

Master of Business Administration (MBA 5005) Leadership Theory and Practice

Course Description

This course gives students the foundational knowledge they need to critically assess leadership concepts and their utility. Students survey the leadership theories of key thinkers and practitioners in the field, learning about the empirical, theoretical and pragmatic strengths and limitations of each approach. Through case studies and exercises, students develop an understanding of organizational leadership. They will also learn a comprehensive set of leadership practices that will have immediate value for application at work.

Learning Objectives

This course surveys leadership literature while reviewing empirical research. We evaluate the main approaches to leadership, and apply leadership concepts to our work situations.

Students will learn to:

- Critically assess the major leadership theories and apply appropriate theories to their situation
- Construct or refine their leadership principles or concepts, using knowledge gained in the course
- Apply knowledge gained in the course to the diagnosis of problems in written cases and their work situation or research papers/projects
- Apply the knowledge gained in the course to the analysis of leadership challenges facing them currently, generating strategies and tactics for solving them, i.e. apply the concepts to their job
- Analyze characteristics and behaviors of successful leadership; relate those to leadership theories and concepts
- Analyze a major corporate change effort; make recommendations for improvement
- Identify and explain aspects of leadership theory that are becoming increasingly important for today's leaders
- Offer constructive feedback to peers regarding their leadership ideas and receive constructive feedback regarding your leadership ideas
- Effectively collaborate with a virtual team to produce quality results

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 4 Credits

Assessments:

- Individual Papers
- Team Assignment
- Class Participation

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Grade	Grade Point Average (GPA)	Percentage
A+	4.3	98-100%
A	4.0	94-97%
A-	3.7	90-93%
B+	3.3	87-89%
B	3.0	84-86%
B-	2.7	80-83%
C+	2.3	76-79%
C	2.0	70-75%
F	0.0	0-69%

Master of Business Administration (MBA 5010) Financial and Managerial Accounting

Course Description

This course offers a comprehensive, graduate-level exploration of managerial accounting, including the analysis of relevant accounting data and how to interpret it.

Learning Objectives

The overall objective of MBA 5010 is to master the basic knowledge of financial and management accounting so that the student can interpret financial statements, understand the impact of management decisions on financial statements, and use management accounting techniques to enhance their decision making abilities.

Students will learn to:

- Comprehend the characteristics and managerial applications of the main financial statements
- Understand the interrelationships of financial statements
- Understand the limitations of financial statements
- Be able to interpret financial statements, in part, through the use ratio analysis
- Understand the objectives of financial accounting
- Understand the impact of financial statements on various stakeholders; management, auditors, regulators, investors
- Understand the objectives of managerial accounting
- Be able to identify and interpret the main objectives of managerial accounting such as budgeting, planning and control
- Recognize how different types of departmental budgets comprise the master budget
- Understand the different types of cost models and behavioural aspects used in different decision-making situations; and
- Understand the role of management accounting in an organization's management control systems
- Effectively collaborate with a virtual team to produce quality results

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 4 Credits

Assessments:

- Weekly Quizzes
- Group Work
- Exams
- Class Participation

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Master of Business Administration (MBA 5015) Managerial Finance

Course Description

This course explores the principle role of finance via its concepts, calculative applications and capital market analyses. In addition, the basic concepts of the time value of money, rates of return and valuation are covered.

Learning Objectives

Students will learn to:

- Understand the roll of financial management
- Have a complete understanding of the "time value of money"
- Be able to analyze financial statements
- Understand Capital budgeting
- Understand the sources of business and financial risks
- Explain the debt/equity trade off
- Evaluate the lease/purchase option
- Evaluate and present the financial condition of a firm
- Understand the ethical considerations of all corporate financial decisions
- Effectively collaborate with a virtual team to produce quality results

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 4 Credits

Assessments:

- Assignments
- Group Work
- Quizzes & Exams
- Class Participation

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Master of Business Administration (MBA 5020) The Global Economic Environment

Course Description

This course reviews basic macro- and micro-economic concepts and illustrates their impact on decision making and strategy formulation. Students will learn how to think through economic challenges and opportunities presented to their organizations.

Learning Objectives

Students will learn to:

- Comprehend globalization in the context of developed and developing nations, economic interdependencies, division of labour, and market types
- Apply the theory of comparative advantage, and compute opportunity cost
- Recognize and describe how political, institutional, and financial markets influence economic conditions;
- Analyze the equilibrium terms of trade with changing supply and demand conditions, types of elasticity, the introduction of barriers, and price discrimination
- Describe the efficient use of scarce resources and the gains from trade in terms of competition, production, and consumption
- Appraise the impact of labour mobility, and migration flows
- Articulate how monetary policy, industrial policy, trade regulations, trade agreements, multinational enterprises, and NGOs influence the global economy
- Synthesize information about, and present on a broad economic topic
- Effectively collaborate with a virtual team to produce quality results

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 4 Credits

Assessments:

- Oral Presentation
- Group Project
- Quizzes
- Class Participation
- Peer Review

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Master of Business Administration (MBA 5025) Leadership in Change Management

Course Description

This course will assist the learner in understanding the drivers of successful organizational change and development; clarifying the components of an effective and healthy organization; and understanding the skills to successfully design, launch, nurture and lead change.

Learning Objectives

Students will learn to:

- Develop a framework for understanding planned change and organizational effectiveness
- Understand the skills and strategies needed to design and implement effective change
- Increase their skills in organizational data-gathering, diagnosis, and action planning
- Have insights into their own skills, values, and styles as leaders, managers, or agents of organizational change
- Effectively collaborate with a virtual team to produce quality results

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 4 Credits

Assessments:

- Assignments
- Group Work
- Final Exam
- Class Participation

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Master of Business Administration (MBA 5031) Systems Thinking & Organizational Design

Course Description

In an increasingly complex global environment, leaders need to think more holistically using concepts of systems thinking, design thinking and performance excellence. This course provides students with the knowledge and skills to understand inter-relationships and the impact of decisions across an organization.

Learning Objectives

Students will learn to:

- Discuss systems theories and concepts (e.g. General Systems Theory, Dynamic Systems) and how they apply to organization and managerial systems diagnosis and design
- Visually depict (diagram), analyze, and discuss the interconnections and value exchanges between multiple stakeholders including customers, workforce, suppliers, and partners, investors, society, and community, and the natural environment
- Develop visual depictions (diagrams) to make dynamic, complex systems (components and relationships) visible for collaborative understanding, analysis, and design
- Compare and contrast the different types and natures of sociocultural and operational systems found in organizations, and how their type and nature influence the diagnosis and most effective design
- Using critical-thinking and a holistic perspective, evaluate organization systems and sub-systems based on relevant theories, empirical evidence, and the organization's stakeholders, strategy, culture, overall system, and unique context
- Synthesize systems concepts, theories, research, and assessment to develop new, idealized designs that create value for the multiple stakeholders
- Translate idealized designs into action plans with prioritized system changes and recommended sequence
- Effectively collaborate with a virtual team to produce quality results

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 4 Credits

Assessments:

- **Assignments**
- **Group Work**
- **Class Participation**

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Master of Business Administration (MBA 5035) Strategic Marketing Planning

Course Description

This course focuses on the strategic marketing planning process and examines which leading-edge digital applications are most useful with respect to intelligence gathering, analysis, decision-making and/or implementation.

Learning Objectives

The overarching course goal is to make a significant contribution to your ability to formulate and execute marketing strategies for your organization. And, this course will allow you to communicate more effectively with the individuals responsible for formulating and/or implementing marketing strategies allowing you a better perspective of the overall strategic direction of the organization.

Students will learn to:

- Discuss and apply the marketing planning process
- Compare and contrast marketing strategy from business strategy, marketing management, and marketing tactics (implementation)
- Delineate the differences of consumer marketing, industrial marketing, high-tech marketing, services marketing, and social media marketing
- Discuss marketing terms, analytical tools, and key decision elements
- Formulate marketing plans based on adequate intelligence and analysis
- Effectively collaborate with a virtual team to produce quality results

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 4 Credits

Assessments:

- Discussions
- Assignments
- Team Project
- Class Participation

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C	2.0	70-75%
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Master of Business Administration (MBA 5040) Strategic Operations Planning

Course Description

Leaning heavily on external and internal analysis and the CEO's strategic guidance, this course examines how a Chief Operating Officer develops a company's long-term operations strategy, comprising decisions about supply-chain logistics, production, customer service, quality assurance, distribution and field support.

Learning Objectives

The overarching course goal is to make a significant contribution to your ability to formulate and execute operations management strategies for your organization. I hope this course will prime your interest in the critical role that operations management has on the overall success of the organization and point the way toward several different management roles, possibly leading to a role as Chief Operating Officer. By modeling proven strategies for success and learning some useful tools, you can tackle the major operational problems that confront managers and ultimately have a pivotal impact on the operational success of your business.

Students will learn to:

- Understand the operations contribution to the development and implementation of successful business strategy
- Define key business processes and establish their performance objectives
- Analyze different key operational dimensions such as capacity management, flow time management, supply chain management, and quality management
- Understand developments such as lean operations, just-in-time operations, and theory of constraints
- Understand the impact of statistical fluctuation and dependent events
- Identify the critical issues for any operation and to derive decision models how operational performance might be improved
- Effectively collaborate with a virtual team to produce quality results

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 4 Credits

Assessments:

- Case Studies
- Project
- Forum Participation
- Class Participation

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Master of Business Administration (MBA 5045) Strategic Human Resources Planning

Course Description

This course examines the human resource recruiting and development function and the organizational design function within a global and organizational lifecycle perspective, emphasizing how personnel and designs must change as projects and divisions evolve.

Learning Objectives

This course presents a comprehensive study of human resource management (HRM) and its role in the organization.

Students will learn to:

- Determine the strategic role HRM plays in organizational success
- Assess the value HRM provides to organizations
- Identify and explain aspects of HRM that are becoming increasingly important for today's organizations and employees
- Identify the legal aspects of HRM in general and for their organization
- Analyze HRM-related challenges/issues facing students in their field, generating strategies and tactics for solving these issues, and apply the concepts to their jobs
- Apply knowledge gained in the course to the diagnosis of problems in written cases and their work situation
- Offer constructive feedback to peers regarding their HRM ideas
- Effectively collaborate with a virtual team to produce quality results

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 4 Credits

Assessments:

- **Assignments**
- **Group Work**
- **Forum Participation**
- **Class Participation**

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Master of Business Administration (MBA 5050) Strategic Information Systems Planning

Course Description

This course introduces the main concepts of management information systems (MIS), examines how the design of MIS can affect the performance of an organization and explores the process of information systems planning from the perspective of the CIO.

Learning Objectives

Students will learn to:

- Evaluate the readiness of the CIO's organization (MIS) to contribute towards achieving an enterprise's goals
- Assess the keys to success within the information systems types most frequently used to implement strategy
- Distinguish how systems thinking can empower leaders in an era of global technical, economic and managerial change
- Execute how to implement IT initiatives which best use project management and software development life cycle (SDLC) methodologies
- Demonstrate how to blend security and privacy issues into a strategic framework addressing the evolving nature of online strategies
- Assess how to rethink metrics, culture and evolving IT possibilities into new strategic thinking

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 4 Credits

Assessments:

- Assignments
- Group Work
- Forum Participation
- Class Participation

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