more general academic approach or use their electives to focus on a specific discipline within the Management Program.

The Program operates on a trimester schedule, featuring three semesters (Fall, Winter and Summer) in each Calendar year. Students work or study in all three semesters for four years, or until graduation requirements are met. The Program requires eight four-month semesters of study and three four-month work terms. At least one of the work terms and one of the study terms must be outside of Canada. Students normally begin with three to five study terms (Fall, Winter and Summer), then alternate study and work terms. Students always conclude their degree with a study term.

Enrolment Requirements

Enrolment in this Program is limited.

Most students will be accepted into the program directly from secondary school. Transfer students and current UTSC students may also apply for admission, but generally, only those students who are in the early stages of their academic careers will be considered. Admission is based on the applicant's academic performance as well as a supplementary application, and an interview process. Interviews are held in February, March and April for students who pass the initial screening. Successful students will demonstrate strength in academics, extra-curricular

and volunteer activities, as well as an interest in, and focus on, developing global competencies. For further information please see section 6B.5 (Co-operative Programs) in this Calendar and the MIB section of the Management website.

Course Guidelines for Students Admitted to B.B.A. Co-op Programs Directly from High School

Students must complete the following courses in their first year of study: MGTA05H3, MGEA02H3, MGEA06H3, MATA32H3, MATA33H3, MGAB01H3, MGAB02H3, MGIA01H3, MGIB02H3, and MGTA36H3.

Course Guidelines for Students Admitted to B.B.A. Co-op Programs from other UTSC Programs

Students requesting admission after the first year must request ONLY ONE Management Co-op Subject POST on ACORN. Students may apply at the end of the Winter semester and/or at the end of the Summer semester. Application for admission will be considered only for the round during which the student has made the Subject POST request.

The minimum Cumulative Grade Point Average (CGPA) for Program admission is calculated for each application period and is based on University of Toronto courses only. Normally, the minimum CGPA requirement for Co-op Programs will be higher than for non Co-op Programs. Decisions are made when all grades have been received.

Students must have completed the following courses (or their equivalent): MGTA01H3, MGTA02H3, MGEA02H3, MGEA06H3, MATA32H3, and MATA33H3. [MATA32H3 and MATA33H3] are strongly recommended, however [MATA29H3/A30H3/A31H3 and MATA35H3/A36H3/A37H3] may also be used to satisfy the calculus requirement. None of the courses listed above (or their equivalent) can be designated as CR/NCR. Of the total credits that students have completed when they apply, at least 4.0 credits must be in University of Toronto courses that have been graded (i.e., not designated as CR/NCR). Students may apply until they have completed up to 10.0 credits. Students who have completed more than 10.0 credits will not be considered for admission to the Program.

Applicants must submit a resume and covering letter to the Management Co-op Office during the limited Subject POST request period outlined on the Office of the Registrar's website. For information on what to include in your resume and covering letter, visit the Management Co-op website. An interview may also be required.

Most internal admissions to Management Co-op will be done at the end of the Winter semester. Based on availability, a small number of students who apply at the end of the Summer semester may be admitted.

CGPA Requirement to Remain in the Program

Students whose CGPA falls below 2.5 will be placed on probation; Students whose CGPA falls below 2.3 will be removed from Co-op, and students whose CGPA falls below 2.0 will be removed from all BBA programs. A student may request reinstatement to the non Co-op Specialist Program only if they complete at least 2.0 credits (none of which can be designated as CR/NCR) in the following session and raise their CGPA to at least 2.0. This opportunity will be provided only once.

Program Requirements

The Program requires the completion of 14.5 to 15.0 credits as part of a twenty-credit B.B.A. degree.

Note: A single course may only be used once to fulfill one of the following requirements:

1. 8.5 to 9.0 credits in Management as follows:

MGIA01H3 Principles of International Marketing
MGTA05H3 Foundations of Business Management or [MGTA01H3 and MGTA02H3]
MGTA36H3 Management Communications for Co-op
MGAB01H3 Introductory Financial Accounting I
MGIB01H3 Global Marketing
MGAB02H3 Introductory Financial Accounting II
MGIB02H3 International Organizational Behaviour
MGAB03H3 Introductory Management Accounting
MGFB10H3 Principles of Finance
MGIB12H3 International Human Resources
MGIC01H3 International Corporate Strategy
MGIC02H3 International Leadership Skills
MGOC10H3 Analytics for Decision Making
MGFC10H3 Intermediate Finance
MGOC20H3 Operations Management
MGID40H3 Introduction to International Business Law
MGID79H3 International Capstone Case Analysis

2. 1.0 credit in Calculus from:

[MATA32H3 and MATA33H3] strongly recommended, or
[MATA30H3/A31H3 and MATA35H3/A36H3/A37H3]

3. 3.0 credits in Economics for Management Studies as follows:

MGEA02H3 Introduction to Microeconomics: A Mathematical Approach
MGEA06H3 Introduction to Macroeconomics: A Mathematical Approach
MGEB02H3 Price Theory: A Mathematical Approach
MGEB06H3 Macroeconomic Theory and Policy: A Mathematical Approach
MGEB11H3 Quantitative Methods in Economics I
MGEB12H3 Quantitative Methods in Economics II

4. 2.0 credits in Foreign Languages:

If those courses are taken at UTSC, they would be in either Language (LGG) or French (FRE) courses. For courses taken at UTSC, student language skills will be assessed by the Department of Language Studies before being formally placed in the course. The intent of the requirement is to have gained some proficiency in a foreign language, students should ideally take 2.0 credits in one language or at least 1.5 credits in the same language. Students may, with the permission of the MIB Academic Director, take 1.0 credit in one language and 1.0 credit in another.

If courses are taken elsewhere, they should be courses in language proficiency, or if the student already has some proficiency in the language in question, the course should be in the literature of that language and delivered in that language.

Routes to Specialization

The following routes to specialization are optional; students interested in concentrating in a specific area of study may choose from one of the following:

Accounting: Students interested in obtaining their accreditation in Accounting will require an additional semester to fulfill all of the requirements of a Specialist in Accounting. Students should select courses for the CPA by referencing the Specialist Program in Management and Accounting program in the online Calendar.

Economics: Students interested in Economics should take MGEC61H3 and MGEC62H3 and [an additional 1.0 credit in MGE courses at the C- or D-level, with the exception of MGEC91H3, MGEC92H3 and MGEC93H3].

Finance: Students interested in Finance should take MGFC50H3 in the Fall semester of Year 4 of their study, and an additional 2.0 credits in MGF courses. Taking one more course in Finance allows interested students to acquire a better understanding of the fundamental principles of the area.

Human Resources/Organizational Behaviour: Students interested in Human Resources and Organizational Behaviour should take 2.0 credits in MGH courses.

Marketing: Students interested in Marketing should take 2.0 credits in MGM courses, including 0.5 credit at the D-level.

Strategy & Entrepreneurship: Students interested in Management Strategy should take either MGSC03H3 or MGSC05H3 and an additional 1.0 credit in MGS courses. Students interested in Entrepreneurship should take 2.0 credits in MGS courses that are focused on Entrepreneurship.

Note: In selecting options and electives, students should refer to the guidelines for program breadth and depth found in the Degree Requirements section of this *Calendar*.

Complementary Elective Courses (optional)

The following are some courses from other departments that can be used to complement the Specialist Program in Management and International Business. Students may want to consider these courses as potential electives. Please note that some of these courses require prerequisites which are not included in this program:

- GASB30H3
- ANTA02H3
- ANTB20H3
- GGRA02H3
- IDSB01H3
- IDSC12H3
- POLB80H3
- POLB81H3

Co-op Work Term Requirements

All Co-op students must take MGTA36H3 prior to the commencement of their first work term. Students are advised to consult regularly with the Academic Director, or the Program Advisor if they have questions regarding course selection and scheduling. It is, however, the students' individual responsibility to ensure that they have completed the correct courses to make them eligible for each work term and that they have correctly completed program and degree requirements for graduation.

Students who apply after the first year and are successful in receiving a June offer to any Management Co-op program will be expected to complete a Co-op Advancing Your Career Exploration (AYCE) course beginning in the third week of June, and continuing throughout the summer.

To compete for a work term a student must maintain a 2.5 CGPA, and must have completed:

1. For the first work term:

- a) 7.0 credits, including: [MGTA05H3 or [MGTA01H3 and MGTA02H3], MGEA02H3, MGEA06H3, MGAB01H3, MGAB02H3, MGMA01H3, MGTA36H3, MATA32H3 and MATA33H3. [MATA32H3 and MATA33H3] are strongly recommended, however [MATA29H3/A30H3/A31H3 and MATA35H3/A36H3/A37H3] may also be used to satisfy the calculus requirement.
- b) The Management Co-op Advancing Your Career Exploration (AYCE): [COPB13H3 and COPB14H3] or COPB10Y3.

2. For the second work term: 9.0 credits.

3. For the third work term: 11.0 credits.

International Work and Study Term Requirements

Students are required to complete at least one work term outside of Canada. The location of the international placements will vary according to student interest, availability of positions, practicability and safety of an area, as well as established international relationships.

Students are also required to complete one study term outside of Canada, typically in their third year with an approved partner University, and may be required to complete some of the program requirements during this time. Although scholarships may be available, students are expected to budget for the additional costs of studying abroad.

For information on fees and status in Co-op programs, and certification of completion of Co-op programs, see section 6B.5 or the Management Co-op section in the UTSC *Calendar*.

Appendix C: List of Courses

The lists below includes all of the C- and D-level courses that students can use to complete the proposed Certificates.

Economics for Management Studies

MGEC02H3 - Topics in Price Theory

Continuing development of the principles of microeconomic theory. This course will build on the theory developed in MGEB02H3/(ECMB02H3). Topics will be chosen from a list which includes: monopoly, price discrimination, product differentiation, oligopoly, game theory, general equilibrium analysis, externalities and public goods. Enrolment is limited to students registered in programs requiring this course.

Prerequisite: MGEB02H3 and [MATA29H3 or MATA30H3 or MATA31H3 or MATA32H3] and [MATA33H3 or MATA35H3 or MATA36H3 or MATA37H3]

Exclusion: MGEC92H3, ECO200Y1, ECO2041Y, ECO206Y1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC06H3 - Topics in Macroeconomic Theory

Continuing development of the principles of macroeconomic theory. The course will build on the theory developed in MGEB06H3/(ECMB06H3). Topics will be chosen from a list including consumption theory, investment, exchange rates, rational expectations, inflation, neo-Keynesian economics, monetary and fiscal policy. Enrolment is limited to students registered in programs requiring this course.

Prerequisite: MGEB06H3 and [MATA29H3 or MATA30H3 or MATA31H3 or MATA32H3] and [MATA33H3 or MATA35H3 or MATA36H3 or MATA37H3]

Exclusion: ECO202Y1, ECO208Y1, ECO209Y1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC08H3 - Economics of Markets and Financial Decision Making

This course covers key concepts and theories in both microeconomics and macroeconomics that are relevant to businesses and investors. Topics to be covered include the market structures; the economics of regulations; the foreign exchange market; economic growth; and policy mix under different macro settings. Aside from enhancing students' understanding of economic analyses, this course also helps students prepare for the economics components in all levels of the CFA exams.

Prerequisite: MGEB02H3 and MGEB06H3

Exclusion: MGEC02H3, MGEC41H3, MGEC92H3, MGEC93H3, ECO200Y1, ECO204Y1, ECO206Y1, ECO310H1, ECO364H1, ECO365H1

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGEC11H3 - Introduction to Regression Analysis

This course will develop the knowledge and skills necessary to obtain and analyze economic data, providing an introduction to the use and interpretation of regression analysis. Students

will learn how to estimate regressions, undertake hypothesis tests, and critically assess statistical results. Students will be required to write a major analytical report. Enrolment is limited to students registered in programs requiring this course.

Prerequisite: MGE11H3 and MGE12H3

Exclusion: ECO374H5, ECM375H5, STA302H; MGEC11H3 may not be taken after STAC67H3.

Enrolment Limits: 40

Breadth Requirements: Quantitative Reasoning

MGEC20H3 - Economics of the Media

An examination of the role and importance of communications media in the economy. Topics to be covered include: the challenges media pose for conventional economic theory, historical and contemporary issues in media development, and basic media-research techniques. The course is research-oriented, involving empirical assignments and a research essay.

Prerequisite: MGE10H3 or MGE12H3

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC21H3 - Classics in the History of Economic Thought

A study of the literature of economics, both past and current. Students will read economists important in the development of current economic thought, including Smith, Marx, and Keynes, and will also read the ideas of some important current economic thinkers. Emphasis is on primary sources rather than secondary commentaries.

Prerequisite: [MGE10H3 or MGE12H3] and [MGE15H3 or MGE16H3]

Exclusion: ECO322Y1, ECO429H1, ECO428H1

Enrolment Limits: 60 per section

Breadth Requirements: Social & Behavioural Sciences

MGEC22H3 - Behavioural Economics

Intermediate level development of the principles of behavioural economics. Behavioural economics aims to improve policy and economic models by incorporating psychology and cognitive science into economics. The course will rely heavily on the principles of microeconomic analysis.

Prerequisite: MGE12H3

Recommended Preparation: Grade B or higher in MGE12H3. MGEC02H3 and the basics of game theory would be helpful.

Enrolment Limits: 20

Breadth Requirements: Social & Behavioural Sciences

Note: Priority will be given to students who have completed MGEC02H3.

MGEC31H3 - Economics of the Public Sector: Taxation

A course concerned with the revenue side of government finance. In particular, the course deals with existing tax structures, in Canada and elsewhere, and with criteria for tax design.

Prerequisite: MGE10H3 or MGE12H3

Exclusion: MGEC91H3, ECO336H1, ECO337H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC32H3 - Economics of the Public Sector: Expenditures

A study of resource allocation in relation to the public sector, with emphasis on decision criteria for public expenditures. The distinction between public and private goods is central to the course.

Prerequisite: MGEB01H3 or MGEB02H3

Exclusion: MGEC91H3, ECO336H1, ECO337H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC34H3 - Economics of Health Care

A study of the economic principles underlying health care and health insurance.

This course is a survey of some of the major topics in health economics. Some of the topics that will be covered will include the economic determinants of health, the market for medical care, the market for health insurance, and health and safety regulation.

Prerequisite: MGEB02H3

Exclusion: ECO369H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC37H3 - Law and Economics

A study of laws and legal institutions from an economic perspective. It includes the development of a positive theory of the law and suggests that laws frequently evolve so as to maximize economic efficiency. The efficiency of various legal principles is also examined. Topics covered are drawn from: externalities, property rights, contracts, torts, product liability and consumer protection, and procedure.

Prerequisite: MGEB01H3 or MGEB02H3

Exclusion: ECO320H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC38H3 - The Economics of Canadian Public Policy

This course provides a comprehensive study of selected Canadian public policies from an economic point of view. Topics may include environmental policy, competition policy, inflation and monetary policy, trade policy and others. We will study Canadian institutions, decision-making mechanisms, implementation procedures, policy rationales, and related issues.

Prerequisite: [MGEB01H3 or MGEB02H3] and [MGEB05H3 or MGEB06H3]

Exclusion: ECO336H1, ECO337H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC40H3 - Economics of Organization and Management

This course examines the economics of the internal organization of the firm. Emphasis will be on economic relationships between various parties involved in running a business: managers, shareholders, workers, banks, and government.

Topics include the role of organizations in market economies, contractual theory, risk sharing, property rights, corporate financial structure and vertical integration.

Prerequisite: MGEB01H3 or MGEB02H3

Exclusion: ECO310H1, ECO370Y5, ECO380H5

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC41H3 - Industrial Organization

This course covers the economics of the firm in a market environment. The aim is to study business behaviour and market performance as influenced by concentration, entry barriers, product differentiation, diversification, research and development and international trade. There will be some use of calculus in this course.

Prerequisite: MGEB02H3

Exclusion: MGEC92H3, ECO310H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC45H3 - Sports Data, Analysis and Economics

This course is intended to apply concepts of analytic management and data science to the sports world. Emphasis on model building and application of models studied previously, including economics and econometrics, is intended to deepen the students' ability to apply these skills in other areas as well. The course will address papers at the research frontier, since those papers are an opportunity to learn about the latest thinking. The papers will both be interested in sports intrinsically, and interested in sports as a way to assess other theories that are a part of business education.

Prerequisite: MGEB12H3

Exclusion: RSM314H3

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC51H3 - Labour Economics I

Applications of the tools of microeconomics to various labour market issues. The topics covered will include: labour supply; labour demand; equilibrium in competitive and non-competitive markets; non-market approaches to the labour market; unemployment. Policy applications will include: income maintenance programs; minimum wages; and unemployment.

Prerequisite: MGEB02H3

Exclusion: ECO339H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC52H3 - Labour Economics II

A continuation of MGEC51H3/(ECMC51H3). Topics covered will include: unions; wage structures; sex and race discrimination; human capital theory; investment in education. Policy issues discussed will include: pay equity; affirmative action; training initiatives; and migration.

Prerequisite: MGEC51H3 and MGEB02H3 and MGEB12H3

Exclusion: MGEC58H3, ECO340H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC54H3 - Economics of Training and Education

This course studies the economic aspects of how individuals and firms make decisions: about education and on-the-job training. Economics and the business world consider education and

training as investments. In this class, students will learn how to model these investments, and how to create good policies to encourage individuals and firms to make wise investment decisions.

Prerequisite: MGEB01H3 or MGEB02H3

Exclusion: ECO338H1, ECO412Y5

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC58H3 - Economics of Human Resource Management

This course focuses on the various methods that firms and managers use to pay, recruit and dismiss employees. Topics covered may include: training decisions, deferred compensation, variable pay, promotion theory, incentives for teams and outsourcing.

Prerequisite: MGEB02H3

Exclusion: MGEC52H3, ECO381H5

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC61H3 - International Economics: Finance

Macroeconomic theories of the balance of payments and the exchange rate in a small open economy. Recent theories of exchange-rate determination in a world of floating exchange rates. The international monetary system: fixed "versus" flexible exchange rates, international capital movements, and their implications for monetary policy.

Prerequisite: MGEB05H3 or MGEB06H3

Exclusion: ECO230Y1, ECO365H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC62H3 - International Economics: Trade Theory

An outline of the theories of international trade that explain why countries trade with each other, and the welfare implications of this trade, as well as empirical tests of these theories. The determination and effects of trade policy instruments (tariffs, quotas, non-tariff barriers) and current policy issues are also discussed.

Prerequisite: MGEB01H3 or MGEB02H3

Exclusion: MGEC93H3, ECO230Y1, ECO364H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC71H3 - Money and Banking

There will be a focus on basic economic theory underlying financial intermediation and its importance to growth in the overall economy. The interaction between domestic and global financial markets, the private sector, and government will be considered.

Prerequisite: MGEB05H3 or MGEB06H3

Exclusion: ECO349H1

Enrolment Limits: 60 per section

Breadth Requirements: Social & Behavioural Sciences

MGEC72H3 - Financial Economics

This course introduces students to the theoretical underpinnings of financial economics. Topics covered include: intertemporal choice, expected utility, the CAPM, Arbitrage Pricing, State Prices (Arrow-Debreu security), market efficiency, the term structure of interest rates, and option pricing models. Key empirical tests are also reviewed.

Prerequisite: MGEB02H3 and MGEB06H3 and MGEB12H3

Exclusion: ECO358H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC80H3 - Topics in North American Economic Development

A study of the history of economic development in North America. Students will survey current theoretical approaches in economic history, study particular topics in North American economic history, and develop hands-on practice in data collection and analysis.

Prerequisite: MGEB01H3 or MGEB02H3 or MGEB05H3 or MGEB06H3

Exclusion: ECO321H1, ECO322H1

Enrolment Limits: 60 per section

Breadth Requirements: History, Philosophy & Cultural Studies

MGEC81H3 - Economic Development

An introduction to the processes of growth and development in less developed countries and regions. Topics include economic growth, income distribution and inequality, poverty, health, education, population growth, rural and urban issues, and risk in a low-income environment.

Prerequisite: MGEB01H3 or MGEB02H3

Exclusion: ECO324H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC82H3 - International Aspects of Development Policy

This course will use the tools of economics to understand international aspects of economic development policy. Development policy will focus on understanding the engagement of developing countries in the global economy, including the benefits and challenges of that engagement. Topics to be discussed will include globalization and inequality, foreign aid, multinational corporations, foreign direct investment, productivity, regional economic integration, and the environment.

Prerequisite: MGEB01H3 or MGEB02H3

Exclusion: ECO324H1, ECO362H5

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC91H3 - Economics and Government

This course provides an overview of what governments can do to benefit society, as suggested by economic theory and empirical research. It surveys what governments actually do, especially Canadian governments. Efficient methods of taxation and methods of controlling government are also briefly covered.

Note: This course may be applied to the C-level course requirements of the Minor Program in Economics for Management Studies. It may not, however, be used to meet the requirements of any program that leads to a B.B.A. or of the Major Program in Economics for Management Studies.

Prerequisite: MGE01H3 or MGE02H3

Exclusion: MGEC31H3, MGEC32H3, ECO336Y5, ECO336H1, ECO337H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC92H3 - Economics of Markets and Pricing

The course builds on MGE01H3 or MGE02H3 by exposing students to the economics of market structure and pricing. How and why certain market structures, such as monopoly, oligopoly, perfect competition, etc., arise. Attention will also be given to how market structure, firm size and performance and pricing relate. Role of government will be discussed.

Note: This course may be applied to the C-level course requirements of the Minor Program in Economics for Management Studies. It may not, however, be used to meet the requirements of any program that leads to a B.B.A. or of the Major Program in Economics for Management Studies.

Prerequisite: MGE01H3 or MGE02H3

Exclusion: MGEC02H3, MGEC41H3, ECO200Y1, ECO204Y1, ECO206Y1, ECO310H1, ECO310Y5

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGEC93H3 - International Economics

This course provides general understanding on issues related to open economy and studies theories in international trade and international finance. Topics include why countries trade, implications of various trade policies, theories of exchange rate determination, policy implications of different exchange rate regimes and other related topics.

Note: This course may be applied to the C-level course requirements of the Minor Program in Economics for Management Studies. It may not, however, be used to meet the requirements of any program that leads to a B.B.A. or of the Major Program in Economics for Management Studies.

Prerequisite: [MGE01H3 or MGE02H3] and [MGE05H3 or MGE06H3]

Exclusion: MGEC62H3, ECO230Y1, ECO364H1, ECO365H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGED02H3 - Advanced Microeconomic Theory

An upper-level extension of the ideas studied in MGEC02H3. The course offers a more sophisticated treatment of such topics as equilibrium, welfare economics, risk and uncertainty, strategic and repeated interactions, agency problems, and screening and signalling problems. Enrolment is limited to students registered in programs requiring this course.

Prerequisite: MGE12H3 and MGEC02H3

Exclusion: ECO326H1

Enrolment Limits: 35

Breadth Requirements: Social & Behavioural Sciences

MGED06H3 - Advanced Macroeconomic Theory

This course will review recent developments in macroeconomics, including new classical and new Keynesian theories of inflation, unemployment and business cycles. Enrolment is limited to students registered in programs requiring this course.

Prerequisite: MGEB12H3 and MGEC06H3

Exclusion: ECO325H1

Enrolment Limits: 35

Breadth Requirements: Social & Behavioural Sciences

MGED11H3 - Theory and Practice of Regression Analysis

This is an advanced course building on MGEC11H3. Students will master regression theory, hypothesis and diagnostic tests, and assessment of econometric results. Treatment of special statistical problems will be discussed. Intensive computer-based assignments will provide experience in estimating and interpreting regressions, preparing students for MGED50H3. Enrolment is limited to students registered in programs requiring this course.

Prerequisite: MGEB02H3 and MGEB06H3 and MGEB11H3 and MGEB12H3 and MGEC11H3

Exclusion: ECO475H1

Enrolment Limits: 30

Breadth Requirements: Quantitative Reasoning

MGED43H3 - Organization Strategies

Explores the issue of outsourcing, and broadly defines which activities should a firm do "in-house" and which should it take outside? Using a combination of cases and economic analysis, it develops a framework for determining the "best" firm organization.

Prerequisite: MGEB02H3 and [MGEC40H3 or MGEC41H3]

Exclusion: RSM481H1

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGED50H3 - Workshop in Economic Research

This course introduces to students the techniques used by economists to define research problems and to do research. Students will choose a research problem, write a paper on their topic and present their ongoing work to the class.

Prerequisite: MGEB02H3 and MGEC02H3 and MGEB06H3 and MGEC06H3 and MGEB11H3 and MGEB12H3 and MGEC11H3. This course should be taken among the last 5.0 credits of a twenty-credit degree.

Corequisite: MGED11H3

Exclusion: ECO499H1

Enrolment Limits: 8

Breadth Requirements: Social & Behavioural Sciences

MGED63H3 - Financial Crises: Causes, Consequences and Policy Implications

This course studies the causes, consequences and policy implications of recent financial crises. It studies key theoretical concepts of international finance such as exchange-rate regimes, currency boards, common currency, banking and currency crises. The course will describe and analyze several major episodes of financial crises, such as East Asia, Mexico and Russia in the 1990s, Argentina in the early 2000s, the U.S. and Greece in the late 2000s, and others in recent years.

Prerequisite: MGEC61H3

Enrolment Limits: 30

Breadth Requirements: Social & Behavioural Sciences

MGED70H3 - Financial Econometrics

Financial econometrics applies statistical techniques to analyze the financial data in order to solve problems in Finance. In doing so, this course will focus on four major topics: Forecasting returns, Modeling Univariate and Multivariate Volatility, High Frequency and market microstructure, Simulation Methods and the application to risk management.

Prerequisite: MGEC11H3 and [MGEC72H3 or MGFC10H3]

Exclusion: ECO462H`

Enrolment Limits: 30

Breadth Requirements: Quantitative Reasoning

MGED90H3 - Supervised Reading

These courses will normally be made available only to upper-level students whose interests are not covered by other courses and whose performance in Economics courses has been well above average. Not all faculty will be available for these courses in any single session.

Note: Students must obtain consent from the Supervisor of Studies, supervising instructor and the Department of Management before registering for this course.

MGED91H3 - Supervised Reading

These courses will normally be made available only to upper-level students whose interests are not covered by other courses and whose performance in Economics courses has been well above average. Not all faculty will be available for these courses in any single session.

Note: Students must obtain consent from the Supervisor of Studies, supervising instructor and the Department of Management before registering for this course.

Finance

MGFC20H3 - Personal Financial Management

This course covers goal setting, personal financial statements, debt and credit management, risk management, investing in financial markets, real estate appraisal and mortgage financing, tax saving strategies, retirement and estate planning. The course will benefit students in managing their personal finances, and in their future careers with financial institutions.

Prerequisite: MGFB10H3

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGFC30H3 - Introduction to Derivatives Markets

This course introduces students to the fundamentals of derivatives markets covering futures, swaps, options and other financial derivative securities. Detailed descriptions of, and basic valuation techniques for popular derivative securities are provided. As each type of derivative security is introduced, its applications in investments and general risk management will be discussed.

Corequisite: MGFC10H3

Exclusion: MGT438H5, RSM435H1

Enrolment Limits: 50

Breadth Requirements: Social & Behavioural Sciences

MGFC50H3 - International Financial Management

This course provides students with a framework for making financial decisions in an international context. It discusses foreign exchange markets, international portfolio investment and international corporate finance. Next to covering the relevant theories, students also get the opportunity to apply their knowledge to real world issues by practicing case studies.

Prerequisite: MGFC10H3

Exclusion: MGT439H5, RSM437H1

Enrolment Limits: 50

Breadth Requirements: Social & Behavioural Sciences

MGFC60H3 - Financial Statement Analysis and Security Valuation

This course introduces the tools and skills required to perform a comprehensive financial statement analysis from a user perspective. Students will learn how to integrate the concepts and principles in accounting and finance to analyze the financial statements and to utilize that information in earnings-based security valuation.

Prerequisite: MGFC10H3

Exclusion: RSM429H1

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGFD10H3 - Investments

This course deals with fundamental elements of investments. Basic concepts and techniques are introduced for various topics such as risk and return characteristics, optimal portfolio construction, security analysis, investments in stocks, bonds and derivative securities, and portfolio performance measurements.

Corequisite: MGFC10H3

Exclusion: MGT330H5, RSM330H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGFD15H3 - Special Topics in Finance: Private Equity

This course explores the private equity asset class and the private equity acquisition process. It covers both the academic and practical components of private equity investing, including: deal sourcing, financial modelling and valuations, transaction structuring, financing, diligence, negotiations, post transaction corporate strategy and governance.

Prerequisite: MGAB02H3 and MGFC10H3

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGFD25H3 - Financial Technologies and Applications (FinTech)

Financial Technologies (FinTech) are changing our everyday lives and challenging many financial institutions to evolve and adapt. The course explores disruptive financial technologies and innovations such as mobile banking, cryptocurrencies, Robo-advisory and the financial applications of artificial intelligence (AI) etc. The course covers the various areas within the financial industry that are most disrupted, thus leading to discussions on the challenges and opportunities for both the financial institutions and the regulators. Classes are conducted in the experiential learning lab where students explore academic, research and practical components of FinTech.

Prerequisite: MGFC10H3

Corequisite: MGFD10H3

Exclusion: RSM316H1, MGT415H5

Recommended Preparation: CSCA20H3

Enrolment Limits: 40

Breadth Requirements: Quantitative Reasoning

MGFD30H3 - Risk Management

This course develops analytical skills in financial risk management. It introduces techniques used for evaluating, quantifying and managing financial risks. Among the topics covered are market risk, credit risk, operational risk, liquidity risk, bank regulations and credit derivatives.

Prerequisite: MGFC10H3

Exclusion: ECO461H1, RSM432H1

Enrolment Limits: 50

Breadth Requirements: Social & Behavioural Sciences

MGFD40H3 - Investor Psychology and Behavioural Finance

This course is designed to help students understand how different psychological biases can affect investor behaviours and lead to systematic mispricing in the financial market. With simulated trading games, students will learn and practice various trading strategies to take advantage of these market anomalies.

Prerequisite: MGFC10H3 and MGEB12H3

Exclusion: MGT430H5

Enrolment Limits: 30

Breadth Requirements: Social & Behavioural Sciences

MGFD50H3 - Mergers and Acquisitions: Theory and Practice

This course provides a general introduction to the important aspects of M&A, including valuation, restructuring, divestiture, takeover defences, deal structuring and negotiations, and legal issues.

Prerequisite: MGFC10H3

Exclusion: MGT434H5

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGFD60H3 - Financial Modeling and Trading Strategies

This course integrates finance theories and practice by using financial modeling and simulated trading. Students will learn how to apply the theories they learned and to use Excel and VBA to model complex financial decisions. They will learn how the various security markets work under different simulated information settings.

Corequisite: MGFC30H3 and MGFD10H3

Exclusion: MGT441H5, RSM434H1

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGFD70H3 - Advanced Financial Management

This course reinforces and expands upon the topics covered in MGFB10H3/(MGTB09H3), (MGTC03H3) and MGFC10H3/(MGTC09H3). It examines more advanced and complex decision

making situations a financial manager faces in such areas as capital budgeting, capital structure, financing, working capital management, dividend policy, leasing, mergers and acquisitions, and risk management.

Prerequisite: MGFC10H3

Exclusion: MGT431H5, MGT433H5, RSM433H1

Enrolment Limits: 50

Breadth Requirements: Social & Behavioural Sciences

Human Resources and Organizational Behaviour

MGHB02H3 - Managing People and Groups in Organizations

An introduction to micro- and macro-organizational behaviour theories from both conceptual and applied perspectives. Students will develop an understanding of the behaviour of individuals and groups in different organizational settings. Topics covered include: individual differences, motivation and job design, leadership, organizational design and culture, group dynamics and inter-group relations.

Prerequisite: [[MGTA01H3 and MGTA02H3] or MGTA05H3]] and [MGTA35H3 or MGTA36H3]

Exclusion: MGIB02H3, MGT262H5, RSM260H1, PSY332H

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGHC23H3 - Diversity in the Workplace

Examines the nature and effects of diversity in the workplace. Drawing on theories and research from psychology, the course will examine topics like stereotyping, harassment, discrimination, organizational climate for diversity, conflict resolution within diverse teams, and marketing to a diverse clientele.

Prerequisite: MGHB02H3 or MGIB02H3

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGHC52H3 - Business Negotiation

An introduction to the theory and practice of negotiation in business. This course develops approaches and tactics to use in different forums of negotiation, and an introduction to traditional and emerging procedures for resolving disputes. To gain practical experience, students will participate in exercises which simulate negotiations.

Prerequisite: MGHB02H3 or MGIB02H3

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGHC53H3 - Introduction to Industrial Relations

An overview of the industrial system and process. The course will introduce students to: industrial relations theory, the roles of unions and management, law, strikes, grievance arbitration, occupational health and safety, and the history of the industrial relations system. Students will participate in collective bargaining simulations.

Prerequisite: Completion of at least 10.0 credits including [[MGEA01H3 and MGEA05H3] or [MGEA02H3 and MGEA06H3]] and [[MGTA01H3 and MGTA02H3] or MGTA05H3]]

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGHD14H3 - Leadership

This advanced leadership seminar builds on MGHC02H3/(MGTC90H3) Management Skills, focusing on leadership theories and practices. Through case studies, skill-building exercises, and world-class research, students will learn critical leadership theories and concepts while gaining an understanding of how effective leaders initiate and sustain change at the individual and corporate levels, allowing each student to harness their full leadership potential.

Prerequisite: [MGHB02H3 or MGIB02H3] or MGHC02H3 or MGIC02H3

Enrolment Limits: 30

Breadth Requirements: Social & Behavioural Sciences

MGHD24H3 - Occupational Health and Safety Management

Occupational health and safety is a management function, however, many managers are not prepared for this role when they arrive in their first jobs. This course will consider the physical, psychological, social, and legal environments relevant to health and safety in the workplace.

Prerequisite: MGHB12H3 or MGIB12H3

Enrolment Limits: 30

Breadth Requirements: Social & Behavioural Sciences

MGHD25H3 - Human Resources Recruitment and Selection

An in-depth look at recruitment and selection practices in organizations. Students will learn about organizational recruitment strategies, the legal issues surrounding recruitment and selection, how to screen job applicants, and the role of employee testing and employee interviews in making selection decisions.

Prerequisite: MGHB12H3 or MGIB12H3

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGHD26H3 - Training and Development

This course is designed to teach students about the training and development process. Topics include how training and development fits within the larger organizational context as well as learning, needs analysis, the design and delivery of training programs, on and off-the-job training methods, the transfer of training, and training evaluation.

Prerequisite: MGHB12H3 or MGIB12H3

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGHD27H3 - Human Resources Planning and Strategy

This course is designed to provide students with an understanding of strategic human resources management and the human resource planning process. Students will learn how to forecast, design, and develop human resource plans and requirements using both qualitative and quantitative techniques.

Prerequisite: MGHB12H3 or MGIB12H3

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGHD28H3 - Compensation

This course is designed to provide students with an understanding of compensation programs and systems. Students will learn how to design and manage compensation and benefit programs; individual and group reward and incentive plans; and how to evaluate jobs and assess employee performance.

Prerequisite: MGHB12H3 or MGIB12H3

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

Marketing

MGMC01H3 - Market Research

A decision oriented course, which introduces students to the market research process. It covers different aspects of marketing research, both quantitative and qualitative, and as such teaches some essential fundamentals for the students to master in case they want to specialize in marketing. And includes alternative research approaches (exploratory, descriptive, causal), data collection, sampling, analysis and evaluation procedures are discussed. Theoretical and technical considerations in design and execution of market research are stressed. Instruction involves lectures and projects including computer analysis.

Prerequisite: MGMA01H3 or MGIA01H3

Exclusion: MGT453H5, RSM452H1

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGMC02H3 - Consumer Behaviour

This course provides an overview of the role of products in the lives of consumers. Drawing on theories from psychology, sociology and economics, the course provides (1) a conceptual understanding of consumer behaviour (e.g. why people buy), and (2) an experience in the application of these concepts to marketing decisions.

Prerequisite: MGMA01H3/(MGTB04H3) or MGIA01H3/(MGTB07H3)

Exclusion: (MGTD13H3)

Enrolment Limits: 30

Breadth Requirements: Social & Behavioural Sciences

MGMC11H3 - Product Management and Branding

Managing products and brands is one of the most important functions of a successful marketer. Product lines and extensions and other issues of product portfolio will be covered in this course. This course also examines issues about brand equity, its measurement and contemporary challenges faced by marketers about branding product management.

Prerequisite: MGMA01H3 or MGIA01H3

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGMC12H3 - Advertising: From Theory to Practice

An introduction to the basic communication tools used in planning, implementing and evaluating promotional strategies. The course reviews basic findings of the behavioural sciences dealing with perception, personality, psychological appeals, and their application to advertising

as persuasive communication. Students will gain experience preparing a promotional plan for a small business. The course will rely on lectures, discussions, audio-visual programs and guest speakers from the local advertising industry.

Prerequisite: MGMA01H3 or MGIA01H3

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGMC13H3 - Pricing Strategy

Pricing right is fundamental to a firm's profitability. This course draws on microeconomics to develop practical approaches for optimal pricing decision-making. Students develop a systematic framework to think about, analyze and develop strategies for pricing right. Key issues covered include pricing new product, value pricing, behavioural issues, and price segmentation.

Prerequisite: [MGMA01H3 or MGIA01H3 and MGEBO2H3

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGMC14H3 - Sales and Distribution Management

Sales and distribution are critical components of a successful marketing strategy. The course discusses key issues regarding sales force management and distribution structure and intermediaries. The course focuses on how to manage sales force rather than how to sell, and with the design and management of an effective distribution network.

Prerequisite: MGMA01H3 or MGIA01H3

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGMC20H3 - Marketing in the Information Age

This course covers the advantages/disadvantages, benefits and limitations of E-commerce. Topics include: E-commerce business models; Search Engine Optimization (SEO); Viral marketing; Online branding; Online communities and Social Networking; Mobile and Wireless E-commerce technologies and trends; E-Payment Systems; E-commerce security issues; Identity theft; Hacking; Scams; Social Engineering; Biometrics; Domain name considerations and hosting issues. Students will also gain valuable insight from our guest speakers.

Prerequisite: MGMA01H3 or MGIA01H3

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGMC30H3 - Event and Sponsorship Management

Event and Sponsorship Management involves the selection, planning and execution of specific events as well as the management of sponsorship rights. This will involve the integration of management skills, including finance, accounting, marketing and organizational behaviour, required to produce a successful event.

Prerequisite: Completion of at least 10.0 credits in any B.B.A. program

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGMD01H3 - Applied Marketing Models

Marketing is a complex discipline incorporating not only an "art" but also a "science". This course reviews the "science" side of marketing by studying multiple models used by companies.

Students will learn how to assess marketing problems and use appropriate models to collect, analyze and interpret marketing data.

Prerequisite: [MGMA01H3 or MGIA01H3] and MGE11H3 and MGE12H3

Exclusion: MGT45H5

Enrolment Limits: 30

Breadth Requirements: Quantitative Reasoning

MGMD02H3 - Judgement and Decision Making

This course combines the elements of behavioural research as applied to consumers' decision making models and how this can be used to predict decisions within the marketing and consumer oriented environment. It also delves into psychology, economics, statistics, and other disciplines.

Prerequisite: MGMA01H3 or MGIA01H3

Enrolment Limits: 30

Breadth Requirements: Social & Behavioural Sciences

MGMD10H3 - Seminar in Consumer Psychology I

This seminar style course has advanced discussions that will go in-depth into a variety of topics in consumer psychology. Students will read papers from academic journals each week, lead the discussions, and share their ideas. Students are expected to submit a research paper at the end of the term. This course is appropriate for senior marketing students who are keen on getting insights into consumer psychology and/or those who want to get exposure to academic research in consumer psychology.

Prerequisite: [MGMA01H3 or MGIA01H3] and MGMB01H3

Enrolment Limits: 20

Breadth Requirements: Social & Behavioural Sciences

MGMD11H3 - Seminar in Consumer Psychology II

This seminar style course has advanced discussions that will go in-depth into a variety of topics in consumer psychology. Students will read papers from academic journals each week, lead the discussions, and share their ideas. Students are expected to submit a research paper at the end of the term. This course is appropriate for senior marketing students who are keen on getting insights into consumer psychology and/or those who want to get exposure to academic research in consumer psychology.

Prerequisite: [MGMA01H3 or MGIA01H3] and MGMB01H3

Enrolment Limits: 20

Breadth Requirements: Social & Behavioural Sciences

MGMD20H3 - Special Topics in Marketing I

This course focuses on current faculty research in areas like consumer behaviour and choice, pricing, promotions etc. and their importance to marketing and research methodology. Topics covered will include specific theoretical or functional areas in marketing. The particular content in any given year will depend on the faculty member.

Prerequisite: [MGMA01H3 or MGIA01H3] and [MGMB01H3 or MGIB01H3]

Recommended Preparation: Some interest in or additional knowledge of different aspects of Marketing

Enrolment Limits: 20

Breadth Requirements: Social & Behavioural Sciences

MGMD21H3 - Special Topics in Marketing II

This course focuses on current faculty research in areas like consumer behaviour and choice, pricing, promotions, etc. and their importance to marketing and research methodology. Topics covered will include specific theoretical or functional areas in marketing. The particular content in any given year will depend on the faculty member.

Prerequisite: [MGMA01H3 or MGIA01H3] and [MGMB01H3 or MGIB01H3]

Recommended Preparation: Some interest in or additional knowledge of different aspects of Marketing

Enrolment Limits: 20

Breadth Requirements: Social & Behavioural Sciences

Strategy

MGSC01H3 - Corporate Strategy

Begins with an examination of the concept of business mission. Students are then challenged to evaluate the external and industry environments in which businesses compete, to identify sources of competitive advantage and value creation, and to understand and evaluate the strategies of active Canadian companies.

Prerequisite: MGHB02H3 and [MGEB02H3 or MGEB06H3]

Exclusion: MGIC01H3, VPAC13H3, MGT492H5, RSM392H1

Enrolment Limits: 40

Breadth Requirements: Social & Behavioural Sciences

MGSC03H3 - Public Management

An introduction to key public sector management processes: strategic management at the political level, planning, budgeting, human resource management, and the management of information and information technology. Makes use of cases, and simulations to develop management skills in a public sector setting.

Prerequisite: MGHB02H3 or POLB50Y3

Enrolment Limits: 35

Breadth Requirements: Social & Behavioural Sciences

MGSC05H3 - The Changing World of Business - Government Relations

How regulation, privatization and globalization are affecting today's managers.

Most major management issues and business opportunities involve government (domestic or foreign) at some level - whether as lawmaker, customer, partner, investor, tax-collector, grant-giver, licensor, dealmaker, friend or enemy. This course provides students with an understanding of the issues and introduces some of the skills necessary to successfully manage a business's relationship with government.

Prerequisite: [MGTA01H3 and MGTA02H3] or MGTA05H3 or POLB50Y3

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGSC07H3 - Introduction to Case Analysis Techniques

This course focuses on the theory and techniques of analyzing and writing business cases. The main focus is to assist students in developing their conceptual and analytical skills by applying

the theory learned from each major area of management studies to practical situations. Critical thinking and problem solving skills are developed through extensive use of case analysis.

Prerequisite: MGAB03H3 and MGFB10H3 and MGHB02H3

Corequisite: MGMA01H3 and MGAB02H3

Enrolment Limits: 30

Breadth Requirements: Social & Behavioural Sciences

MGSC12H3 - Narrative and Management

Through the analysis of fiction and non-fiction narratives, particularly film, dealing with managers in both private and public sector organizations, the course explores the ethical dilemmas, organizational politics and career choices that managers can expect to face.

Prerequisite: MGHB02H3 or ENGD94H3 or [2.0 credits at the C-level in POL courses]

Enrolment Limits: 35

Breadth Requirements: Arts, Literature & Language

MGSC14H3 - Management Ethics

Increasingly, the marketplace has come to reward -- and government regulators have come to demand -- a sophisticated managerial approach to the ethical problems that arise in business. Topics include ethical issues in international business, finance, accounting, advertising, intellectual property, environmental policy, product and worker safety, new technologies, affirmative action, and whistle-blowing.

Prerequisite: [[MGTA01H3 and MGTA02H3] or MGTA05H3] and [MGTA36H3 or MGTA35H3]

Exclusion: MGIC14H3, PHLB06H3

Enrolment Limits: 60

Breadth Requirements: History, Philosophy & Cultural Studies

MGSC20H3 - Consulting and Contracting: New Ways of Work

Tomorrow's graduates will enjoy less career stability than previous generations. Technology and demography are changing the nature of work. Instead of having secure progressive careers, you will work on contract or as consultants. You will need to think, and act like entrepreneurs. This course examines why and how.

Prerequisite: MGAB03H3 and MGHB02H3

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGSC26H3 - Venture Capital

Venture capital and other sources of private equity play a critical role in the founding and development of new enterprises. In this course, we will review all aspects of starting and operating a venture capital firm. At the end of the course, students will better understand how the venture capital industry works; what types of businesses venture capitalists invest in and why; how contract structures protect investors; how venture capitalists create value for their investors and for the companies in which they invest; and how the North American venture capital model ports to other contexts.

Prerequisite: MGTA05H3 and MGFB10H3 and MGEC40H3

Breadth Requirements: Social & Behavioural Sciences

Note: Priority will be given to students enrolled in the Entrepreneurship stream of the Specialist program in Strategic Management. Additional students will be admitted as space permits.

MGSC30H3 - The Legal Environment of Business I

An introduction to the Canadian legal system and its effects on business entities. The course includes an examination of the Canadian court structure and a discussion of the various forms of business ownership, tort law, contract law, and property law.

Prerequisite: Completion of at least 10.0 credits including MGAB01H3 and MGAB02H3 and [MGTA36H3 or MGTA35H3]

Exclusion: MGT393H5, RSM225H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGSC35H3 - Innovation

This course introduces students to the nature and elements of innovation and explores the application of innovation to various stages of business evolution and to different business sectors. The course has a significant practical component, as student groups will be asked to provide an innovation plan for a real company.

Prerequisite: MGSB22H3

Enrolment Limits: 30

Breadth Requirements: Social & Behavioural Sciences

Note: Priority will be given to students enrolled in the Entrepreneurship Stream of the Specialist/Specialist Co-op programs in Strategic Management.

MGSC44H3 - International Business Management

This Course deals with: political risk & contingency planning; human threats; weather extremes; NGOs (WTO, IMF and World Bank); government influences - dumping, tariffs, subsidies; cultures around the world; foreign exchange issues; export financing for international business; international collaborative arrangements; and pro-active/re-active reasons for companies going international. There will also be guest speakers.

Prerequisite: MGHB02H3

Exclusion: MGT491H1, RSM490H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGSC46H3 - Managerial Perspectives in a Global Economy

This course discusses Managerial perspectives on the influences of Globalization, Sovereignty and Sustainable Development. Extensive discussions of int'l business ethics and social-cultural considerations. Foreign Direct Investment, Outsourcing, Global Manufacturing and Supply Chain Management. Guest speakers.

Prerequisite: MGEB02H3 and MGEB06H3

Exclusion: MGEC93H3, ECO230Y1, ECO364H5

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGSD01H3 - Senior Seminar in Strategic Management

This course allows 4th year specialists in strategic management to apply their specific skills to several larger, in-depth studies of strategic management issues in open-ended real-world cases. How strategic decisions are made at the higher levels of management with an opportunity to integrate previous training through analyses and presentations.

Prerequisite: Completion of at least 11.0 credits with 1.0 credit from MGSC01H3, MGSC03H3 or MGSC05H3.

Exclusion: MGID79H3

Enrolment Limits: 20

Breadth Requirements: Social & Behavioural Sciences

MGSD05H3 - Corporate Strategy: Competitive Advantage

Topics include competitive advantage, organizing for competitive advantage, and failures in achieving competitive advantage. Through case analysis and class discussion, the course will explore competitive positioning, sustainability, globalization and international expansion, vertical integration, ownership versus outsourcing, economies of scale and scope, and the reasons for failure.

Prerequisite: MGSC01H3 or MGIC01H3

Enrolment Limits: 40. Admission is restricted to students enrolled in a BBA subject POST.

Breadth Requirements: Social & Behavioural Sciences

Note: Priority will be given to students enrolled in the Management Strategy stream of the Specialist/Specialist Co-op in Strategic Management.

MGSD15H3 - Managing in the Information Economy

Topics include identifying, managing and exploiting information assets, the opportunities and limits of dealing with Big Data, the impact of digitalization of information, managing under complexity, globalization, and the rise of the network economy. Students will explore a topic in greater depth through the writing of a research paper.

Prerequisite: MGSC01H3 or MGIC01H3 or enrolment in the Specialist/Specialist (Co-op) program in Management and Information Technology (BBA).

Enrolment Limits: 30. Admission is restricted to students enrolled in a BBA subject POST.

Breadth Requirements: History, Philosophy & Cultural Studies

MGSD24H3 - New Venture Creation and Planning

Aimed at students interested in launching their own entrepreneurial venture. The core of the course is the development of a complete business plan which details the student's plans for the venture's initial marketing, finance and growth. This course provides a framework for the evaluation of the commercial potential of business ideas.

Prerequisite: MGMA01H3 and MGAB01H3 and MGAB02H3

Breadth Requirements: Social & Behavioural Sciences

MGSD30H3 - Intellectual Property Law

This course considers patents, trademarks, copyright and confidential information. Canada's international treaty obligations as well as domestic law will be covered. Policy considerations, such as the patentability of life forms, copyright in an Internet age of easy copying and patents and international development will be included.

Prerequisite: MGSC30H3

Recommended Preparation: 9.5 credits in addition to the prerequisite.

Breadth Requirements: Social & Behavioural Sciences

MGSD32H3 - The Legal Environment of Business II

This course further examines the issues raised in Legal Environment of Business I. It focuses on relevant areas of law that impact business organizations such as consumer protection legislation

and agency and employment law, and it includes a discussion of laws affecting secured transactions and commercial transactions.

Prerequisite: MGSC30H3

Exclusion: MGT394H5, RSM325H1

Enrolment Limits: 60

Breadth Requirements: Social & Behavioural Sciences

MGSD40H3 - Principles of Corporate Social Responsibility

This course will examine the role of business in society including stakeholder rights and responsibilities, current important environmental and social issues (e.g., climate change, ethical supply chains, etc.) and management practices for sustainable development. It is designed for students who are interested in learning how to integrate their business skills with a desire to better society.

Prerequisite: Completion of 10.0 credits, including MGTA05H3 or [MGTA01H3 and MGTA02H3]

Enrolment Limits: 30

Breadth Requirements: History, Philosophy & Cultural Studies