

Academic Handbook 2019-2020



I/MBA

Master of Business Administration
International
Master of Business Administration



Student Services & International Relations
SSB W263
416-736-5303
studentservices@schulich.yorku.ca

DISCLAIMER

The material contained in this Handbook has been submitted by the administrative departments and academic units concerned. All general information and course references have been checked for accuracy as much as possible. If errors or inconsistencies do occur, please bring these to the attention of the responsible department. York University reserves the right to make changes to the information contained in this publication without prior notice. Not every course listed in this handbook need necessarily be offered in any given academic year.

Student Responsibility

It is the responsibility of all students to familiarize themselves each year with the general information sections of this Handbook and with the sections covering the Schulich School of Business, as well as with any additional regulations that may be on file in the Division of Student Services and International Relations in the Schulich School of Business.

It is the responsibility of all students to be familiar with the specific requirements associated with the degree, diploma or certificate sought. While advice and counseling are available, it is the responsibility of each student to ensure that the courses in which registration is affected are appropriate to the program requirements of the Schulich School of Business.

While the University will make every reasonable effort to offer courses and classes as required within programs, student should note that admission to a degree or other program does not guarantee admission to any given course or class.

NOTE



EVERY STUDENT AGREES BY THE ACT OF REGISTRATION TO BE BOUND BY THE REGULATIONS AND POLICIES OF YORK UNIVERSITY AND OF THE SCHULICH SCHOOL OF BUSINESS.

In the event of an inconsistency between the general academic regulations and policies published in student handbooks and calendars, and such regulations and policies as established by the Schulich School of Business and Senate, the version of such material as established by the Schulich School of Business and the Senate shall prevail.

York University Policies

York University disclaims all responsibility and liability for loss or damage suffered or incurred by any student or other party as a result of delays in or termination of its services, courses, or classes by reason of force majeure, fire, flood, riots, war, strikes, lock-outs, damage to University property, financial exigency or other events beyond the reasonable control of the University.

York University disclaims any and all liability for damages arising as a result of errors, interruptions or disruptions to operations or connected with its operations or its campuses, arising out of computer failure or non-compliance of its computing systems. York University is a smoke-free institution. Smoking is permitted in designated areas only.



Important Websites

Resource	URL	Go here for...
The Schulich School of Business official website	schulich.yorku.ca	Program Information, Financial Aid, International Opportunities, Career Development Centre, MySchulich student portal
Schulich Current Graduate Students page	schulich.yorku.ca/current-students/graduate-students	Important Dates, Course Offerings, Wait List, Upcoming Events, Enrolment Details, Academic Petitions and Appeals
Student Services GradBlog	gradblog.schulich.yorku.ca	Student stories, Regular updates about courses, important dates, enrolment and events
York Online Services	currentstudents.yorku.ca	Enrolment & fees, Housing & Transportation, Academic Regulations & Grade Reports
Student Accessibility Services	accessibility.students.yorku.ca	Academic accommodations and support for students with temporary or permanent disabilities
Graduate Business Council	gbcschulich.com	Mission statement, executive reps, student clubs, services and events

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2019-2020 Sessional Dates



Fall 2019

Activity	Term F2	Term A	Term M
	Most 3.00 credit courses	All first-half 1.50 credit courses	All second-half 1.50 credit courses
Class Start Date	Sept 9	Sept 9	Oct 28
Class End Date	Dec 6	Oct 21	Dec 6
Reading Week	Oct 22-25	n/a	n/a
Examinations	Dec 7-14	Oct 22-25	Dec 7-14
Last date to enrol without permission	Sept 13	Sept 13	Nov 1
Last date to enrol with permission	Sept 27	Sept 27	Nov 15
Last date to drop courses without academic penalty	Nov 8	Sept 27	Nov 15



Winter 2020

Activity	Term W2	Term C	Term N
	Most 3.00 credit courses	First-half 1.50 credit courses	Second-half 1.50 credit courses
Class Start Date	Jan 10	Jan 10	Feb 21
Class End Date	Apr 9	Feb 20	Apr 9
Reading Week	Feb 25-28	n/a	n/a
Examinations	Apr 13-19	Feb 25-28	Apr 13-19
Last date to enrol without permission	Jan 17	Jan 17	Feb 28
Last date to enrol with permission	Jan 24	Jan 24	Mar 13
Last date to drop courses without academic penalty	Mar 6	Jan 24	Mar 13



Find important dates online!

schulich.yorku.ca/current-students/graduate-students/key-dates

2019-2020 Important Dates

Date	Reminder
August 29- September 8	Ineō Orientation
September 2	Labour Day, University closed
September 10	Last day to pay Fall 2019 fees without financial penalty
September 9	Fall 2019 classes begin
September 14	Fall 2019 weekend classes begin (FP term)
October 14	Thanksgiving, University closed
Mid-October	October 2019 convocation ceremony (date TBA)
October 22-25	Reading Week. No classes, University open
October 22-25	Examination Week, Term A classes
December 6	Last day of Fall 2019 classes
December 7-14	Examination Week, Term F2, M and FP
December 23- January 5	Winter Break, University closed
December 31	Deadline to apply for June 2020 Convocation
January (first week)	Mandatory Orientation for new Winter students
January 10	Winter 2020 classes begin
January 10	Last day to pay Winter 2020 fees without financial penalty
January 18	Winter 2020 weekend classes begin (WP Term)
February 17	Family Day, University closed
February 25-28	Reading Week. No classes, University open
February 25-28	Examination Week, Term C classes
April 9	Last day of Winter 2020 classes
April 10	Good Friday, University closed
April 13-19	Examination Week, Term W2, WP and N
Late June	June 2020 convocation ceremony (date TBA)
July 31	Deadline to apply for October 2020 convocation



Contact Us

The School's Division of Student Services & International Relations should be consulted on questions related to admissions, enrolment, registration, grade or course problems, financial assistance or special advising.



Meet us online!

schulich.yorku.ca/student-enrolment-services

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Enrolment

ENROLMENT PROCESS

Registration and Enrolment

- the course enrolment process at York is completed by students online
- the process of making enrolment changes at York is also automated (e.g. changing course sections, substituting one course for another by dropping one and adding another, or dropping a course)
- students without immediate access to a computer may use on-campus terminals, including the library, computer lab, or the computers in the Schulich Student & Enrolment Services Office, W263
- students normally enrol for Summer term courses in March and for Fall and Winter courses in June
- enrolment is on a first-come, first-served basis

Enrolment Blocks

All students having an outstanding balance of \$1,000.00 or more will be blocked from enrolling in the Summer, Fall and/or Winter terms.

Enrolment Access Notification

A student's Enrolment Access Period begins on the date and time posted online at currentstudents.yorku.ca. Enrolment access start dates are posted on the Registrar's Office website registrar.yorku.ca by selecting "Find out when I can enrol." Enrolment access times are determined according to the number of completed credits a student obtains. Schulich access periods begin on different days. Students with the highest number of credits completed begin first. Once the enrolment access has begun, it continues until the final date to enrol in courses for that term. **We recommend that students enrol as early as possible once their access period begins.**

We also encourage students to verify their enrolment periodically online.

Enrolment in Individual Study Elective Courses (6.00 credits maximum)

- Print the **Individual Study form** from your [Graduate Academic Forms Database](#).
- Include the form containing a clearly defined title, set of

learning outcomes and assessment structure, signature of the supervising faculty member as well as the signature of the Associate Dean, Academic, if multiple students are to be enrolled.

- Return the completed form to the Student & Enrolment Services Office, W263, by the end of Week 1 of the term in which the course is undertaken.
- Upon receipt of the approved form, you will be advised by e-mail to enrol in the course online.

Enrolment in Elective Courses Outside Schulich (6.00 credits maximum)

To enrol in an elective course offered at another York University Faculty:

Well in advance of the start of term (at least 4 to 6 weeks), print the "Take Courses in Another Graduate Program at York" form from the [Graduate Academic Forms Database](#) on your MySchulich student portal.

- Submit the completed form to the Student & Enrolment Services Office, W263, along with a brief statement of intent
- Once approved by Schulich, the form will be sent to the home department of the course you wish to take
- Upon approval by both Faculties, you will be notified by e-mail to enrol online

To enrol in elective courses at other Graduate Schools outside York University

For courses in Ontario:

Well in advance of the start of the term (at least 6 to 8 weeks), complete an Ontario Visiting Graduate Student (OVGS) application, available in W263, Schulich.
(continued on next page)

NOTE



Find Enrolment Details Online!

schulich.yorku.ca/current-students/graduate-students

Quick Links to:

- Wait List
- Academic Forms
- Course Offerings



Submit the completed form, a course syllabus for the desired elective course from the university you wish to attend, and a rationale for taking this course outside of the Schulich School to the Student Services Office, W263, Schulich.

You will be contacted via e-mail regarding the status of your request.

For courses outside Ontario:

Submit a course syllabus which includes teaching hours for the desired elective course and a rationale for taking this course outside of the Schulich School to the Student Services Office, W263, Schulich

You will be contacted via e-mail regarding the status of your request

COURSE CHANGES AND WITHDRAWALS

There are different academic and financial deadlines for adding and dropping courses.

Regulations and Deadlines

After the first term of study, students are free to add courses (space permitting), transfer sections or change courses up to the end of the first week of a term using the online system (sessional dates are listed online)

Should a course reach its enrolment limit, students may add their name to a wait list. NOTE: Students cannot drop MGMT 5150 3.00 or transfer sections without special permission, as this is considered to be a withdrawal from a degree program

Impact of Changes on Length of Program

Dropping one or more Required Foundations of Management Core Courses may prevent a full-time student from completing an MBA degree program within the normal four full-time semesters, as these are prerequisites for SGMT 6000 3.00, MGMT 6090 0.00 and MGMT 6100 3.00, and must be completed before the student can progress.

NOTE



- Dropping SGMT 6000 3.00 requires dropping MGMT 6090 0.00 and MGMT 6100 3.00 if the two courses are being taken concurrently
- You should see your academic advisor ahead of time to discuss your decision to drop a course

OTHER ENROLMENT INFORMATION

Course Wait Lists

During the enrolment period, a course may reach its enrolment limit. When this happens, students trying to enrol in that course will be told online that they may not enrol because:

- a) they do not meet access requirements for the remaining seats
- b) the remaining seats are reserved, or
- c) the course is full

Students receiving any of these messages should add themselves to the wait list if they have earned the course prerequisites. Please contact **Student & Enrolment Services** if you have questions about the enrolment message at studentservices@schulich.yorku.ca.

The Wait List database maintains a list of students who are waiting for a space in a particular course. Students who add their names to the Wait List by the end of the week after the start of the enrolment period (date is listed on the database) will be given priority on the list according to the number of credits completed and in progress.

Students who add their name after that first week will be assigned priority on a first-come, first-served basis, provided they have completed the course prerequisites.

Students may add their name to the Wait List Database at waitlist.schulich.yorku.ca. The database requires the student's Schulich User ID and password.

After the published deadline for the Wait List, the School reviews the enrolment and wait list numbers for the session, assessing demand for additional sections of scheduled courses, or for the addition of new, previously unscheduled courses. During the first week of class, professors whose courses have a wait list will be given a copy, along with the current class list. During the second week of classes, students may enrol into courses with the permission of the instructor only. The wait list will no longer be in effect. A completed [Enrol with Instructor Permission Form](#) must be submitted to **Student & Enrolment Services** (W263) by the specified deadline. After the second week of classes, students will no longer be able to add themselves to courses and are not permitted to attend courses for which they are not formally enrolled.

If a new section is added, the **Student & Enrolment Services** staff will e-mail students via their Schulich e-mail, and advise the students of the new section. If space in filled courses becomes available, students will also be notified by e-mail. Note that seniority (the number of courses completed) is used in determining priority only for those students whose names are recorded on the Wait List. After those students have been awarded space, available spots will be assigned on a first come, first-served basis.

NOTE

Students will not be automatically enrolled into courses from wait lists. Students will be notified by e-mail that they have 1, 3 or 5 days to enrol in the course online.

Once this period has elapsed, the Student & Enrolment Services staff will advance to the next student on the wait list.

Course Cancellations

If a course is cancelled, Student Services immediately informs those enrolled in the course by their Schulich e-mail. The change is also posted online in the [Schulich Course Offerings database](#).

Revised Course Offerings

Revisions to course offerings are also posted on the [Schulich Course Offerings database](#)

Revisions can include:

- cancelled courses
- new courses
- schedule changes (day/time)
- room changes
- new instructors

ENROLMENT STATUS INFORMATION**Definition of Full-time and Part-time Status**

For programs with a part-time study option:

Full-time status	Part-time status	Continuing students
Enrolment in 9.00 credits or more to a max of 18.00 credits per term	Enrolment in no more than 7.50 credits per term	Status in a new term is assumed to be the same as in the previous term - unless a change was requested in writing prior to the start of term

Status changes must be made by the student to be official and result in a fee change. **Enrolment in a part-time course load does not automatically confirm that the student is part-time or paying part-time fees.** A status change must be submitted as below.

NOTE: International students should check immigration regulations before switching to part-time status.

Changing Full-time and Part-time Status

MBA students may only change status from full-time to part-time or vice versa by submitting a written request using the Enrolment Status Change Form, found in your [Graduate Academic Forms Database](#). This form must be submitted to Student Services by the deadline indicated online and on the form.

Students who change their status for a limited period of time (e.g. from full-time to part-time for a Summer Term) must remember to apply to change their status back by the stated deadline on the Enrolment Status Change form. Students who wish to change their status for numerous upcoming terms (e.g. continue part-time for the remainder of the program) should only submit one form.



Find MBA program details online!
schulich.yorku.ca/programs/mba

Master of Business Administration (MBA)

Whether graduates choose to build a career in private, public or nonprofit organizations, the Schulich MBA prepares them to meet the constantly changing economic, political and social demands of each sector.

The organizations graduates will work for are facing seemingly endless challenges. To survive in a world of constant change, these organizations have to be increasingly lean, fast, innovative, entrepreneurial, global in outlook and service-oriented. To keep abreast of such changes, the Schulich School constantly monitors the MBA marketplace. Faculty members listen to stakeholder groups. They talk with executives and practicing managers. They consult with corporate advisors, alumni, students and faculty. They read widely and visit leading schools around the world. The result is an MBA program that is highly relevant, practical and oriented to real-world needs.

MBA students may choose to study on a full-time or part-time basis, and may change from one to the other.



STUDY OPTIONS

Full-time Study (Keele Campus)

Program length | 16-20 months

- MBA 1 and MBA 2 courses offered
- Normal course load is 9.00-15.00 credits/term
- September or January admission

*One break term available in 20-month stream and can be scheduled in any term after Term 1 and before Term 4.

Part-time Study (Keele Campus)

Program length | 36-40 months

- MBA 1 and MBA 2 courses offered
- Normal course load is 6.00 credits/term
- September or January admission

Part-time Study Downtown*

Program length | 36-40 months

- MBA 1 courses typically offered
- Normal course load is 6.00 credits/term
- September admission
- Students are required to take some courses at the Keele campus which may include some MBA 1 courses during the Summer term



EXCHANGE PROGRAMS

MBA students can apply to study abroad for one term on a full- or part-time basis in MBA 2, provided they meet the eligibility criteria. Students may also be able to participate in a short program abroad in addition to their full- or part-time term.

For further details, see the Exchange section of this handbook.



*The Miles S. Nadal Downtown Management Centre is located at King and Bay Streets on the 5th floor of the Ernst & Young Tower, Toronto Dominion Centre, 222 Bay St., Toronto.

PROGRAM LENGTH

The length of time required to complete the MBA will depend on a number of factors, including a student's previous educational and work experience and choice of study options. Full-time students usually complete the program in 20 months (4 active terms with one break term), but can opt to complete in 16 continuous months (no break term).

Break term

Full time students can select which term to schedule their break term and can choose any term (Summer, Fall, or Winter) that falls after Term 1 and before Term 4.

Accelerated/Advanced Standing

For students with a previous four-year Honours undergraduate business degree (e.g. BComm or BBA) or equivalent and two years' full-time work experience, it is possible to reduce the total required MBA courses from 60.00 credits to as few as 30.00 credits. This is the result of the awarding of Advanced Standing for previous undergraduate business courses.

Students may also be eligible for Advanced Standing if:

- they are Canadian Chartered Accountants (CPA, CA) who have obtained both their undergraduate honours degree and CA designation from the Canadian Institute of Chartered Accountants within the last 10 years. CAs without undergraduate business degrees who have not taken courses in Marketing, Organizations and/or Operations Management will be required to take Schulich'score courses in those subjects, replacing the equivalent number of elective credits.
- they are holders of the ACCA (Association of Chartered Certified Accountants) designation.
- they have completed a Schulich specialized masters degree.

Each applicant's case is considered individually, and advanced standing requests must be made at the time of application to the MBA.

The length of time required to complete the MBA will depend on a number of factors, including a student's previous educational experience and choice of study options. Full-time accelerated students usually complete the program in 2 terms (8 months*), part-time students in 5 active terms (20 months*).

*Not counting breaks (e.g., scheduled break term or leave of absences).

Waiver With Replacement

For students with some prior undergraduate business courses but no undergraduate business degree, MBA 1 individual course requirements may be waived and elective courses substituted in their place. Each applicant's case is considered individually and Waiver with Replacement requests must be made at the time of application to the MBA.

The length of time required to complete the MBA will depend on a number of factors, including a student's previous educational experience and choice of study options. Full-time students usually complete the program in 4 terms (16 months*), part-time students in 10 active terms (40 months*).

* Not counting breaks (e.g., scheduled break term or leave of absences).

GRADUATION REQUIREMENTS

- Successful completion of 60.00 credits of courses consisting of:
 - 33.00 credits of Required Foundations of Management Core Courses
 - 27.00 credits of electives
- Grade point average (GPA) of at least 4.40 (B-)
- View the Graduate Policy Handbook to review grading scheme and promotion standards.



ORIENTATION WEEK

Ineō [i'ne.o]: Latin for "I begin; I undertake" (a certain activity, enterprise, business)

Ineō is the name given to your I/MBA orientation at Schulich. After listening to student feedback, we've redesigned the orientation experience and its learning outcomes to better support incoming students.

Ineō is mandatory. It kicks off your academic program and is an integral part of your degree. A detailed schedule will be e-mailed to students in advance of the start of term.

During Ineō you will...

- Conduct a case analysis in teams
- Practice networking and career development skills
- Meet your MBA colleagues
- Learn about student clubs
- Meet the Graduate Business Council

...and more!

INEŌ
a new beginning

BREAKING DOWN THE MBA:

MBA 1: the first half of the MBA program

MBA 2: the second half of the MBA program

3.00: the code used for courses of one term (12 weeks in length), which are worth 3.00 credits

1.50: the code used for courses of one half-term (6 weeks in length), which are worth 1.50 credits

THE ACADEMIC PROGRAM

MBA 1

CREDIT REQUIREMENTS

- **27.00 credits** of Required Foundations of Management Core Courses (see below)
- **3.00 credits** of elective course(s)

REQUIRED COURSES

ACTG 5100 3.00	Financial Accounting for Managers
ACTG 5210 1.50	Management Accounting
ECON 5100 3.00	The Economic Environment of Business
FINE 5200 3.00	Managerial Finance
MGMT 5150 3.00	Skills for Leadership
MGMT 5260 3.00	Managing for Value Creation
MKTG 5200 3.00	Marketing Management
OMIS 5110 1.50	Information Systems
OMIS 5120 1.50	Quantitative Methods
OMIS 5210 1.50	Operations Management
ORGS 5100 3.00	Organizational Behaviour

MBA 2

CREDIT REQUIREMENTS

- **6.00 credits** of Required Foundations of Management Core Courses (see below).
- **24.00 credits** of elective courses

REQUIRED COURSES

SGMT 6000 3.00	Strategic Management
MGMT 6090 0.00	Strategy Field Study Formation
MGMT 6100 3.00	Strategy Field Study

ELECTIVE COURSE(S)

Unless prerequisite or corequisite elective courses are specified, students are free to select their MBA elective(s) from the list of electives in this handbook.

Students wishing to use electives to fulfill requirements for a Graduate Diploma or Specialization in a specific area should consult the appropriate curriculum overview to plan their courses accordingly.

Visual Schedule Builder

The Visual Schedule Builder (VSB) is an online self-service tool to assist you in planning your academic schedules. It allows you to graphically view schedule options, choose your desired courses and create a timetable based on the locations and times that work best for you. The VSB arranges courses into conflict-free options and displays them in an easy-to-read weekly schedule.

It is recommended that you use the VSB to plot your elective courses. To get started with the VSB, visit:

registrar.yorku.ca/enrol/guide/vsb.

ELECTIVE COURSES OUTSIDE SCHULICH

The maximum number of elective courses taken outside Schulich for which credit is given is the equivalent of 6.00 credits of courses.



Learn more about planning courses with the **Visual Schedule Builder (VSB)!**

Watch a video tutorial at:

registrar.yorku.ca/enrol/guide/vsb

Learn more about the VSB can help you plan your term by visiting the **GradBlog**.

MBA at a Glance **FULL-TIME (KEELE CAMPUS)**




PROGRAM DETAILS:

- Program Length: 16-20 months
- Location: Keele campus (some courses offered downtown)
- Normal full-time course load: 9.00-15.00 credits per term
- Maximum course load: 18.00 credits
- Admission: September or January
 - for September admission, continuous enrolment in Fall-Winter terms is recommended
 - for January admission, continuous enrolment in Winter-Summer terms is recommended

GRADUATION REQUIREMENTS:

- Overall grade point average (GPA) of at least 4.40 (B-).
- Successful completion of 60.00 credits of courses consisting of:
 - 33.00 credits** of core courses
 - 27.00 credits** of electives

MBA 1		
Term 1	MGMT 5150 3.00 SKILLS FOR LEADERSHIP	
	ACTG 5100 3.00 FINANCIAL ACCOUNTING FOR MANAGERS	
	ECON 5100 3.00 THE ECONOMIC ENVIRONMENT OF BUSINESS	
	ORGS 5100 3.00 ORGANIZATIONAL BEHAVIOUR	
	OMIS 5110 1.50 INFORMATION SYSTEMS	OMIS 5120 1.50 QUANTITATIVE METHODS
Term 2	MGMT 5260 3.00 MANAGING FOR VALUE CREATION	
	FINE 5200 3.00 MANAGERIAL FINANCE	
	MKTG 5200 3.00 MARKETING MANAGEMENT	
	ACTG 5210 1.50 MANAGEMENT ACCOUNTING	OMIS 5210 1.50 OPERATIONS MANAGEMENT
	ELECTIVE(S) AND SPECIALIZATION OPPORTUNITIES (3.00 CREDITS)	
MBA 2		
Term 3 and 4	SGMT 6000 3.00 STRATEGIC MANAGEMENT	
	MGMT 6090 0.00 STRATEGY FIELD STUDY FORMATION	
	MGMT 6100 3.00 STRATEGY FIELD STUDY (TWO TERMS)	
	ELECTIVES AND SPECIALIZATION OPPORTUNITIES (24.00 CREDITS)	

	Core Foundation Courses
	Electives
	Strategy Field Study

- *Electives must not duplicate previous business courses taken.
 ** Students must enrol in MGMT 6090 0.00 in the first term of their Strategy Field Study.
 *** The Strategy Field Study spans two consecutive terms. Students may enrol in MGMT 6100 3.00 in either the first or second term of their Strategy Field Study.

MBA at a Glance **PART-TIME (KEELE CAMPUS)**

PROGRAM DETAILS:

- Program Length: 36-40 months
- Location: Keele campus
- Normal part-time course load: 6.00 credits per term
- Maximum course load: 7.50 credits
- Admission: September (Keele & Nadal); January (Keele only)
 - for September admission, continuous enrolment in Fall-Winter terms is recommended
 - for January admission, continuous enrolment in Winter-Summer terms is recommended

GRADUATION REQUIREMENTS:

- Overall grade point average (GPA) of at least 4.40 (B-).
- Successful completion of 60.00 credits of courses consisting of:
 - 33.00 credits** of core courses
 - 27.00 credits** of electives

MBA 1			
Term 1	MGMT 5150 3.00 SKILLS FOR LEADERSHIP		
	ACTG 5100 3.00 FINANCIAL ACCOUNTING FOR MANAGERS		
Term 2	ECON 5100 3.00 THE ECONOMIC ENVIRONMENT OF BUSINESS		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">OMIS 5110 1.50 INFORMATION SYSTEMS</td> <td style="width: 50%; text-align: center;">OMIS 5120 1.50 QUANTITATIVE METHODS</td> </tr> </table>	OMIS 5110 1.50 INFORMATION SYSTEMS	OMIS 5120 1.50 QUANTITATIVE METHODS
OMIS 5110 1.50 INFORMATION SYSTEMS	OMIS 5120 1.50 QUANTITATIVE METHODS		
Term 3	ORGS 5100 3.00 ORGANIZATIONAL BEHAVIOUR		
	MGMT 5260 3.00 MANAGING FOR VALUE CREATION		
Term 4	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">ACTG 5210 1.50 MANAGEMENT ACCOUNTING</td> <td style="width: 50%; text-align: center;">OMIS 5210 1.50 OPERATIONS MANAGEMENT</td> </tr> </table>	ACTG 5210 1.50 MANAGEMENT ACCOUNTING	OMIS 5210 1.50 OPERATIONS MANAGEMENT
	ACTG 5210 1.50 MANAGEMENT ACCOUNTING	OMIS 5210 1.50 OPERATIONS MANAGEMENT	
MKTG 5200 3.00 MARKETING MANAGEMENT			
Term 5	FINE 5200 3.00 MANAGERIAL FINANCE		
	ELECTIVE(S) AND SPECIALIZATION OPPORTUNITIES (3.00 CREDITS)		
MBA 2			
	SGMT 6000 3.00 STRATEGIC MANAGEMENT		
	MGMT 6090 0.00 STRATEGY FIELD STUDY FORMATION		
	MGMT 6100 3.00 STRATEGY FIELD STUDY (TWO TERMS)		
	ELECTIVES AND SPECIALIZATION OPPORTUNITIES (24.00 CREDITS)		

- Core Foundation Courses
- Electives
- Strategy Field Study

*Electives must not duplicate previous business courses taken.
 ** Students must enrol in MGMT 6090 0.00 in the first term of their Strategy Field Study.
 *** The Strategy Field Study spans two consecutive terms. Students may enrol in MGMT 6100 3.00 in either the first or second term of their Strategy Field Study.

MBA at a Glance **ACCELERATED (KEELE CAMPUS)**

PROGRAM DETAILS:

- Program length: 8-20 months
- Location: MBA 1 and MBA 2 courses at Keele Campus
- Admission: September or January

GRADUATION REQUIREMENTS:

- Overall grade point average (GPA) of at least 4.40 (B-).
- Successful completion of 30.00 credits of courses consisting of:
 - 6.00 credits of core courses (*SGMT 6000 3.00, MGMT 6090 0.00 and MGMT 6100 3.00*)
 - 24.00 credits of electives

FULL-TIME ACCELERATED

MBA 2	
recommended elective: MGMT 6150 3.00* LEADERSHIP SKILLS FOR A TURBULENT WORLD	
Term 1	SGMT 6000 3.00 STRATEGIC MANAGEMENT
	MGMT 6090 0.00 STRATEGIC FIELD STUDY FORMATION
	ELECTIVES (12.00 CREDITS)*
Term 2	MGMT 6100 3.00*** STRATEGY FIELD STUDY
	ELECTIVES (12.00 CREDITS)*

PART-TIME ACCELERATED

MBA 2	
recommended elective: MGMT 6150 3.00* LEADERSHIP SKILLS FOR A TURBULENT WORLD	
Term 1	SGMT 6000 3.00 STRATEGIC MANAGEMENT
	ELECTIVES (3.00 CREDITS)*
Term 2	ELECTIVES (6.00 CREDITS)*
Term 3	ELECTIVES (6.00 CREDITS)*
Terms 4-5	Term 4 or 5 – MGMT 6090 0.00** STRATEGY FIELD STUDY FORMATION
	MGMT 6100 3.00*** STRATEGY FIELD STUDY
	ELECTIVES (9.00 CREDITS)*

<input type="checkbox"/>	Core Foundation Courses
<input type="checkbox"/>	Electives
<input type="checkbox"/>	Strategy Field Study

*Electives must not duplicate previous business courses taken. MGMT 6150 counts as 3.00 elective credits.

** Students must enrol in MGMT 6090 0.00 in the first term of their Strategy Field Study.

*** The Strategy Field Study spans two consecutive terms. Students may enrol in MGMT 6100 3.00 in either the first or second term of their Strategy Field Study.

MBA at a Glance **PART-TIME DOWNTOWN**

Program length | 36-40 months

- Program Length: 36-40 months
- Location: Keele campus, Nadal campus
NOTE: Nadal students will be required to take some courses at the Keele campus, which may include MBA 1 courses during the Summer Term. Nadal course offerings are subject to change each term.
- Normal part-time course load: 6.00 credits per term
- Maximum course load: 7.50 credits
- Admission: September (Keele & Nadal); January (Keele only)
 - for September admission, continuous enrolment in Fall-Winter terms is recommended
 - for January admission, continuous enrolment in Winter-Summer terms is recommended

Graduation Requirements:

- Overall grade point average (GPA) of at least 4.40 (B-).
- Successful completion of 60.00 credits of courses consisting of:
 - 33.00 credits** of core courses
 - 27.00 credits** of electives

MBA 1			
Term 1	MGMT 5150 3.00 SKILLS FOR LEADERSHIP		
	ACTG 5100 3.00 FINANCIAL ACCOUNTING FOR MANAGERS		
Term 2	ECON 5100 3.00 THE ECONOMIC ENVIRONMENT OF BUSINESS		
	ORGS 5100 3.00 ORGANIZATIONAL BEHAVIOUR		
Term 3	MKTG 5200 3.00 MARKETING MANAGEMENT		
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Term 4	MGMT 5260 3.00 MANAGING FOR VALUE CREATION		
	FINE 5200 3.00 MANAGERIAL FINANCE		
Term 5	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">ACTG 5210 1.50 MANAGEMENT ACCOUNTING</td> <td style="width: 50%; text-align: center;">OMIS 5210 1.50 OPERATIONS MANAGEMENT</td> </tr> </table>	ACTG 5210 1.50 MANAGEMENT ACCOUNTING	OMIS 5210 1.50 OPERATIONS MANAGEMENT
	ACTG 5210 1.50 MANAGEMENT ACCOUNTING	OMIS 5210 1.50 OPERATIONS MANAGEMENT	
ELECTIVE(S) AND SPECIALIZATION OPPORTUNITIES (3.00 CREDITS)			
MBA 2			
	SGMT 6000 3.00 STRATEGIC MANAGEMENT		
	MGMT 6090 0.00 STRATEGY FIELD STUDY FORMATION		
	MGMT 6100 3.00 STRATEGY FIELD STUDY (TWO TERMS)		
	ELECTIVES AND SPECIALIZATION OPPORTUNITIES (24.00 CREDITS)		

- Core Foundation Courses
- Electives
- Strategy Field Study

*Electives must not duplicate previous business courses taken.
 ** Students must enrol in MGMT 6090 0.00 in the first term of their Strategy Field Study.
 *** The Strategy Field Study spans two consecutive terms. Students may enrol in MGMT 6100 3.00 in either the first or second term of their Strategy Field Study.

MBA In India **FULL-TIME HYDERABAD & KEELE CAMPUS**

Schulich offers the first year of its MBA program at its Hyderabad campus, taught by the same award-winning faculty members who regularly teach at our Toronto campuses. In the second year of the MBA India program, students study in Toronto and customize their studies by choosing and combining from Schulich's 18 MBA specializations.

Students may also pursue the Graduate Diploma in Culture, Communication & Leadership in Canadian Business, a concurrent MBA diploma that provides an in-depth appreciation of the cultural differences, business practices, conventions and vocabulary needed to succeed in the Canadian business environment.

MBA Year 1 (Hyderabad, India)		
Term 1	MGMT 5150 3.00 SKILLS FOR LEADERSHIP	
	ACTG 5100 3.00 FINANCIAL ACCOUNTING FOR MANAGERS	
	ECON 5100 3.00 THE ECONOMIC ENVIRONMENT OF BUSINESS	
	ORGS 5100 3.00 ORGANIZATIONAL BEHAVIOUR	
	OMIS 5110 1.50 INFORMATION SYSTEMS	OMIS 5120 1.50 QUANTITATIVE METHODS
Term 2	MGMT 5260 3.00 MANAGING FOR VALUE CREATION	
	FINE 5200 3.00 MANAGERIAL FINANCE	
	MKTG 5200 3.00 MARKETING MANAGEMENT	
	ACTG 5210 1.50 MANAGEMENT ACCOUNTING	OMIS 5210 1.50 OPERATIONS MANAGEMENT
	ELECTIVE(S) AND SPECIALIZATION OPPORTUNITIES (3.00 CREDITS)	
MBA Year 2 (Toronto, Canada)		
Term 3 and 4	SGMT 6000 3.00 STRATEGIC MANAGEMENT	
	MGMT 6090 0.00 STRATEGY FIELD STUDY FORMATION	
	MGMT 6100 3.00 STRATEGY FIELD STUDY (TWO TERMS)	
	ELECTIVES AND SPECIALIZATION OPPORTUNITIES (24.00 CREDITS)	

- Core Foundation Courses
- Electives
- Strategy Field Study

- *Electives must not duplicate previous business courses taken.
- ** Students must enrol in MGMT 6090 0.00 in the first term of their Strategy Field Study.
- *** The Strategy Field Study spans two consecutive terms. Students may enrol in MGMT 6100 3.00 in either the first or second term of their Strategy Field Study.



Graduate Diploma in Culture, Communication & Leadership in Canadian Business (CCLCB)

The Schulich Graduate Diploma in Culture, Communication and Leadership in Canadian Business (CCLCB) provides students with an in-depth appreciation of cultural differences, business practices, conventions and vocabulary to succeed in the Canadian business environment. Starting with a two-term professional development course, students will acquire skills and knowledge to facilitate their professional development in a Canadian context, before taking hands-on electives on topics like team dynamics and negotiations, as well as an industry specific course which explores the Canadian business landscape. A 12-week work placement provides students with an opportunity to apply what they've learned and reflect about the experience through the Graduate Placement course.

FACULTY

Theodore Peridis

BSc (Athens, Greece); MA (Kent, UK); MPhil & PhD (New York)
Professor of Strategic Management
Director, Global Leadership Program
Director, India MBA and Executive MBA Programs

Ashwin Joshi

BAS Hons (Trent); PhD (Queen's)
Associate Professor of Marketing Academic
Director, MBA Program
Co-director, Schulich MBA in India

CORE COURSES

MGMT 5000 0.00	Professional Development in the Canadian Context
MGMT 6850 3.00	Graduate Placement

ELECTIVE COURSES

Students must complete **9.00 credits** of elective courses: **3.00 credits** from each of the three categories below.

Communication:

IBUS 6490 3.00	International Negotiations: Analysis, Strategy & Practice
MGMT 6300 3.00	Case Analysis and Presentation Skills
ORGS 6560 3.00	Negotiations

Leadership:

ORGS 6350 3.00	Managing Change
ORGS 6650 3.00	The Art and Science of Leadership
ORGS 6720 3.00	Managing Team Dynamics

Culture:

FNSV 5500 1.50	Introduction to Financial Services Management
FNSV 6700 3.00	Managing of Risk in Financial Institutions
FNSV 6985 1.50	The Canadian Life Insurance Industry & International Competition
MGMT 6200 3.00	Business Administration and the Law
MKTG 6321 3.00	Entertainment Culture and Marketing
PROP 6150 3.00	Economic Forces Shaping the City

GRADUATION REQUIREMENTS

- must be taken concurrently with the Schulich MBA in India program*
- successful completion of **12.00 credits** of courses comprised of
 - a) MGMT 5000 0.00
 - b) MGMT 6850 3.00**
 - c) 9.00 credits of electives

* Students must satisfy both Graduate Diploma and MBA requirements

**Graduate Placement course is taken following a 12-week placement in an approved organization. Approval is provided by the Diploma Coordinator. The work experience part of the placement must be completed prior to the student's last term in the MBA program.

Explore this diploma online!
schulich.yorku.ca/cclcb



MBA in India Program with CCLCB Diploma integrated

Graduate Diploma in Culture, Communication and Leadership in Canadian Business

Regular Option:

Term	MBA Degree Requirements + Diploma Requirements	
Term 1- Fall (Hyderabad)	MGMT 5150 3.00: SKILLS FOR LEADERSHIP	
	ACTG 5100 3.00: FINANCIAL ACCOUNTING FOR MANAGERS	
	OMIS 5110 1.50: INFORMATION SYSTEMS	OMIS 5120 1.50: QUANTITATIVE METHODS
	ORGS 5100 3.00: ORGANIZATIONAL BEHAVIOUR	
	ECON 5100 3.00: THE ECONOMIC ENVIRONMENT OF BUSINESS	
	MGMT 5000 0.00: PROFESSIONAL DEVELOPMENT IN THE CANADIAN CONTEXT (Pass/Fail)	
Term 2 - Winter (Hyderabad)	MGMT 5260 3.00: MANAGING FOR VALUE CREATION	
	ACTG 5210 1.50: MANAGEMENT ACCOUNTING	OMIS 5210 1.50: OPERATIONS MANAGEMENT
	MKTG 5200 3.00: MARKETING MANAGEMENT	
	FINE 5200 3.00: MANAGERIAL FINANCE	
	SGMT 6000 3.00: STRATEGIC MANAGEMENT	
	MGMT 5000 0.00: PROFESSIONAL DEVELOPMENT IN THE CANADIAN CONTEXT (Pass/Fail)	
Term 3 - Summer (Toronto)	Work placement term in an organization	
Term 4 & 5 Fall-Winter (Toronto)	MGMT 6850 3.00 (Fall): GRADUATE PLACEMENT	
	MGMT 6090 0.00 (Fall): STRATEGY FIELD STUDY FORMATION	
	MGMT 6100 3.00 (Fall or Winter): STRATEGY FIELD STUDY	
	9.00 Diploma Elective Credits: <i>Students must take 3.00 credits from each of the following categories:</i> COMMUNICATION LEADERSHIP NORTH AMERICAN CULTURE	
	+ an additional 15.00 elective credits of your choice	

MBA requirements CCLCB Diploma requirements



International Master of Business Administration (IMBA)

With the increasingly globalized operating environment of organizations, and the pressing need for managers with a holistic, integrated, and culturally appropriate approach to solving business problems, the IMBA program strives to develop internationally experienced business professionals ready to make significant contributions to the performance of their organizations and to the well-being of society. The IMBA program is designed around three interrelated themes: global orientation, functional business management education and professional development. The IMBA takes an experiential approach to business education. The interactive pedagogy of globally-oriented functional business courses including regional analysis, combined with professional development skills development and personalized coaching, provides IMBA graduates with all-inclusive management skills expected by employers worldwide. Students will apply and reflect on the concepts and skills acquired in the first 2 terms during an international work term assignment.

FACULTY

Schulich faculty teaching in the IMBA program have a wide range of international business and research experience. In addition, many have studied and taught in foreign universities or worked abroad in corporate operations. Senior Corporate Executives, and IMBA alumni are also actively involved with the program to bring a real world business perspective in various courses.

Program Director

Alexandra Campbell

BA Hons (York); MBA & PhD (Toronto)

Director, International MBA (IMBA) Program; Associate Professor of Marketing

THE INTERNATIONAL ADVISORY COUNCIL - SCHULICH SCHOOL OF BUSINESS

Anna Ewing (MBA '88)
Executive Vice-President
Global Technology Solutions
Nasdaq OMX Group (USA)

David J.S. Winfield
Former Executive Director
International Centre for
Leadership in Finance (Malaysia)

Dezső J. Horváth, CM
Dean & Tanna H. Schulich Chair
in Strategic Management
Schulich School of Business

Douglas McCuaig
Executive VP
Global Client Transformation Services
CGI – Canada

Fiona K.M. Hsu (MBA '86)
Director & Head of Relationship
Management
Global Wealth Solutions
HSBC International Trustee Ltd. (China)

Goran Carstedt
Former Senior Executive
IKEA, Volvo (Sweden)

Grant E. Rasmussen (MBA '93)
Senior VP
Regional Head, Ontario
CIBC Retail Banking

H. Ian Macdonald, OC
President Emeritus, York University
Professor Emeritus Policy

Hana E. Zalzal (MBA '92)
Founder
CARGO Cosmetics Corp. (NY)

Honourable Akhilesh Mishra
Consul-General of India,
Consulate of India in Toronto

Jasper Cheung (MBA '90)
President
Amazon Japan K.K. (Japan)

Javier San Juan
President
Latin America & Hispanic Zone
L'Oréal Inc., Mexico

Jeffrey Halpern (BBA '78)
Business Succession Advisor
TD Waterhouse, Private Client Services

John P. Wleugel
Retired CFO, Bata Limited
Executive-in-Residence,
Schulich School of Business

Jonathan K.H. Cheung (MBA '73)
Former Head
Bank Relationship for Asia Pacific Credit
Lyonnais Bank (China)

Joseph K.Y. Yu (MBA '77)
General Manager & Director
Pan Asian Oasis Inc. (China)

Lelia Konyn
Chief Human Relations Officer,
Rediscovered Luxury Residences &
Voyages (China)

Linda A.M. Jackson (MBA '86)
Owner/CEO
Anticipation Marketing
Communications Consulting
(Mexico)

Marthi A. Morfitt (MBA '86)
President and CEO
River Rock Partners, Inc. (USA)

Melanie Aitken
Bennett Jones LLP (USA)

Nicholas Armour
Former British Diplomat, International
Trade & Development (UK)

Noritake Kobayashi
Professor Emeritus
Keio University (Japan)

Otto H. Jacobs
Professor and President Emeritus
University of Mannheim (Germany)

Paul Labbé (Chair)
Director
Dundee Bank of Canada

Peter Sutherland
Senior Business Advisor Asia
Aird & Berlis LLP

Peter W. Currie (MBA '78)
Chairman, Atomic Energy of Canada Ltd.

Prafulla P. Metaparti (IMBA '07)
Executive Director Compliance Operations
J.P. Morgan Chase (Hong Kong)

Pongsak Hoontrakul
Independent Director and
Member of Nomination Committee,
UOL Group Limited., Singapore

Preeti Saran
Indian Ambassador to Vietnam
Former Consul General
Consulate of India in Toronto

Raj Kothari
GTA Managing Partner
National Asset Management Leader
PWC Audit and Assurance Group

Robert C. Wong (MBA '72)
Vice Chairman
Leon Frazer & Associates Inc.
Investment Counsel

Robert L. Hines
Executive Director
Career Development Centre
Schulich School of Business

Robert Leonidas
Former President & CEO
Nestlé USA, Prepared Foods & Baking
and Nestlé Canada

Rommie Bhutani (MBA '96)
Managing Director, Investment Banking
Morgan Stanley International (UK)

Ronald McEachern (MBA '76)
CEO
Strategic Solutions Group – Asia

Roy Verstraete (MBA '73)
Managing Director
Anchor Lamina GmbH (Germany)

S. Jane Rowe (MBA '82)
Senior Vice-President
Teachers' Private Capital & Teachers'
Infrastructure Group
Ontario Teachers' Pension Plan

Schuyler M. (Skip) Sigel (QC)
Partner
Rosenzweig & Company Inc.
Executive-in-Residence
Schulich School of Business

Shri Satish C. Mehta
Director General
Indian Council for Cultural Relations (India)

Stacey Mowbray (MBA '88)
President, Weight Watchers Canada Ltd.
Gregory K.Y. Pau (BBA '88, MBA '89)
Senior Vice-President
Industrial Products Ratings DBRS Limited

Sunghoon Lee
VP, Global HR Management
Doosan Heavy Industries & Construction,
Korea

Terence (Terry) Kawaja (MBA/LLB '89)
Founder and CEO
LUMA Partners LLC (USA)

Terence Shanahan (MBA '87)
Managing Director
Deputy Global Head of Syndicate
Société Générale (UK)

Wenjie X. Zhang (MBA '01)
Former President & CEO
J.P. Morgan China

Yong Quek
Former President
Procter & Gamble Inc. (Canada)

Zoran Fotak (MBA '87)
CEO
St. George Asset Management, LLC (USA)

STUDY OPTIONS:

- Full-time study with optional **part-time study available for Year 2**
- Keele campus only
- September entry
- 4 terms at York (or 3 terms at York with international exchange*)
- 1 international Work Term

*All IMBA students can apply to spend one term studying abroad, provided they meet certain requirements.

PROGRAM LENGTH

The IMBA is 5-term program that is full time in the first year (terms 1-3). Students may change to part-time status in second year (terms 4 or 5) by submitting a written request using the Enrolment Status Change Form, found in your [Graduate Academic Forms Database](#). This form must be submitted to Student & Enrolment Services by the deadline indicated online and on the form. Students who change their status for a limited period of time (e.g. from full-time to part-time for one term) must remember to apply to change their status back by the stated deadline on the Enrolment Status Change form. Students who wish to change their status for numerous upcoming terms (e.g. continue part-time for the remainder of the program) should only submit one form.

IMBA ADMISSION & LANGUAGE REQUIREMENTS

- An undergraduate degree from a recognized post-secondary institution with a minimum B average in the last two full years (or equivalent) of academic work. Applicants with 3-year degrees may be considered for admission with an additional year of work experience (beyond the minimum required by program)
- A competitive score on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE).
- Two years of full-time work experience
- Completion of the online application, including two letters of reference
- Proof of English proficiency is required. Faculty-wide requirements apply.
- All applicants will have proficiency in at least two languages, including English. Applicants are required to declare an IMBA language of focus other than their mother tongue.
- English as a Second Language (ESL) is reserved for students whose first language is not English.
- A minimum speaking level of Intermediate- High is required in the declared IMBA language for admission. Proof of proficiency is required after a conditional offer of admission by undertaking an official Oral Proficiency Interview (OPI) by a certified tester of the American Council for the Teaching of Foreign Languages (ACTFL) arranged by the IMBA Program. Acceptable IMBA languages are those that are 'primary' languages of

business in any country, and those testable by ACTFL. NOTE: For applicants whose IMBA language is English, TOEFL or IELTS scores are used. Minimum required scores are:

Individual: IELTS: 6.5; TOEFL: 23

Average score: IELTS: 7.0; TOEFL: 100

LANGUAGE REQUIREMENTS

Entrance ACTFL OPI levels in IMBA supported languages (ESL, French, German, Japanese, Mandarin or Spanish) of Intermediate-High or Advanced-Low are required to enrol in IMBA language courses until they have achieved the required Exit level language proficiency.

For unsupported languages with ACTFL OPI levels below Advanced-Mid, students will self-study, and selffund remedial language training to take an Exit ACTFL OPI in Term 5. To satisfy the IMBA exit language requirement students must achieve the level of Advanced Mid or a progression of two levels in their entry level language fluency, whichever is lower.

International Work Term Requirements

A minimum 12 weeks full-time work is required in a company in a country where the student has not had any life or work experience in the last 10 years, and for students with ACTFL OPI levels below Advanced-Mid requiring remedial language study, in a country where the IMBA language is the primary language.

THE ACADEMIC PROGRAM

Explanation of Terms

0.00 = courses that are non-credit

1.50 = courses that are six classes in length and are worth 1.50 credits

3.00 = courses that are 12 classes in length and are worth 3.00 credits

9.00 = the code used for the international work term (in either Term 3 or Term 4), which is worth 9.00 credits

International Management Core Courses

IMBA 5001 0.00	Contemporary Challenges and Strategic Thinking
IMBA 5002 1.50	Managerial Decisions Analysis
IMBA 5100 1.50	Integrative Management Experiences I
IMBA 5101 3.00	Financial Accounting for International Managers
IMBA 5102 3.00	The Economic Environment of International Business
IMBA 5103 3.00	Introduction to Managerial Finance for International Managers
IMBA 5104 3.00	Managing People & Teams in a Global Context
IMBA 5105 1.50	Global Management Accounting
IMBA 5150 1.50	Leadership Skills in a Global World



IMBA 5200 1.50	Integrative Management Experiences II
IMBA 5201 1.50	Regional Analysis
IMBA 5202 3.00	Marketing Management in a Global Context
IMBA 5203 3.00	Strategy for the Global Organization
IMBA 5204 3.00	Design, Control and Improvement of Processes
IMBA 511x 0.00	Business Communication and Culture I*
IMBA 521x 0.00	Business Communication and Culture II*

Experiential Core Courses

IMBA 5000 0.00	Professional Development for International Managers
IMBA 5300 9.00	International Work Term
IMBA 6200 3.00	International Field Study

*if required for language remediation

ELECTIVES

- 24.00 credits of electives are required.
- IMBA students can take advantage of any specialization offered at Schulich
- some diploma programs require consultation with the IMBA director and the department program director to ensure all requirements are met
- IMBA students are encouraged to add a second functional specialization to that of international business which is built in to their program
- IMBA students require only 9.00 credits to fulfill a specialization requirement
- Unless a prerequisite is specified for a particular specialization, students are free to select their electives from the list of electives in this handbook.
- Due to overlap with IMBA courses, IMBA students may not enrol in IBUS 6410, IBUS 6430, MGMT 5260, IBUS 6490, IBUS 6430, or MKTG 6400

CHANGING STATUS

Students may change to part-time status in terms 4 and/or 5 by submitting a written request using the Enrolment Status Change Form, found in the [Graduate Academic Forms Database](#) on your MySchulich Student Portal. This form must be submitted to Student & Enrolment Services by the deadline indicated online and on the form.

Students who change their status for a limited period of time (e.g. from full-time to part-time for one term) must remember to apply to change their status back by the stated deadline on the Enrolment Status Change Form. Students who wish to change their status for numerous upcoming terms (e.g. continue part-time for the remainder of the program) should only submit one form.

GRADUATION REQUIREMENTS

Successful completion of all core IMBA courses and language proficiency requirements, consisting of:

- **30.00 credits** of international management core courses
- **12.00 plus all 0.00 credits** of experiential core courses
- **24.00 credits** minimum of electives
- An advanced facility with declared IMBA language, satisfied by:
 - an exit OPI level of Advanced-Mid* or a progression of two levels in their language fluency, or
 - successful completion of remedial language requirements (see Language Requirements on the previous page) plus international work term
- overall grade point average (GPA) of 4.40 (B-)

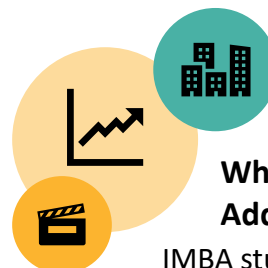
*Exception: Candidates whose IMBA language is English must meet the minimum required TOEFL/IELTS scores



SPECIALIZATIONS

IMBA students only require 9.00 credits to fulfill an area of specializations. Where applicable, any named required courses must be included in the 9.00 credits of electives that count toward an IMBA specialization.

See the section titled “Program Specializations” for additional details.



**Where will you take your degree?
Add a specialization to your IMBA!**

IMBA students only require **9.00 credits** to fulfill a specialization.



Find IMBA program details online!
schulich.yorku.ca/programs/imba

IMBA at a Glance

Term 1 (FALL)		
IMBA 5000 0.00 PROFESSIONAL DEVELOPMENT FOR INTERNATIONAL MANAGERS		
IMBA 5001 0.00 CONTEMPORARY CHALLENGES & STRATEGIC THINKING	IMBA 5002 1.50 MANAGERIAL DECISIONS ANALYSIS	IMBA 5100 1.50 INTEGRATIVE MANAGEMENT EXPERIENCES I
	IMBA 5101 3.00 FINANCIAL ACCOUNTING FOR INTERNATIONAL MANAGERS	
	IMBA 5103 3.00 INTRO TO MANAGERIAL FINANCE FOR INTERNATIONAL MANAGERS	
	IMBA 5104 3.00 MANAGING PEOPLE & TEAMS IN A GLOBAL CONTEXT	
	IMBA 5105 1.50 GLOBAL MANAGEMENT ACCOUNTING	
	IMBA 5201 1.50 REGIONAL ANALYSIS	
IMBA 511x 0.00 BUSINESS COMMUNICATION AND CULTURE I***		
Term 2 (WINTER)		
IMBA 5000 0.00 PROFESSIONAL DEVELOPMENT FOR INTERNATIONAL MANAGERS		
IMBA 5150 1.50 LEADERSHIP SKILLS IN A GLOBAL WORLD	IMBA 5102 3.00 THE ECONOMIC ENVIRONMENT OF INTERNATIONAL BUSINESS	IMBA 5200 1.50 INTEGRATIVE MANAGEMENT EXPERIENCES II
	IMBA 5202 3.00 MARKETING MANAGEMENT IN A GLOBAL CONTEXT	
	IMBA 5203 3.00 STRATEGY FOR THE GLOBAL ORGANIZATION	
	IMBA 5204 3.00 DESIGN, CONTROL & IMPROVEMENT OF PROCESSES	
IMBA 521x 0.00 BUSINESS COMMUNICATION AND CULTURE II***		
TERM 3 (SUMMER)*		TERM 4 (FALL)**
IMBA 5300 9.00 INTERNATIONAL WORK TERM		SPECIALIZATION & EXCHANGE OPPORTUNITIES (Electives or International Exchange) IMBA 6200 0.00 starts
TERM 5 (WINTER) **		
IMBA 6200 3.00 INTERNATIONAL FIELD STUDY		
ELECTIVES AND SPECIALIZATION OPPORTUNITIES 24.00		

- Experiential Core Courses
- Specialization Opportunities
- International Management Core Courses

*Terms 3 and 4 may be reversed

**Part-time study optional in terms 4 & 5

***if required for language remediation

Joint and Dual MBA Programs



Joint MBA/MFA and MBA/MA Degrees

The Schulich School of Business and the School of Arts, Media, Performance and Design, Graduate Studies offer a three-year, full-time, combined program leading to both a Master of Business Administration and Master of Fine Arts or Master of Arts degree. York University has distinguished itself in many ways but among its central achievements are the excellence of its School of Arts, Media, Performance and Design and that of the Schulich School of Business. These Faculties have created combined MBA/MFA degree programs in Visual Arts, Film, and Dance and combined MBA/MA degree programs in Art History, Dance, Music, Film (Cinema & Media Studies) and Theatre Studies at York University.

The combined degree offers students a unique opportunity for study. Graduates of this highly challenging program will follow career paths in which knowledge of the arts and of management and business are required. The MBA and MFA/MA programs complement each other in focus and offer excellent preparation for those interested in management careers in the arts, media and entertainment sectors.

FACULTY

Faculty members teaching in the MBA/MFA and MBA/MA programs are drawn from the faculty complement of the Schulich School of Business and the School of Arts, Media, Performance and Design.

Program Director, MBA/MFA and MBA/MA Programs
Joyce Zemans, CM

BA & MA (Toronto); DFA Hon (Nova Scotia College of Art & Design); HonLLD (Waterloo); Hon DFA (Concordia)
Senior Scholar and University Professor Emerita

Associate Director, MBA/MFA and MBA/MA Programs
Kenneth Rogers BA (Emerson), MA & PhD (NYU)

Associate Professor
Associate Dean, Research, Faculty of Arts, Media, Design and Performance

STUDY OPTIONS

Full-time Study (Keele Campus)

- Normal full-time load: 15.00 credits of courses per term

PROGRAM LENGTH

This is a full-time program. The normal full-time course load is 15.00 credits of courses per term. Students who enrol in the combined program should be able to complete it over a three year period, from date of entry.

GRADUATION REQUIREMENTS

- Overall grade point average (GPA) of 5.00 (B) in the MBA
- Successful completion of 45.00 credits of Schulich School of Business courses:
 - **33.00 credits** of Required Foundations of Management Core Courses
 - **9.00 credits** of Schulich Electives and SB/ARTM 6301 3.00
 - **OR 12.00 credits** of Schulich Electives and GS/ARTM 6301 3.00

Students who receive a waiver with replacement for Schulich MBA 1 Required Core Courses must replace these core courses with Schulich electives
- Meet degree requirements for combined students in their respective MFA/MA programs

FEE SCHEDULE

In total, 3 full-time terms are paid to Schulich and 3 full-time terms are paid to Graduate Studies. Any part-time terms are paid to the Faculty in which courses are taken.

For financial support through the Faculty of Graduate Studies, contact the School of Arts, Media, Performance and Design, Reception and General Enquiries at 416-736-5136. For information about financial support through Schulich, visit schulich.yorku.ca/financialaid or contact finaid@schulich.yorku.ca.

MBA ADMISSION CRITERIA

For acceptance into this combined program, students must meet the admission requirements for both the MBA and the MFA or MA as outlined by the University. Students must apply to, and be accepted by, each program separately. Below are the requirements to apply to the Schulich MBA only:

- Students must have an undergraduate degree from a recognized post-secondary institution in Fine Arts with a minimum B average* in the last two full years (or equivalent) of academic work.
- Students must earn an acceptable score on all four measurements of the Graduate Management Admissions Test (GMAT) or the Graduate Record Examination (GRE).
- Relevant full-time work experience within the arts or cultural industries is strongly recommended.
- Students may apply for admission to the combined program during the first year study in either the MBA program or MFA or MA program.
- For details regarding admission requirements for MA/MFA programs, visit the Faculty of Graduate Studies' School of Arts, Media, Performance and Design (AMPD) website: ampd.yorku.ca/current-students/graduate

*Note that minimum average entry requirements may be higher for the MFA or MA program you are applying to

MBA/MFA/MA ACADEMIC PROGRAM

Students in the combined program may choose either of the following two options. However, most students will find that Option 1 most easily facilitates progress through the combined program within three years of study.

Students should consult with the combined program director or coordinator regularly to ensure they are meeting the requirements as they proceed through the program.

OPTION 1: GRADUATE STUDIES START

YEAR 1

MFA/MA CORE REQUIREMENTS

Students take the core course requirements for their MFA or MA degree. In addition, students will take GS/ARTM 6301 3.00 Issues in Arts and Cultural Management during the winter semester of their first year of study. (They may also take ARTM 6300 3.00 Cultural Policy.)

YEAR 2

MBA 1 REQUIREMENTS

Students will take 27.00 credit hours of the Required MBA Foundations of Management 5000 level Core Courses in the second year of study and one 3.00 credit Schulich elective. They may also take a course in their Fine Arts field for degree requirement in the MFA or MA. To be eligible to advance to the next year of the joint program, students require a GPA of 5.00 (B), in their first year of study at Schulich.

YEAR 2 SUMMER

(optional)

Students generally undertake an internship after completing their second year in the program (and having fulfilled all their 5000 level core MBA requirements.)

YEAR 3

MFA/MA and MBA REQUIREMENTS

Students will complete the requirements in both programs during this final year of study. Students should take Strategic Management 6000 3.00 and their Strategic Field Study (MGMT 6090 0.00 and MGMT 6100 3.00) in the fall semester.

Students will also complete their Master's Research Paper (MRP) or Thesis and the balance of their course requirements in each program over the two semesters.

JOINT MBA/MFA AND MBA/MA AT-A-GLANCE

OPTION 1 (Recommended)

YEAR 1		
	The required courses in the student's fine arts specialization in either the MFA or MA streams in the School of Arts, Media, Performance and Design	
	ARTM 6301 3.00 ISSUES IN ARTS AND CULTURAL MANAGEMENT	
YEAR 2		
LAUNCH WEEK		
FALL	MGMT 5150 3.00 SKILLS FOR LEADERSHIP	
	OMIS 5110 1.50 INFORMATION SYSTEMS	OMIS 5120 1.50 QUANTITATIVE METHODS
	ECON 5100 3.00 THE ECONOMIC ENVIRONMENT OF BUSINESS	
	ORGS 5100 3.00 ORGANIZATIONAL BEHAVIOUR	
	ACTG 5100 3.00 FINANCIAL ACCOUNTING FOR MANAGERS	
WINTER	MGMT 5260 3.00 MANAGING FOR VALUE CREATION	
	ACTG 5210 1.50 MANAGEMENT ACCOUNTING	OMIS 5210 1.50 OPERATIONS MANAGEMENT
	MKTG 5200 3.00 MARKETING MANAGEMENT	
	FINE 5200 3.00 MANAGERIAL FINANCE	
	SCHULICH ELECTIVE (3.00 CREDITS)	
SUMMER	Students generally undertake an internship after completing their second year in the program (and having fulfilled all their 5000 level core MBA requirements) *Optional	
YEAR 3		
	The balance of required courses in the student's fine arts specialization in either the MFA or MA streams in the School of Arts, Media, Performance and Design	
	MGMT 6090 0.00 STRATEGY FIELD STUDY FORMATION	
	MGMT 6100 3.00 STRATEGY FIELD STUDY	
	SGMT 6000 3.00 STRATEGIC MANAGEMENT	
	SCHULICH ELECTIVE(S) (6.00-9.00 CREDITS)	



Find MBA/MFA/MA program details online!

schulich.yorku.ca/programs/mba-mfa-ma



Electives



Core Foundation Courses

OPTION 2: SCHULICH START

YEAR 1

MBA 1 REQUIREMENTS

Students will take 27.00 credit hours of the Required Foundations of Management 5000 level Core Courses in the first year of study, and SB/ARTM 6301 3.00 Issues in Arts and Cultural Management, for degree credit at Schulich. They may also take a course in their Fine Arts field for degree requirement in the MFA or MA. To be eligible to advance to the next year of the joint program, students require a GPA of 5.00 (B), in their first year of study at Schulich.

YEAR 1 SUMMER

(optional)

Students may choose to undertake an internship after completing their first year in the program.

YEAR 2

MFA/MA CORE REQUIREMENTS

Students will take the core course requirements in their Fine Arts area. In some cases, students may take Strategic Management 6000 3.00 in SSB and may complete their Strategy Field Study (MGMT 6090 0.00 and MGMT 6100 3.00) in this year of study.

YEAR 2 SUMMER

(optional)


Students may choose to undertake an internship in this semester, if not already completed.

YEAR 3

MFA/MA and MBA REQUIREMENTS

Students will complete the requirements in both programs during this final year of study. Students should take Strategic Management 6000 3.00 and their Strategic Field Study (MGMT 6090 0.00 and MGMT 6100 3.00) in the fall semester, if not already completed.

Students will also complete their Master's Research Paper (MRP) or Thesis and the balance of their course requirements in each program over the two semesters.

-  Electives
-  Core Foundation Courses

JOINT MBA/MFA AND MBA/MA AT-A-GLANCE

OPTION 2

YEAR 1	
LAUNCH WEEK	
FALL	MGMT 5150 3.00 SKILLS FOR LEADERSHIP
	OMIS 5110 1.50 INFORMATION SYSTEMS
	OMIS 5120 1.50 QUANTITATIVE METHODS
	ECON 5100 3.00 THE ECONOMIC ENVIRONMENT OF BUSINESS
	ORGS 5100 3.00 ORGANIZATIONAL BEHAVIOUR
WINTER	ACTG 5100 3.00 FINANCIAL ACCOUNTING FOR MANAGERS
	MGMT 5260 3.00 MANAGING FOR VALUE CREATION
	ACTG 5210 1.50 MANAGEMENT ACCOUNTING
	OMIS 5210 1.50 OPERATIONS MANAGEMENT
	MKTG 5200 3.00 MARKETING MANAGEMENT
SUMMER*	FINE 5200 3.00 MANAGERIAL FINANCE
	ARTM 6301 3.00 ISSUES IN ARTS AND CULTURAL MANAGEMENT
	Students may choose to undertake an internship after completing their first year in the program. *Optional
YEAR 2	
MFA/MA CORE REQUIREMENTS Students will take the core course requirements in their Fine Arts area. Students may take Strategic Management 6000 3.00 in SSB and may complete their Strategy Field Study (MGMT 6090 0.00 and MGMT 6100 3.00) in this year of study.	
SUMMER* Students generally undertake an internship after completing their second year in the program (and having fulfilled all their 5000 level core MBA requirements.) *Optional	
YEAR 3	
The balance of required courses in the student's fine arts specialization in either the MFA or MA streams in the School of Arts, Media, Performance and Design	
MGMT 6090 0.00** STRATEGY FIELD STUDY FORMATION	
MGMT 6100 3.00** STRATEGY FIELD STUDY	
SGMT 6000 3.00** STRATEGIC MANAGEMENT	
SCHULICH ELECTIVE(S) (6.00-9.00 CREDITS)	

**If not already completed.

ADDITIONAL SPECIALIZATION

- MBA/MFA/MA students require only 9.00 credits to fulfill a specialization requirement
- Unless a prerequisite is specified for a particular specialization, students are free to select their electives from the list of electives in this handbook.

Graduate Diploma in Arts, Media and Entertainment Management

Students may choose to pursue an Arts, Media and Entertainment Management Graduate Diploma in addition to their combined MBA/MFA/MA degrees.

Students who wish to pursue the graduate diploma must discuss this with the Program Director or Coordinator at the beginning of the program.

If students are doing a Graduate Diploma in Arts, Media and Entertainment Management as well as the two degrees, the summer semester after their second year of study is an appropriate time to meet the internship requirement; however, some students may choose to complete this requirement in the summer after their third year of study. All diploma requirements must be satisfied within one term of completing the graduate degree program requirements.

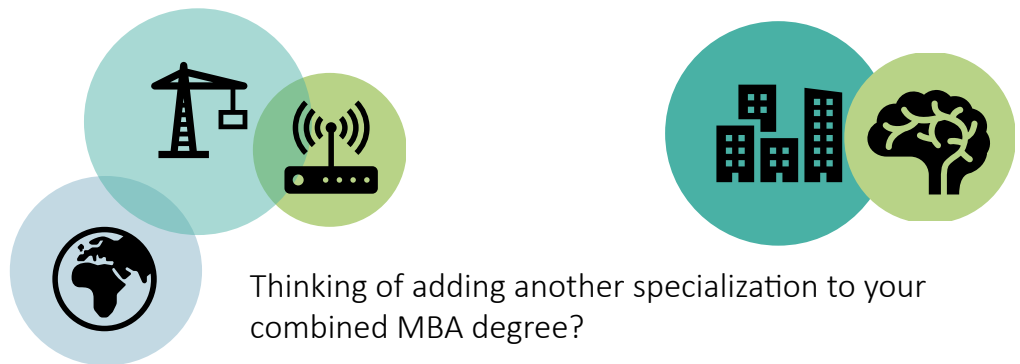
GRADUATION REQUIREMENTS

- The diploma must be taken concurrently with a Schulich graduate degree*
- The diploma must be completed within one term of completing graduate program degree requirements
- Completion of the [Arts, Media and Entertainment Management specialization requirements](#)
- Minimum 12-week full-time internship in a cultural sector organization as approved by the director
- MGMT 6100 3.00 Strategy Field Study in a cultural sector organization as approved by the director

*Students must satisfy both Graduate Diploma (above) and MBA/MFA or MBA/MA requirements



Explore this diploma online!
schulich.yorku.ca/specializations/arts-media



Thinking of adding another specialization to your combined MBA degree?

Browse MBA specialization opportunities online:
schulich.yorku.ca/programs/mba/#specializations

Joint MBA/JD Degrees

Schulich and York's Osgoode Hall Law School offer a four-year joint program leading to joint Master of Business Administration (MBA) and Juris Doctor (JD) degrees.

Graduates from these highly challenging programs follow career paths in which business and law overlap. Students normally specialize in some business/law combination such as environmental law/business management; economic regulation; finance; international business; corporate/commercial law; corporate tax; labour law/labour relations; public administration; and real estate and infrastructure. Regardless of their proposed career path, students should always ensure sufficient breadth in their legal studies to prepare for the Lawyer Licensing process and the demands of a legal career.

FACULTY

Faculty members teaching in the MBA/JD program are drawn from the full faculty complement of the Schulich School of Business and Osgoode Hall Law School. For a complete list of Schulich faculty members, please refer to the Faculty section of this handbook.

MBA Co-Director, MBA/JD Program

Peter Macdonald
LLB (Osgoode), of the Bar of Ontario
Adjunct Professor of Strategic Management / Policy and
Director of Schulich's Centre for Teaching Excellence

JD Co-Director, MBA/JD Program

Edward J. Waitzer
LLB & LLM (Toronto), of the Bars of Ontario and New York
Professor of Strategic Management/Policy and Jarislowsky Dimma
Mooney Chair in Corporate Governance

Benefit from Osgoode's internationally renowned full-time faculty and distinguished adjunct professors. Learn more by visiting the Osgoode website: osgoode.yorku.ca



STUDY OPTIONS

Full-time Study (Keele Campus Only)

- Normal full-time load: 15.00 credits of courses per term
- Osgoode requirements of 13.00-17.00 academic credits in each of Fall and Winter terms (in the upper years).

PROGRAM LENGTH

2 terms

Schulich MBA year 1 curriculum

+

2 terms

Osgoode Hall Year 1 curriculum

+

4 terms

combined Schulich course and Osgoode courses

= 4 years total

GRADUATION REQUIREMENTS

Successful completion of:

- **MGMT 5500 0.00**
- **45.00 credits** of Schulich School of Business courses
- first year program at Osgoode Hall Law School
- **45.00 academic credits** of upper year Osgoode Hall Law School courses, including:
 - (i) successful completion of the Joint MBA/JD Seminar in the final year of the Joint Program;
 - (ii) 3rd year legal research and writing requirement (Osgoode)
 - (iii) Indigenous & Aboriginal Law Requirement
 - (iv) at least one course or program with an experiential practicum component ("Practicum")
- Successful completion of the 40 hour Osgoode Public Interest Requirement (OPIR)

ADMISSION CRITERIA

To be eligible for consideration, each applicant must meet the MBA admission criteria for the Schulich School of Business and the JD admission criteria for Osgoode Hall Law School, as well as meeting the additional admission criteria for the MBA/JD Program set forth below. Osgoode admission criteria can be found on the Law School's website. A limited number of students in Schulich MBA 1 or the first year of the Osgoode JD program will be considered each year for admission into the second year of the MBA/JD joint program. Students in MBA 1 applying to the second year of the joint program, must submit a letter of intent to the Schulich Admissions Office. The additional admission criteria for the MBA/JD Program referred to above include the following:

Academic Background

- An undergraduate degree from a recognized post-secondary institution with at least an A- average in the last two full years (or equivalent) of academic study. (Applicants with 3-year degrees may be considered for admission with an additional year of work experience beyond the minimum required by program).

GMAT Score

- A score in the 85th percentile on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE) is recommended.

LSAT

- A score around the 85th percentile on the Law School Admission Test (LSAT).

Work Experience

- Post-degree work experience is not required, however it is strongly recommended since students will be in class with MBA students who generally have 4-5 years of experience.

FEE SCHEDULE – 4 YEAR PROGRAM

Fees must be paid as follows:

- Terms 1 and 2 (Schulich or Osgoode)
- Terms 3 and 4 (Schulich or Osgoode)
- Term 5: Schulich Tuition
- Terms 6-8: Osgoode tuition
- students may also register for MBA courses (6.00 credits max) in the Summer term, in which case part-time tuition is paid to Schulich

FINANCIAL ASSISTANCE

Schulich:

- Information on Schulich entrance scholarships and financial aid is available at schulich.yorku.ca/financialaid and in the Schulich Awards and Financial Support brochure.
- For further information contact Anne Caulfield, Financial Aid Officer, Schulich, acaulfield@schulich.yorku.ca.

Osgoode:

- For financial support through Osgoode Hall Law School, contact the Financial Services Office, Osgoode Hall Law School, 416-650-8132 or via email at financialservices@osgoode.yorku.ca.



MBA/JD ACADEMIC PROGRAM

YEAR 1 REQUIREMENTS

either

- 27.00 credits of Schulich MBA 1 Required Foundations of Management Core Courses
- 3.00 credits of Schulich MBA elective courses

or

- 9 courses of required Osgoode Year 1 curriculum
- students who receive Waiver with Replacement for Schulich MBA 1 required Core Courses must replace these core courses with Schulich elective courses. No Advanced Standing is permitted in the Joint MBA/JD Program

NOTE



All joint MBA/JD students are also required to take MGMT 5500 0.00 in their first year of the Joint MBA/JD Program.

This is a compulsory non-credit seminar course.

YEAR 2 REQUIREMENTS

- the Year 1 required program in the other school

YEARS 3 AND 4 REQUIREMENTS*

- A combination of Schulich and Osgoode courses, consisting of:
 - a) at least 15.00 credits in Schulich (note that MBA 2 Required Foundations of Management Core Courses SGMT 6000 3.00 Strategic Management, MGMT 6090 0.00 and MGMT 6100 3.00 Strategy Field Study can be taken in either Year 3 or Year 4)
 - b) 45 academic credits of upper year Osgoode Hall Law School courses, including all of the following:
 - (i) successful completion of the Joint MBA/JD Seminar in the final year of the Joint Program;
 - (ii) 3rd year legal research and writing requirement (Osgoode)
 - (iii) Indigenous & Aboriginal Law Requirement
 - (v) at least one course or program with an experiential practicum component (“Practicum”)
- Successful completion of the 40 hour Osgoode Public Interest Requirement (OPIR)

*Please note that sessional dates and examination periods at Osgoode may differ from Schulich

NOTE:

1. Students will not be eligible to advance to the upper year(s) of the joint degree program if their grade point average (GPA) in the first year of Osgoode is lower than 5.5 (B), or is lower than 5.0 (B) in the first year of Schulich.
2. Students ineligible to continue in the joint program may continue in either or both Schulich and Osgoode, provided they maintain the required standards of each.

Additional Specialization(s)

- MBA/JD students can take advantage of any specialization offered at Schulich
- Some diploma programs require consultation with the MBA/JD director and the department program director to ensure all requirements are met
- MBA/JD students require only 9.00 credits to fulfill a specialization requirement

Unless a prerequisite is specified for a particular specialization, students are free to select their electives from the list in this handbook.

SUMMER COURSES

Students may enrol in a maximum of 6.00 credits in the summer term at the Schulich School of Business, and must pay the Schulich part-time fees for that term. Taking summer courses does not allow for a reduction in Fall and Winter term required credits but permits flexibility in course selection or additional law courses.

EXCHANGE PROGRAM

MBA/JD students may participate in a full-time Schulich exchange term abroad only in their upper year Summer term. A maximum of 6.00 credits of exchange electives are eligible to be included in the required 45.00 credits that must be taken at Schulich. All other completed Schulich exchange credits will be considered extra and will not reduce the number of credits required in the MBA. Students on Schulich Summer exchange should inquire with the Schulich International Relations office regarding part-time exchange opportunities. Full-time exchange alternatives are available through Osgoode.



Find MBA/JD program details online
schulich.yorku.ca/programs/mbajd

4 Year Joint MBA/JD at a Glance

FULL-TIME STUDY (KEELE CAMPUS)

- normal full-time load is 15.00 credits per term, must complete 30.00 credits by the end of Term 2
- Osgoode requirement: 13.00- 17.00 academic credits in each Fall and Winter term (in the upper years).

PROGRAM LENGTH

- 2 terms of MBA year 1 curriculum
- 2 terms of Osgoode Year 1 curriculum
- 4 terms of combined Schulich courses and Osgoode courses

GRADUATION REQUIREMENTS

Successful completion of:

- **MGMT 5500 0.00**
- **45.00 credits** of Schulich School of Business courses
- first year program at Osgoode Hall Law School
- **45.00 academic credits** of upper year Osgoode Hall Law School courses, including:
 - (i) successful completion of the Joint MBA/JD Seminar in the final year of the Joint Program;
 - (ii) 2nd and 3rd year legal research and writing requirement (Osgoode);
 - (iii) Indigenous and Aboriginal Law Requirement
 - (v) at least one course or program with an experiential practicum component (“Practicum”)
- Successful completion of the 40 hour Osgoode Public Interest Requirement (OPIR)

YEAR 1 OR 2		
LAUNCH WEEK		
Term 1	MGMT 5150 3.00 SKILLS FOR LEADERSHIP	
	ACTG 5100 3.00 FINANCIAL ACCOUNTING FOR MANAGERS	
	ECON 5100 3.00 THE ECONOMIC ENVIRONMENT OF BUSINESS	
	ORGS 5100 3.00 ORGANIZATIONAL BEHAVIOUR	
	OMIS 5110 1.50 INFORMATION SYSTEMS	OMIS 5120 1.50 QUANTITATIVE METHODS
	MGMT 5500 0.00 BUSINESS AND THE LAW SEMINAR (COMPULSORY NON-CREDIT TAKEN UPON ENTRY TO PROGRAM)	
	Term 2	MGMT 5260 3.00 MANAGING FOR VALUE CREATION
FINE 5200 3.00 MANAGERIAL FINANCE		
MKTG 5200 3.00 MARKETING MANAGEMENT		
ACTG 5210 1.50 MANAGEMENT ACCOUNTING		OMIS 5210 1.50 OPERATIONS MANAGEMENT
MGMT 5500 0.00 BUSINESS AND THE LAW SEMINAR (COMPULSORY NON-CREDIT TAKEN UPON ENTRY TO PROGRAM)		
SCHULICH ELECTIVE(S) (3.00 CREDITS)		

YEAR 1 OR 2	
Term 1	LW 1300 4.00 LEGAL PROCESS I (FULL YEAR COURSE)
	LW 1200 3.00 ETHICAL LAWYERING IN A GLOBAL COMMUNITY (FULL YEAR COURSE)
	LW 1800 PUBLIC & CONSTITUTIONAL LAW (FULL YEAR COURSE)
	LW 1020 4.00 TORTS
	LW 1040 4.00 CRIMINAL LAW
	LW 1010 4.00 CONTRACTS
	MGMT 5500 0.00 BUSINESS AND THE LAW SEMINAR (COMPULSORY NON-CREDIT TAKEN UPON ENTRY TO PROGRAM)
Term 2	LW 1300 4.00 LEGAL PROCESS I (FULL YEAR COURSE)
	LW 1200 3.00 ETHICAL LAWYERING IN A GLOBAL COMMUNITY (FULL YEAR COURSE)
	LW 1800 6.00 PUBLIC & CONSTITUTIONAL LAW (FULL YEAR COURSE)
	LW 1090 4.00 PROPERTY I
	LW 1302 4.00 LEGAL PROCESS II
	MGMT 5500 0.00 BUSINESS AND THE LAW SEMINAR (COMPULSORY NON-CREDIT TAKEN UPON ENTRY TO PROGRAM)
	FIRST YEAR PERSPECTIVE OPTION (3.00 CREDITS)

YEAR 3 AND 4	
Terms 5-8	SGMT 6000 3.00 STRATEGIC MANAGEMENT
	MGMT 6090 0.00 STRATEGY FIELD STUDY FORMATION
	MGMT 6100 3.00 STRATEGY FIELD STUDY (TWO TERMS)
	SCHULICH ELECTIVE(S) (9.00 CREDITS)
	45.00 ACADEMIC CREDITS IN OSGOODE HALL, INCLUDING: LW 3820 3.00 JOINT MBA/JD SEMINAR
	SUCCESSFUL COMPLETION OF THE 40-HOUR OSGOODE PUBLIC INTEREST REQUIREMENT (OPIR)
	SUCCESSFUL COMPLETION OF THE INDIGENOUS & ABORIGINAL LAW REQUIREMENT
	SUCCESSFUL COMPLETION OF THE UPPER YEAR LEGAL RESEARCH & WRITING REQUIREMENT
SUCCESSFUL COMPLETION OF THE PRAXICUM REQUIREMENTS	

□ Core Foundation Courses ■ Electives

Joint York/Laval Degrees

This joint degree is offered through the Faculté des Sciences de l'Administration de l'Université Laval in Quebec City and Schulich. The goal of the program is to graduate bilingual and bicultural managers with a superior understanding of the realities and conditions of the Canadian business environment. See application process below.

Alternatively, Laval students who are planning to come to Schulich on exchange should visit schulich.yorku.ca/goinginternational.

ELIGIBILITY

- a cumulative grade point average (GPA) of at least 5.00 (B) on the 30.00 credits of MBA 1 and MBA 2 Required Foundations of Management Core Courses (See 'Year 1 Requirements', below)

THE ACADEMIC PROGRAM

YEAR 1 REQUIREMENTS

- 27.00 credits of Schulich MBA 1 Required Foundations of Management Core Courses, excluding advanced standing
- 3.00 credits of Schulich MBA 2 Required Foundations of Management Core Course: SGMT 6000 3.00 Strategic Management

YEAR 2 REQUIREMENTS

- for information on the academic program at Laval, contact the Schulich Graduate International Program Coordinator in W263, Schulich.

APPLICATION PROCESS

- for eligible students, submission of application to Schulich Graduate Admissions office by November 15 for the following September at Laval (see 'Eligibility' above)

MBA Graduate Diplomas

In addition to specializing, students may pursue a Graduate Diploma in the following areas.

Graduate Diplomas are available in addition to a degree diploma, and must be completed within one term of completing the MBA.

With a concentration of courses and a strategy field study site (approved by area program director), students will also engage in an internship or research paper to complete their diploma.

To obtain a Graduate Diploma, Schulich graduate students must satisfy both the graduate diploma and degree requirements.

AREA OF INTEREST	GRADUATE DIPLOMA	PAGE
Arts and Media	Arts, Media and Entertainment Management	41
Business and Sustainability	Business and the Environment	43
Financial Engineering	Financial Engineering	36
Health Industry Management	Health Industry Management	61
Social Sector Management	Nonprofit Management and Leadership	75

* Students pursuing MBA/MFA/MA or MBA/JD should consult with Student & Enrolment Services, the degree program director and diploma coordinator to see if requirements can be met within the timeline of the programs.



Post-MBA Diploma in Advanced Management

The relentless and radical change associated with the business environment means that those holding MBA degrees must constantly upgrade their management knowledge and skills in areas such as inventory management, the management of workplace diversity, information systems, global operations and women in management, among others.

In recognition of this need, Schulich has developed a program that is unique in North America – the Post-MBA Diploma in Advanced Management. While other schools have chosen to mount brief ‘refresher’ programs for their graduates, Schulich has opted instead to support more in-depth study through full-term (12 week) MBA elective courses.

Open to individuals who hold an MBA degree from a recognized business school, the Diploma re-immerses the MBA graduates into the mainstream of Year 2 of the Schulich MBA program.

ACADEMIC REGULATIONS

Students registered in the Post-MBA Diploma in Advanced Management are subject to the regulations governing all graduate students at Schulich, outlined in ‘Academic Policies and Regulations’ of this handbook, including continuous registration, except where otherwise specified. These include general policies and regulations, as well as those on academic honesty, examinations, grade appeals, promotion criteria, and others, and all York University rules regulations and policies.

ADMISSION CRITERIA

- An MBA degree that is equivalent to a North American MBA from a recognized university. The program should be a two year full-time or part-time program equivalent to 60 credit hours of study. Coursework must cover all the functional areas of business.
- Two years of relevant full-time work experience post undergraduate degree.
- Applicants whose first language is not English must submit evidence of English proficiency, with the exception of those who have studied for at least two years in a university where English is the language of instruction

STUDY OPTIONS

Full-time Study (Keele Campus)

- normal full-time course load is 10.50-15.00 credits of courses per term
- September, January or May admission is possible
- for fee-paying purposes, enrolment in any given term in 9.00 or more credits of courses constitutes full-time study; students declare this upon entry

Part-time Study (Keele Campus)

- normal part-time course load is 6.00 credits of courses per term
- September, January or May admission is possible
- for fee-paying purposes, enrolment in any given term in 7.50 credits of courses or less constitutes part-time study;
- students declare their status upon entry or declare a change before the start of term

PROGRAM LENGTH

Full-time students have a maximum of three consecutive terms to complete the requirements for the Post-MBA Diploma in Advanced Management. Part-time students must complete the requirements in a maximum of six consecutive terms.

GRADUATION REQUIREMENTS

- **15.00 credits** of MBA 2 elective courses
- overall grade point average (GPA) of 4.40 (B-)



ELECTIVE COURSES

Please note that prerequisites or the equivalents are required for certain electives. Post-MBA Diploma students may not enrol in courses outside of the Schulich School of Business or participate in individual studies.



Explore this diploma online!
schulich.yorku.ca/programs/pdam

Graduate Diploma in Financial Engineering (GDPE)



The stand-alone Graduate Diploma in Financial Engineering (GDPE) at York University is a program offered by the Schulich School of Business in collaboration with the Department of Mathematics and Statistics. It provides rigorous training in financial theory, methods of engineering, tools of mathematics and practice of programming.

After completing the program, students will be equipped with the theoretical knowledge and specialized skills to develop and value new financial instruments and implement risk management schemes. Possible career paths include derivatives trading and valuation, risk management in banks, investment firms, brokerage houses, other financial institutions and consulting firms. The GDPE program offers a unique opportunity with the Schulich advantage to applicants who have strong backgrounds in economics, mathematics, statistics, engineering science, or computing science and hope to accelerate their career in the financial industry.

To obtain the Graduate Diploma in Financial Engineering (Stand Alone) students need to complete five Masters'-level courses offered by the Schulich School of Business and the Graduate Program of Mathematics and Statistics. Students have a maximum of six consecutive terms to complete these requirements.

ACADEMIC REGULATIONS

Students registered in the Financial Engineering Diploma (Stand Alone) are subject to the regulations governing all graduate students at Schulich, outlined in 'Academic Policies and Regulations' of this handbook, including continuous registration, except where otherwise specified. These include general policies and regulations, as well as those on academic honesty, examinations, grade appeals, debarment, and others, and all York University rules regulations and policies.

ADMISSION CRITERIA

Academic Background

- A highly quantitative undergraduate degree from a recognized university. Such degrees include Business, Mathematics, Computer Science, Engineering, Economics, Chemistry, and Physics.
- A minimum B average in the last two full years (or equivalent) of academic work. Special attention will be placed on quantitative courses.
- Applicants are expected to have familiarity with financial market/economic concepts. This can be demonstrated by the successful completion of:
 - a) one economics/business course in prior undergraduate studies with a minimum grade of B,
 - b) successful completion of the Canadian Securities Course offered by the Canadian Securities Institute (or an equivalent), or
 - c) two years work-related experience in a business context dealing specifically with financial market/economic concepts.
- Post-degree work experience is not required, however it is recommended.

LANGUAGE PROFICIENCY

Applicants whose first language is not English must submit evidence of English proficiency, with the exception of those who have studied for at least two years in a university where English is the language of instruction.

STUDY OPTIONS

- normal part-time course load is 3.00- 6.00 credits of courses per term depending on course offerings in Fall, Winter and Summer Terms.
- Fall (Sept) admission only
- Courses are offered during the day in some cases

PROGRAM LENGTH

Students have a maximum of six consecutive terms to complete the five required courses for the Financial Engineering Diploma (Stand Alone). Students may not enrol in courses other than those specified for the Financial Engineering Diploma (Stand Alone).

THE ACADEMIC PROGRAM

The GDPE consists of five Master's-level 3 credit courses offered by the Schulich School of Business (SB courses) and the Faculty of Graduate Studies Graduate Program of Mathematics and Statistics (GS courses):

FINE 6200 3.00	Investments
FINE 6800 3.00	Options, Futures and Other Derivative Securities
FNEN 6850 3.00	Fixed Income Securities
MATH 6910 3.00	Stochastic Calculus in Finance
MATH 6911 3.00	Numerical Methods in Finance

For course descriptions and diploma details, visit: schulich.yorku.ca/programs/fnen/details

GRADUATION REQUIREMENTS

- promotion requires overall cumulative grade point average (GPA) of 4.20 at the end of each term
- graduation requires successful completion of specified courses totaling **15.00 credits** with an overall grade point average (GPA) of 4.40 (B-)
- failure in a course (3.00 credits) will result in withdrawal from the Diploma Program. Withdrawal may be appealed to the Schulich Student Affairs Committee





Concurrent MBA Graduate Diploma in Financial Engineering

The concurrent MBA Graduate Diploma in Financial Engineering is offered by the Schulich School of Business in collaboration with the Department of Mathematics and Statistics. It provides rigorous training in financial theory, methods of engineering, tools of mathematics and practice of programming.

Applicants with strong quantitative backgrounds in economics, mathematics, statistics, computer science, science and engineering are suitable for this program. After completing the program, students will be equipped with the theoretical knowledge and specialized skills to develop and value new financial instruments and implement risk management schemes. Possible career paths include derivatives trading and valuation, risk management in banks, investment firms, brokerage houses, other financial institutions and consulting firms.

FACULTY

The faculty have been in the forefront of research into the design, development and implementation of innovative financial instruments. These include new measures of interest rate risk, correct after-tax valuation of derivative and fixed income instruments, the innovation of financial instruments and new valuation techniques. Senior faculty members associated with the program are listed below.

Program Director

Kee-Hong Bae
BS & MS (Korea); PhD (Ohio State)
Professor of Finance
Bob Finlayson Chair in International Finance

Andrew Aziz
BSc, Hons BSc; MBA (Queen's);
PhD (York)
Lecturer

Melanie Cao
BSc & MA (Hust, China);
MBA (Ottawa); PhD (Toronto)
Professor of Finance

Wade D. Cook
BSc (Mt. Allison); MSc (Queen's); PhD (Dalhousie)
Professor Emeritus of Operations Management & Information Systems

Ming Dong

BS (Fudan, China); MS (New York);
PhD (Ohio State)

Associate Professor of Finance

Andrew Eckford

BEng (Royal Military College);
MASc & PhD (Toronto)
Associate Professor of Computer Science and Engineering
Director, Computer Engineering Program

Huaxiong Huang
BSc (Fudan); PhD (UBC)
Professor of Applied Mathematics

Hyejin Ku
BSc, MSc & PhD (Seoul National University)
Associate Professor of Mathematics & Statistics

Alexey Kuznetsov

MSc (Moscow State University); PhD (Toronto)

Associate Professor of Mathematics and Statistics

Mark Kamstra

BA Hons (Queen's); MA (British Columbia); PhD (UC, San Diego)

Professor of Finance

Moshe Arye Milevsky

BA (Yeshiva); MA & PhD (York)

Professor of Finance

Eliezer Z. Prisman

BA (Hebrew, Israel); MSc & DSc (Technion, Israel)

Nigel Martin Chair in Finance

Professor of Finance

S. David Promislow

BCom (Manitoba); PhD (UBC); FSA; FCI

Professor Emeritus of Mathematics & Statistics

Tom Salisbury

BSc (McGill); PhD (UBC); FIMS; FIF
Professor of Mathematics and Statistics

Yisong Tian

BSc (Nankai, China); MBA & PhD (York)

Professor of Finance

Franck van Breugel

MSc (Eindhoven University of Technology); PhD (Free University Amsterdam)

Professor of Computer Science & Engineering

Augustine Wong

BSc (Toronto); MA (York); PhD (Toronto)

Professor of Mathematics and Statistics

Man-wah Wong

BSc (Sir George Williams University); MSc & PhD (Toronto)
Professor of Mathematics

Hongmei Zhu

BSc (China); MSc & PhD (Waterloo)
Associate Professor of Mathematics and Statistics

ELIGIBILITY

Students must be approved by the Program Director based on:

- undergraduate degree
- successful completion of most of the following undergraduate courses:
 - Calculus 1 and 2 – single and several variables
 - Linear Algebra
 - Foundations of Computer Science
 - Statistics and Probability
 - Microeconomics

Contact the Financial Engineering department to submit an Eligibility Questionnaire.

REQUIRED COURSES

MATH 6910 3.00	Stochastic Calculus in Finance
MATH 6911 3.00	Numerical Methods in Finance
FINE 6200 3.00	Investments
FINE 6800 3.00	Options, Futures and Other Derivative Securities
FNEN 6820 3.00	Advanced Derivative Securities
FNEN 6850 3.00	Fixed Income Securities
OMIS 6000 3.00	Models and Applications in Operational Research

GRADUATION REQUIREMENTS

- must be taken concurrently with a Schulich MBA*
- the Graduate Diploma must be completed within one term of completing all MBA program requirements
- 21.00 credits** of required courses below
- an internship in a financial institution or an additional research paper
- enrolment in Financial Engineering courses is with the permission of the Program Director
- students working towards the Diploma in Financial Engineering may take a maximum of 9.00 credits outside Schulich

* Students must satisfy both Graduate Diploma (above) and MBA requirements



Explore this diploma online!

schulich.yorku.ca/specializations/financial-engineering

Program Specializations

Explore your passion. Find your MBA specialization.

Schulich provides you with the opportunity to select from more than 130 elective courses. The result is a rich opportunity to select from area and program specialization opportunities, including:

- **Management functions** such as finance and marketing
- **Industries or sectors** such as financial services, global mining management, social sector management
- **Management topics** such as international business, entrepreneurship, and business and sustainability.

Most electives are taken in Year 2 of a degree program. One elective is taken in Year 1.

Students may specialize in one or more areas. Schulich does not, however, require that its graduates specialize. Many students already possess a specialization and find that their continuing careers are enhanced by selecting a wide variety of elective courses that add greater breadth to existing knowledge and skills.

Schulich students have a range of study options. They may choose a specialization for which they are normally required to complete 12.00 or more credits of elective courses in a particular area of study.

Specialization may also take the form of a degree program such as the International MBA (IMBA), MBA/MFA and MBA/MA, or MBA/JD; and/or graduate diploma programs in real estate and infrastructure, democratic administration, financial engineering, arts, media and entertainment management, nonprofit management, or justice system administration.

In the MBA program, there are 27.00 credits available for electives. This permits a student to focus in two areas. Those who have received Waiver with Replacement for several of the required courses may be able to concentrate in more than two areas.

In the IMBA program, students are required to take 21.00 credits of electives. This permits one or more specializations. For an IMBA student, 9.00 credits of elective courses in one functional area are required to declare a specialization.

In the MBA/JD, MBA/MA and MFA/MA programs, students have at least 12.00 credits of electives available. 9.00 credits of elective courses in one area or program specialization are required to declare a specific specialization.

NOTE: Not all courses required to fulfill a specialization are offered each term. Course offerings are based on factors such as student demand and instructor availability. The office of Student Services & International Relations is available to provide advising on course sequencing and the fulfillment of program and specialization requirements within a student's period of study. For current course offerings and details, please view the Schulich Course Offerings Database.

Learn more about specializations in the pages ahead.



Accounting

Schulich's accounting courses cover financial accounting, managerial accounting, taxation and auditing. Financial accounting provides information for decisions made by external stakeholders, including shareholders, lenders, unions, customers and suppliers. It forms the basis for investment decisions and mergers and acquisitions. Managerial accounting provides information for managerial decisions, such as resource allocation and performance evaluation. In Schulich's accounting courses, emphasis is placed on evaluation and judgment rather than on memorization. The Schulich School of Business approaches the teaching of accounting by stressing critical thinking and analytical skills, as well as technical skills. The courses are very demanding, but are crucial for any student who is interested in the financial aspects of business.

Schulich accounting graduates have followed career paths in public accounting and auditing, taxation, entrepreneurship, business acquisitions, consulting, financial analysis, pension administration, corporate finance, financial services, insurance, law, and the nonprofit sector. Schulich accounting graduates have become CEOs and CFOs of major corporations.

FACULTY

Our accounting faculty members have a wide variety of backgrounds and extensive professional experience. Canada's leading advanced and intermediate accounting textbooks were written by Schulich faculty members. Recent research includes topics such as Canadian tax policy, the globalization of the accounting profession, sweatshop labour, privatization in developing countries, risk taking in the banking industry, hospital capacity decisions, auditor liability, and homelessness.

Area Coordinator

Dean Neu
BBA (Wilfrid Laurier); MBA (York); PhD (Queen's); CA (Ontario)
Professor of Accounting

Marcia Annisette

BSc (WI, Trinidad & Tobago); MSc (UMIST, UK); PhD (Manchester, UK); FCCA (UK), CPA, CGA
Associate Professor of Accounting
Program Director, Master of Accounting
Associate Dean, Students, Student Services and International Relations

Thomas H. Beechy

BBA (George Washington); MBA (Northwestern); DBA (Washington); CPA (Illinois)
Professor Emeritus of Accounting

Charles H. Cho

BSc, MSc, PhD (Central Florida)
Professor of Accounting
Erivan K. Haub Chair in Business & Sustainability

Janne Chung

BSc & MA (Truman State); PhD (ECowan State); CMA
Associate Professor of Accounting

Jeffery Everett

BComm (Calgary); MNRM (Manitoba); PhD (Calgary)
Associate Professor of Accounting
CPA, CGA

Elizabeth Farrell

BA & BPHE (Queen's); MBA (York); FCPA, FCA (Ontario)
Adjunct Professor of Accounting

Cameron Graham

BSc (Alberta); MDiv (Vancouver); MBA & PhD (Calgary)
Professor of Accounting

Sylvia Hsu

MD (TMU, Taiwan); MBA (NCCU, Taiwan); PhD (Wisconsin – Madison), CPA, CGA (Ontario)
Associate Professor of Accounting

Kiridaran Kanagaretnam

BSc (Sri Lanka); MSEE (Purdue); PhD (Syracuse), ACMA (UK), CGMA, CPA, CMA, CGA
Program Director, Master of Management

Amin Mawani

BComm (Alberta); MA (Toronto); LLM (York); PhD (Waterloo); FCPA, FCMA, CFP,
Fellow of FPSC
Associate Professor of Accounting
Director, Health Industry Management

Beppino Pasquali

BBA (York); CPA, CA (Ontario)
Adjunct Professor

Joelle Pokrajac

BA (McMaster); MBA (Wilfrid Laurier)
Sessional Lecturer of Accounting
Professor of Accounting

Sandy Qian Qu

BA (CUFE, China); MBA (Windsor); PhD (Alberta), CPA, CGA
Associate Professor of Accounting

Gregory Saxton

BA (Victoria); MA (Claremont); PhD (York)
Assistant Professor of Accounting

Linda Thorne

BCom (Toronto); MBA (York); PhD (McGill); CA (Ontario)
Professor of Accounting

V. Umashanker Trivedi

BSc (Andhra, India); PhD (Arizona)
Associate Professor of Accounting

Albert Tsang

BSc (China); MSc, MBA & PhD (Texas)
Associate Professor of Accounting

Alla Volodina

iBBA (York), MBA (Queen's), CPA, CA (Ontario)
Sessional Lecturer of Accounting
Associate Director, Master of Accounting Program

CAREER OPPORTUNITIES

Schulich accounting graduates have followed career paths in public accounting and auditing, taxation, entrepreneurship, business acquisitions, consulting, financial analysis, pension administration, corporate finance, financial services, insurance, law, and the nonprofit sector. Schulich accounting graduates have become CEOs and CFOs of major corporations.

Career Development Centre
career@schulich.yorku.ca

"My MBA specialization in Accounting in tandem with Schulich's analytical, real-world approach helped me land a coveted position doing what I truly enjoy."

-Diana Arsenyan (MBA '14)
Process Manager, Consumer and Credit Model Risk (CCRM) Department, Capital One



Explore this specialization online!
schulich.yorku.ca/specializations/accounting

ACCOUNTING SPECIALIZATION REQUIREMENTS

	General Stream	Financial Accounting Stream
Requirements	12.00 credits total: <ul style="list-style-type: none"> • 6.00 credits of required courses • 6.00 credits of elective courses 	12.00 credits total: <ul style="list-style-type: none"> • 3.00 credits of required courses • 9.00 credits of elective courses*
Required Courses	ACTG 6120 3.00 Intermediate Financial Accounting I ACTG 6400 3.00 Strategic Management Accounting and Analysis	ACTG 6120 3.00 Intermediate Financial Accounting I
Elective Courses	ACTG 6120 3.00 Intermediate Financial Accounting I ACTG 6130 3.00 Intermediate Financial Accounting for Finance Majors ACTG 6140 3.00 Intermediate Financial Accounting II* ACTG 6150 3.00 Complex Financial Reporting Issues ACTG 6160 3.00 Advanced Financial Accounting* ACTG 6200 3.00 Contemporary Issues in Accounting* ACTG 6250 3.00 Financial Reporting and Analysis ACTG 6310 3.00 Advanced Financial Statement Analysis & Valuation ACTG 6320 3.00 Advanced Finance Topics ACTG 6350 1.50 Advanced Cost and Management Accounting ACTG 6400 3.00 Strategic Management Accounting and Analysis ACTG 6600 3.00 Auditing Standards and Applications ACTG 6610 3.00 Advanced Auditing ACTG 6710 3.00 Introduction to Income Taxation ACTG 6720 3.00 Advanced Income Taxation ACTG 6730 3.00 Managerial Tax Planning BSUS 6400 3.00 Sustainability Accounting and Accountability	

*Recommended for the **Financial Accounting Stream**

Arts, Media and Entertainment Management

Schulich offers Canada's only English language MBA with a specialization in arts, media and entertainment management. The program provides a deep and current understanding of management issues and practices in the arts, media and entertainment sectors across a spectrum from broadcasting, content creation, distribution, digital and social media industries to for-profit and not-for profit arts and cultural organizations including, museums and galleries and the performing arts. Students will achieve a thorough and current understanding of the business of creative industries, enabling them to support and advance their careers.

In its more than 50 year history, program alumni have achieved senior management positions in all areas of the arts, media and entertainment sectors, as well as senior government policy positions. Program instructors are distinguished leaders in their disciplines, and students gain regular access to current top executives in formal and informal settings.

While the program focuses on the Canadian experience in a globalized environment, it is also designed to support educational objectives of exchange and foreign students with a rich network of support and extra-curricular activities.

FACULTY

Schulich ARTM faculty members are well known nationally and internationally for their work in arts, entertainment and media. Their expertise spans a wide range of related issues, including strategic management, policy development and entrepreneurship. All faculty members continue to play a vital role in the field of arts and culture.

Specialization Directors:

Joyce Zemans, CM

BA & MA (Toronto); DFA Hon (Nova Scotia College of Art & Design); Hon LLD (Waterloo); Hon DFA (Concordia) Senior Scholar and University Professor Emerita
Co-Director, Arts, Media and Entertainment Management Program

Kenneth Rogers

BA (Emerson); MA & PhD (NYU) Associate Professor
Associate Dean, Research, Faculty of Arts, Media, Design and Performance
Associate Director, MBA/MFA and MBA/MA Programs

Trina McQueen, OC

BA (Carleton); Hon LLD (Mount St. Vincent, Carleton, Waterloo)
Bell Media Professor in Media Management
Co-Director, Arts, Media & Entertainment Management Program

Douglas Barrett

BA (York); MSc (Syracuse); LLB (Dalhousie)
Adjunct Professor

Patricia (Pat) Bradley

BA (Concordia); MBA (York)
Sessional Lecturer

Peter Grant

BA (Toronto); LLB (Toronto)
Adjunct Professor

Peter Lyman

BA (McGill); MBA (Harvard)
Adjunct Professor

Peter Schneider

BFA (British Columbia);
MBA, JD (York)
Sessional Lecturer

Roberta Smith

MA (U of T); MBA (York)
Sessional Lecturer

ADVISORY BOARD

Andrew Shaw

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Orchestra

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Toronto Arts Foundation

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Laura Michalchyshyn

Partner/Producer
Sundance Productions

Paul Lewis

Conference Director
World Congress of Science and
Factual Producers

Tracey Pearce

President, Distribution & Pay
Bell Media

Tricia Baldwin

Director
Isabel Bader Centre for the
Performing Arts

CAREER OPPORTUNITIES

The specialization prepares students for a management career in the arts, entertainment and media sectors. Alumni work in mid and senior management positions in all areas of the arts, media and entertainment sectors, across a spectrum ranging from broadcasting, content creation, distribution, digital and social media industries to for-profit and not-for profit arts and cultural organizations including, museums and galleries and the performing arts, as well as government and governmental agencies.

Career Development Centre

career@schulich.yorku.ca

ARTS, MEDIA & ENTERTAINMENT MANAGEMENT SPECIALIZATION REQUIREMENTS

	General Stream	Graduate Diploma in Arts, Media & Entertainment Management**
Requirements	12.00 credits total: <ul style="list-style-type: none"> • 6.00 credits of required courses • 6.00 credits of elective courses MGMT 6100 3.00: Strategy Field Study in a cultural sector organization is recommended	12.00 credits total: <ul style="list-style-type: none"> • 6.00 credits of required courses • 6.00 credits of elective courses *Additional requirements: <ul style="list-style-type: none"> • A minimum 12-week full-time internship in a cultural sector organization taken concurrently with a Schulich graduate degree** • Diploma must be completed within one term of completing graduate program degree requirements
Required Courses	ARTM 6301 3.00 Issues in Arts and Cultural Management ARTM 6300 3.00 Cultural Policy	ARTM 6301 3.00 Issues in Arts and Cultural Management ARTM 6300 3.00 Cultural Policy MGMT 6100 3.00 Strategy Field Study** <i>in a cultural sector organization</i>
Elective Courses	ARTM 6340 3.00 Managing the Broadcast & Digital Worlds: Strategy and Change in Television and Online Media ARTM 6350 3.00 The Business of Creativity in the Cultural Sector ARTM 6360 3.00 Business Solutions for Digital Media	

*Students must satisfy both Graduate Diploma and MBA requirements.

**Internship sites and Strategy Field Study sites must be approved by the Program Director



Explore this specialization online!
schulich.yorku.ca/specializations/arts-media

Business and Sustainability

Business operates in an increasingly complex setting. Environmental and social concerns are at the forefront of the new issues which are stretching the responsibilities of business and demanding new types of management thinking. These concerns first affected established industries in forestry products, chemicals and mining sectors. Today, however, they are impacting other manufacturers, retailing and service industries, and the financial sector.

One of the first of its kind in North America, the Erivan K. Haub Program in Business and Sustainability at Schulich is at the cutting edge of current best practice. The business and sustainability specialization equips students for general management and senior corporate positions, as well as for work in specialist environmental management or consulting posts.

FACULTY

Faculty members from the Schulich School, York's Osgoode Hall Law School and the Faculty of Environmental Studies have gained recognition internationally for teaching and research in their respective fields.

Specialization Director

Dirk Matten

Dipl.Kfm. (Essen, Germany); Dr.rer. pol. & Dr.habil. (Düsseldorf, Germany)
Professor of Strategic Management/Policy
Hewlett-Packard Chair in Corporate Social Responsibility
Associate Dean, Research

Charles H. Cho

BSc, MA, PhD (Central Florida)
Professor of Accounting
Erivan K. Haub Chair in Business & Sustainability

Lindsay Colley

BBA (Toronto); CPA, CA
Part-time instructor

Robert Phillips

BSBA (Appalachian State); MBA (South Carolina); PhD (Virginia)
Professor of Strategic Management and Public Policy;
George R. Gardiner Professor in Business Ethics

Klaudia Watts

BBA (York); MBA (York)
Part-time instructor

ADVISORY COUNCIL

Bill White (Chair)

Partner, CBW Associates Inc.

Bob Mann

COO, Sustainalytics

Christian Haub

CEO, Tengelmann – Americas
President & Chairman
Emil Capital Partners LLC

David Clarry

Vice President, Corporate Social Responsibility
Hudbay Minerals Inc.

Dave Frederickson

Vice President
National Business Development
Long View Systems

Frances Edmonds

Director, Environmental Programs
Hewlett-Packard (Canada) Co.

John Coyne

Vice President Legal and External Affairs and General Counsel
Unilever Canada Inc.

Paul Klein

President and Founder
Impakt

Sarah Winterton

Leader, Strong Nature Strong Economy
World Wildlife Fund

Simon Jimenez

Director, Corporate Social Responsibility
Barrick Gold Corporation

Susan McGeachie

Global Director, Climate Change and Sustainability Services, Hatch

CAREER OPPORTUNITIES

The Business and Sustainability specialization equips students for general management and senior corporate positions, as well as for work in specialist functions within Sustainability, CSR or Consulting.

Career Development Centre

career@schulich.yorku.ca

"My Schulich MBA allowed me to work abroad and specialize in sustainability, paving the way for a global career."

-Jane Bird (MBA '14)
Senior Consultant, Climate Change and Sustainability Services, EY



Explore this specialization online!
schulich.yorku.ca/specializations/business-sustainability

BUSINESS AND SUSTAINABILITY SPECIALIZATION REQUIREMENTS

	General Stream	Graduate Diploma in Business and the Environment
Requirements	<p>12.00 credits total:</p> <ul style="list-style-type: none"> 6.00 credits of required courses 3.00- 6.00 credits of elective courses up to 6.00 credits of additional courses <p>(with permission of the Program Director, students may take courses in the Faculty of Environmental Studies and Osgoode Hall Law School not listed in this publication)</p>	<p>12.00 credits total:</p> <ul style="list-style-type: none"> 6.00 credits of required courses 6.00 credits of elective courses <p>Additional requirements:</p> <ul style="list-style-type: none"> Students normally complete a 12-week internship in an approved organization MGMT 6100 3.00 at a site approved by the Program Director Taken concurrently with an MBA or MES degree* Diploma must be completed within one term of completing the graduate program degree requirements. <p>*Students must satisfy both Graduate Diploma (above) and MBA or MES requirements.</p>
Required Courses <i>choose 2 of 3 required courses</i>	<p>BSUS 6200 3.00 Managing Ethics and Social Responsibility</p> <p>BSUS 6300 3.00 Management Practices for Sustainable Business</p> <p>BSUS 6500 3.00 Business Strategies for Sustainability</p>	<p>BSUS 6300 3.00 Management Practices for Sustainable Business</p> <p>BSUS 6500 3.00 Business Strategies for Sustainability</p>
Elective Courses	<p>Schulich School of Business (Recommended Electives):</p> <p>BSUS 6200 3.00 Managing Ethics & Social Responsibility</p> <p>BSUS 6300 3.00 Management Practices for Sustainable Business</p> <p>BSUS 6400 3.00 Sustainability Accounting and Accountability</p> <p>BSUS 6500 3.00 Business Strategies for Sustainability</p> <p>BSUS 6600 3.00 Sustainability and Carbon Finance</p> <p>BSUS 6950 1.50 Ethics and Finance</p> <p>ECON 6170 3.00 Environmental Economics for Business</p> <p>ENTR 6655 3.00 Social Entrepreneurship</p> <p>MGMT 6200 3.00 Business Administration and the Law</p> <p>MGMT 6600 3.00 Social Innovation and the Structure of Global Poverty</p> <p>MINE 6100 3.00 Strategy and Value Creation in Mining</p> <p>MINE 6300 3.00 Social and Environmental Strategies in Mining</p> <p>MKTG 6480 3.00 Nonprofit Marketing and Resource Development</p> <p>ORGS 6350 3.00 Managing Change</p> <p>ORGS 6400 3.00 Power and Politics in Organizations</p> <p>ORGS 6420 3.00 Crisis Management</p> <p>ORGS 6560 3.00 Negotiations</p> <p>PROP 6550 3.00 Sustainable Cities: Urbanization, Infrastructure, and Strategic Choices</p> <p>SOCM 6400 3.00 Social Purpose Investing and Finance</p>	<p>Other Electives:</p> <p>Faculty of Environmental Studies</p> <p>ENVS 6114 3.00 Sustainable Development for Canada</p> <p>ENVS 6115 3.00 Ecological Economics</p> <p>ENVS 6144 3.00 Action Learning</p> <p>ENVS 6148 3.00 Environmental Negotiation and Mediation</p> <p>ENVS 6155 3.00 Program Implementation</p> <p>ENVS 6164 3.00 Environmental Law</p> <p>ENVS 6179 3.00 Climate Change</p> <p>ENVS 6186 3.00 Theory and Methods of Environmental Impact Assessment</p> <p>ENVS 6281 3.00 Consulting Skills</p> <p>Osgoode Hall Law School:</p> <p>LW 2880 3.00 Environmental Law</p> <p>LW 3490 3.00 Resource Management</p> <p>LW 3590 3.00 Transnational Corporations and Human Rights</p> <p>LW 3830 3.00 Climate Change Law</p> <p>LW 4880 3.00 International Environmental Law: Protection of the Global Environment</p> <p>LW 5170 3.00 Corporate Governance</p>

Business Consulting

For students considering a career in business consulting, Schulich offers a select number of students the opportunity to consider a career in business consulting and gain valuable real-world experience through the York Consulting Group. Gain genuine consulting experience and make valuable contacts in a format that analyses a client's unique situation and proposes actionable solutions to complex real-world business problems.

FACULTY

James Mackay

BA Hons (Toronto); MBA (Western, Ontario);

CMC (Certified Management Consultant)

Academic Director, York Consulting Group

CAREER OPPORTUNITIES

Students will develop skills for a wide range of management consulting services for organizations ranging from small entrepreneurial to multinational corporations. Additionally each student commits to work at least 10 hours per week for the YCG for a minimum of 2 consecutive terms. Previous consulting projects have spanned a wide range of industries and have included: marketing plans, feasibility studies, promotional strategies, industry analyses, financial forecasts, business plans, competitor research and organizational audits.

Career Development Centre

career@schulich.yorku.ca

SPECIALIZATION REQUIREMENTS

- spend a minimum of two terms in YCG
- complete a minimum of 100 hours in consulting activities

Recommended Electives

MGMT 6300 3.00	Case Analysis and Presentation Skills
MGMT 6700 3.00	Project Management
MGMT 6960 3.00	Management Consulting

As part of their participation in the York Consulting Group, students may (but are not required to) enrol for credit in this experiential course, MGMT 6960 3.00, Management Consulting. Students must be able to complete sufficient consulting practice and other activities to earn this credit over at least 26 weeks. The experience consists of workshops, case studies, and actual consulting assignments. Under the supervision of faculty, students learn to engage clients, develop consulting proposals, undertake consulting work, complete appropriate business research and compose consulting reports. Students are assessed on their performance in these assignments, as well as initiatives they undertake to promote and improve the work of YCG. Only students who are members of YCG can register for the course with the approval of the YCG director.

NOTE: YCG requires a minimum of two full terms commitment and recruitment drives happen twice a year in September and January. Accelerated full-time students wishing to participate in YCG may need to spend an additional term in order to complete the requirements for the course credit.

Schulich School of Business- 44

YORK CONSULTING GROUP (YCG)

Founded in 1972, the York Consulting Group (YCG) has grown to become Canada's largest year-round business school consulting service. It offers a wide range of management consulting services to organizations ranging from small entrepreneurial to multinational corporations. Its consultants are MBA students currently enrolled in Schulich. Each student has at least 2 years of full-time work experience and commits to work at least 10 hours per week for the YCG for a minimum of 2 consecutive terms. Previous consulting projects have spanned a wide range of industries and have included: marketing plans, feasibility studies, promotional strategies, industry analysis, financial forecasts, business plans, competitor research and organizational audits. In addition to work experience, preferred candidates for YCG positions have strong academic backgrounds. As part of the screening process for appointment, students must complete a special YCG case study assignment and be interviewed by a YCG representative.



Explore this specialization online!

schulich.yorku.ca/specializations/business-consulting

Economics

The economics specialization focuses on explaining the economic and social interactions of individuals (as consumers, employees, shareholders and managers), firms and governments in both domestic and international markets. Schulich's economics electives provide a logical and consistent framework for explaining and forecasting movements in critical variables such as interest rates, exchange rates, inflation rates, unemployment rates and economic growth, as well as for understanding competitive interactions, corporate strategies, technology transfers and entrepreneurship. For example, economic forecasting and analysis introduces the critical statistical tools for deriving relationships among variables and forecasting movements in interest rates, prices, etc. Another example, applied international economics, examines international trade relationships, foreign investment, economic integration and the international monetary system as well as international financial institutions.

Schulich graduates specializing in economics have followed career paths leading to the position of: partner – investment banks, merchant banks, venture capital firms, management consulting; economist – banks, other financial institutions, government; analyst – investment banks, banks; consultant; executive – chief executive officer, vice-president planning; owner/operator – product or service company.

FACULTY

Economics faculty members have a wide variety of backgrounds and extensive professional experience. Recent research includes topics such as Canadian manufacturing adjustments to free trade, business and the environment, the international monetary system, and changes in the global automotive and telecommunications industries.

Area Coordinator

Irene Henriques
BSc & MSc (Montreal);
PhD (Queen's)
Professor of Economics and
Sustainability

Atipol Bhanich Supapol

BA (Carleton); MA (Northwestern); PhD
(Carleton)
Associate Professor of Economics and
International Business
Executive Director, Centre for Global
Enterprise (CGE)

Donald J. Daly

BA & BComm & MA (Queen's); PhD
(Chicago)
Senior Scholar in Economics

Graeme Deans

BSc (Queen's); MBA (Amos Tuck
School at Dartmouth College)
Sessional Lecturer in Economics

William A. Jordan

BS (Antioch); MS (Columbia); PhD
(UCLA)
Professor Emeritus

Fred Lazar

BCom (Toronto); AM & PhD (Harvard)
Associate Professor of Economics
Cross-appointed to Department of
Economics, Faculty of Liberal Arts &
Professional Studies

Perry Sadorsky

BSc Hons & MA (British Columbia);
PhD (Queen's)
Associate Professor of Economics

John N. Smithin

BA (London Polytechnic, UK); MA &
PhD (McMaster)
Professor Emeritus

Theodore Tolias

BA (Aristotle); MA (Toronto); PhD
(ABD) (Manitoba)
Sessional Lecturer in Economics and
International Business

Klaus Weiermair

BA (Vienna); PhD (Vienna)
Postdoctoral (Sorbonne, Paris)
Professor Emeritus

Bernard M. Wolf

BA (CUNY); MA & PhD (Yale)
Professor Emeritus of Economics
Director, Certificate in International
Management

Farrokh Zandi

BA (Pahlavi), MA (Lakehead), PhD
(Carleton)
Associate Director BBA/iBBA Programs
Sessional Lecturer in Economics and
International Business

Mauricio Zelaya

BComm (Toronto), MA (Ryerson), PhD
(Waterloo)
Sessional Lecturer in Economics

CAREER OPPORTUNITIES

Graduates from Schulich's Economics specialization have landed careers in venture capital or management consulting firms, as partners in investment and merchant banks or working as economists, analysts or consultants in a variety of industries across the world. Graduates who have taken Economics electives along with a specialization in either Finance or Strategy have followed career paths in consulting, finance and public administration.

Career Development Centre
career@schulich.yorku.ca

ECONOMICS SPECIALIZATION REQUIREMENTS

Currently the MBA specialization in Economics is not being offered. Students interested in this area of specialization are encouraged to choose from the electives below. Note that courses listed are not offered every term.

Elective Courses

ECON 6180 3.00 Money, Credit and Macroeconomic Policy

ECON 6210 3.00 Economic Forecasting and Analysis

ECON 6510 3.00 Applied International Economics

Plus an additional 3.00 credits from an approved GS/ECON course or Individual Study.



Explore this area of study online!
schulich.yorku.ca/specializations/economics

Entrepreneurial Studies

Courses in this specialization have attitudinal, conceptual and skill objectives, and are designed for proactive individuals who intend to create their own jobs in small, medium or large organizations or for those who wish to advise, finance or otherwise work with entrepreneurs. Entrepreneurship involves the pursuit of opportunities beyond currently existing resources and the building of growing business organizations. The Schulich entrepreneurial studies program is focused on founding and growing ventures including social, corporate, family, international or domestic enterprises. The increasing importance of growing small and medium-size enterprises as the primary job creators in national economies is part of a global trend that is no less significant than the development of economic free trade zones, the advent of new communications technologies or the internationalization of business. The significance of family firms in the Canadian economy is evident from the fact that they constitute 65% of all businesses in the country.

Schulich graduates specializing in entrepreneurial studies have started their own businesses or followed alternate career paths leading to: owner and/or manager of a small or medium-size enterprise; heir to a family firm; professional manager in a family business; manager in other organizations doing business with smaller entrepreneurial firms (e.g. a chartered bank, venture capital or private equity firms, partners of entrepreneurial firms, economic development agencies, etc.).

FACULTY

Entrepreneurial studies faculty members have a wealth of experience in the entrepreneurial sector as consultants, advisors, board members, venture capitalists, financing and marketing experts, economic development officers and most importantly, as entrepreneurs. They have published numerous articles and technical monographs and are sought after frequently by the media to comment on economic or business issues. Current research involves banking, governance in small to medium-size enterprises, family business issues, financing growing firms, strategic alliances, and reputation management.

Specialization Co-Directors:

Moren Lévesque

BA & MA (Laval); PhD (British Columbia)
Certified General Accountants of Ontario Chair in International Entrepreneurship
Professor of Operations Management & Information Systems

Chris Carder

BAA (Ryerson)
Entrepreneur-in-Residence,
Schulich School of Business

Farzad H. Alvi

BA (Chicago), MBA (Toronto), JD (Indiana); PhD (Cambridge); ICD. D (Toronto)
Sessional Lecturer in Entrepreneurial Studies

Stuart Browne

BA (Royal Roads); MBA (Schulich)
Sessional Lecturer in Entrepreneurial Studies

Yuval Deutsch

BA & MA (Hebrew); PhD (British Columbia)
Associate Professor of Strategic Management/Policy and Entrepreneurial Studies

Eileen Fischer

BA & MASc (Waterloo); PhD (Queen's)
University Professor
Professor of Marketing
Anne & Max Tanenbaum Chair in Entrepreneurship and Family Enterprise
Director, PhD Program

Laurence Ginsberg

BComm (Manitoba); MBA (Toronto); CA (Ontario)
Sessional Lecturer in Entrepreneurial Studies

Geoffrey M. Kistruck

BA (Western); MBA (McMaster); PhD (Western)
Associate Professor in Entrepreneurial Studies
Ron Binns Chair in Entrepreneurship
Specialization Director, Social Sector Management

Julien Papon

MSc (Ecole Nationale d'Ingenieurs de Saint-Etienne); MSc (Ecole Centrale Paris); PEng, MBA (Northwestern & York)
Sessional Lecturer in Entrepreneurial Studies

Steve Pulver

BA (Toronto); MBA (York)
Sessional Lecturer in Entrepreneurial Studies



The Schulich Startups VIP Signature Event Series with Wind Mobile Co-Founder Brice Scheschuk (Spring 2019)

CAREER OPPORTUNITIES

Graduates from Schulich's Entrepreneurship specialization have started their own ventures, worked in other new ventures, or landed careers in venture capital, private equity, commercial lending and management consulting. Some have brought their entrepreneurial skills to positions within larger organizations.

Career Development Centre

career@schulich.yorku.ca



Explore this specialization online!

schulich.yorku.ca/specializations/entrepreneurial-studies

ENTREPRENEURIAL STUDIES SPECIALIZATION REQUIREMENTS

	General Stream																																			
Requirements	12.00 credits total: <ul style="list-style-type: none"> 12.00 credits of elective courses 																																			
Elective Courses	<table border="0"> <tr><td>ENTR 6400 3.00</td><td>Applied Entrepreneurship Field Study</td></tr> <tr><td>ENTR 6605 3.00</td><td>Entrepreneurship and New Firm Creation</td></tr> <tr><td>ENTR 6645 3.00</td><td>Corporate Entrepreneurship</td></tr> <tr><td>ENTR 6655 3.00</td><td>Social Entrepreneurship</td></tr> <tr><td>ENTR 6910 3.00</td><td>Venture Capital and Private Equity</td></tr> <tr><td>ENTR 6960 3.00</td><td>Venture Mentorship Match</td></tr> <tr><td>HIMP 6180 3.00</td><td>Entrepreneurship and Innovation in Healthcare</td></tr> <tr><td>MGMT 6800 3.00</td><td>Innovation through Technology and Design</td></tr> <tr><td>MGMT 6810 3.00</td><td>Creativity & Innovation: Techniques for a Rapidly Changing World</td></tr> <tr><td>MKTG 6440 3.00</td><td>New Products</td></tr> <tr><td>MKTG 6570 3.00</td><td>Strategic Professional Selling</td></tr> <tr><td>OMIS 6700 3.00</td><td>Managing New Technology</td></tr> <tr><td>SGMT 6050 3.00</td><td>Mergers and Acquisitions</td></tr> <tr><td>SGMT 6060 3.00</td><td>The Art of the Deal</td></tr> <tr><td>SGMT 6400 3.00</td><td>Strategic Thinking and Action in Turbulent Environments</td></tr> <tr><td>SGMT 6800 3.00</td><td>Strategic Management of Technology-Based Firms</td></tr> <tr><td>MECH 6503 3.00</td><td>Disruptive & Exponential Technology Innovations*</td></tr> </table>		ENTR 6400 3.00	Applied Entrepreneurship Field Study	ENTR 6605 3.00	Entrepreneurship and New Firm Creation	ENTR 6645 3.00	Corporate Entrepreneurship	ENTR 6655 3.00	Social Entrepreneurship	ENTR 6910 3.00	Venture Capital and Private Equity	ENTR 6960 3.00	Venture Mentorship Match	HIMP 6180 3.00	Entrepreneurship and Innovation in Healthcare	MGMT 6800 3.00	Innovation through Technology and Design	MGMT 6810 3.00	Creativity & Innovation: Techniques for a Rapidly Changing World	MKTG 6440 3.00	New Products	MKTG 6570 3.00	Strategic Professional Selling	OMIS 6700 3.00	Managing New Technology	SGMT 6050 3.00	Mergers and Acquisitions	SGMT 6060 3.00	The Art of the Deal	SGMT 6400 3.00	Strategic Thinking and Action in Turbulent Environments	SGMT 6800 3.00	Strategic Management of Technology-Based Firms	MECH 6503 3.00	Disruptive & Exponential Technology Innovations*
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*This course is offered by the Lassonde School of Engineering.

THE SCHULICH STARTUPS PROGRAM

The Schulich entrepreneurial studies program also works hand-in-hand with The Schulich Startups Program- the School's on-demand Startup Concierge Service and Events Series led by Schulich Entrepreneur in Residence and Co-Director of Entrepreneurial Studies, Chris Carder.

The Schulich Startups Program includes a heavy emphasis on commercialization, leveraging the school's impressive alumni network that spans industries and gives the students access to opportunities to pilot their projects and secure invaluable early stage commercial feedback. Concierge Services include: mentorship matching, client/pilot sourcing, assisting with financing and support with product design, business modelling and pitch strategy.

Events include: Schulich Startup Night, Dream Team, The Schulich Idea Jam and our Schulich Startups Signature VIP Events featuring exclusive sessions and coaching with top Alumni and Startup Community Leaders. The Schulich Startup program is hosted in Schulich's new Rob & Cheryl McEwen Graduate Study and Research building.



The Schulich Startups Podcast (with Schulich Alumni Guest Wyatt Shaw, Founder of Portl Media)



Schulich Startup Night Competition (Spring 2019 Edition)

Finance

The Schulich finance specialization is one of the most extensive in Canada, with coverage of the full spectrum of financial activities in Canadian business, including corporate financial management and investment management. Schulich graduates can also specialize in financial services and financial risk management.

Financial management topics include: capital budgeting (the investment decision); capital structure (the financing decision); working capital management; evaluation of acquisitions and divestitures; and management of foreign currency exposures. Graduates are well positioned to build careers as investment bankers, corporate financial advisors, financial managers and executives in non-financial companies.

Investment management focuses on the marketing and trading of financial instruments, including bonds, stocks and derivative securities. Career paths lead to positions such as financial analyst, broker, underwriter and portfolio manager.

Private Wealth Management integrates in-depth investments knowledge, including that of financial markets, traded assets, options and derivatives, valuation and portfolio analysis/ an understanding of personal taxation issues, small business, financial, retirement, insurance and debt management planning; and a background covering legal issues involved in estate planning, power of attorney and family law; a triumvirate of finance, tax and law knowledge.

FACULTY

The teaching, research and consulting activities of finance faculty members are numerous and cover the fields of investments, financial engineering, financial services and corporate finance. The work of the faculty brings theoretical rigour to practical applications. For example, faculty members have developed a unique approach to personal investment management over the human life cycle. They have won numerous awards for this work and are in high demand by practitioners from across Canada. Other research areas include the effect of thin trading on stock prices, the management of financial institutions, the application of financial theory to the development of new products, behavioral finance and international financial management.

Area Coordinator

Kee-Hong Bae
BS & MS (Korea); PhD (Ohio State)
Professor of Finance
Bob Finlayson Chair in International Finance

Melanie Cao
BSc & MA (Hust, China); MBA (Ottawa); PhD (Toronto)
Professor of Finance

Karen Chiykowski
BSc (Toronto); MBA (York)
Sessional Lecturer in Finance

Ming Dong
BS (Fudan, China); MS (New York); PhD (Ohio State)
Associate Professor of Finance

Pouyan Foroughi

BSc & MBA (Sharif University of Technology)
PhD (Boston College)
Assistant Professor of Finance

Mark Kamstra
BA Hons (Queen's); MA (British Columbia); PhD (UC, San Diego)
Professor of Finance

Ambrus Kecskés
BCom & PhD (Toronto)
Associate Professor of Finance

George M. Klar
BSc (Toronto); MBA (York); CFA
Sessional Lecturer in Finance

Yelena Larkin

BA, MA & MBA (Hebrew, Israel); PhD (Cornell)
Assistant Professor of Finance
Moshe Arye Milevsky
BA (Yeshiva); MA & PhD (York)
Professor of Finance

Lilian Ng
BBA (Singapore); MBA (Binghamton); PhD (Wharton, Pennsylvania)
Scotia Bank Chair in International Finance,
Professor of Finance

Eliezer Prisman
BA (Hebrew, Israel); MSc & DSc (Technion, Israel)
Nigel Martin Chair in Finance

Aleksandra Rzeznik

BSc & MSc (European University Viadrina)
PhD (Copenhagen Business School)
Assistant Professor of Finance

Pauline Shum Nolan
BA Hons (British Columbia); MA & PhD (Toronto)
Professor of Finance

Yisong Tian
BSc (Nankai, China); MBA & PhD (York)
Professor of Finance

CAREER OPPORTUNITIES

Graduates of this specialization often find careers in Financial Management (investment bankers, corporate financial advisors, financial managers, executives in non-financial companies); Financial Engineering (derivatives trading and valuation, risk management in banks, investment firms, brokerage houses); Investment Management (financial analyst, broker, underwriter, portfolio manager); and Private Wealth Management (financial advisor, mutual fund advisor, financial planner, private banker).

Career Development Centre
career@schulich.yorku.ca

“With my Schulich MBA I built valuable leadership, time management and interpersonal skills, landing a position at Ernst & Young well before graduation.”

-Inder Dhillon (MBA '13)
Assistant Manager, Corporate Strategy,
Middle East North Africa Region, EY

FINANCE SPECIALIZATION REQUIREMENTS

	General Stream	Financial Management Stream
Required Credits	12.00 credits total: <ul style="list-style-type: none"> 12.00 credits of elective courses 	12.00 credits total: <ul style="list-style-type: none"> 6.00 credits of required courses 6.00 credits of recommended elective courses** (Indicated with a double asterisk)
Required Courses	No required courses for the General Stream.	FINE 6100 3.00 Financial Management FINE 6150 3.00 Advanced Corporate Finance
Elective Courses	BSUS 6200 3.00 Managing Ethics & Social Responsibility** BSUS 6950 1.50 Ethics and Finance FINE 6050 3.00 Personal Financial Management FINE 6100 3.00 Financial Management FINE 6150 3.00 Advanced Corporate Finance FINE 6200 3.00 Investments** FINE 6310 3.00 Econometrics of Financial Markets FINE 6400 3.00 International Financial Management** FINE 6500 3.00 Behavioural Finance FINE 6600 3.00 Corporate Financial Analysis** FINE 6710 3.00 Crowdfunding FINE 6800 3.00 Options, Futures and Other Derivative Securities FINE 6875 3.00 Alternative Investments** FNSV 5500 1.50 Introduction to Financial Services Management** FNSV 6700 3.00 Management of Risk in Financial Institutions** MKTG 6300 3.00 Service Marketing PROP 6100 3.00 Real Estate Finance and Investment **Recommended course for Financial Management Stream	
	Investment Management Stream	Private Wealth Management Stream
Required Credits	12.00 credits total: <ul style="list-style-type: none"> 6.00 credits of required courses 6.00 credits of elective courses 	12.00 credits total: <ul style="list-style-type: none"> 6.00 credits of required courses 6.00 credits of elective courses
Required Courses	FINE 6200 3.00 Investments FINE 6800 3.00 Options, Futures and Other Derivative Securities	FINE 6050 3.00 Personal Financial Management FINE 6200 3.00 Investments
Elective Courses	BSUS 6200 3.00 Managing Ethics & Social Responsibility BSUS 6950 1.50 Ethics and Finance FINE 6310 3.00 Econometrics of Financial Markets FINE 6500 3.00 Behavioural Finance FINE 6875 3.00 Alternative Investments PROP 6100 3.00 Real Estate Finance and Investment	

CFA PARTNERSHIP

The Schulich MBA joins the Master of Finance as a CFA program partner. Students can cover a high percentage of the CFA curriculum topics throughout the elective series of their MBA study. This solid academic foundation can help prepare students for success as they pursue this prestigious designation.

“We are proud to be recognized as one of an elite group of CFA Institute’s global university program partners,” says Schulich Dean Dezső J. Horváth. “Partnership with CFA Institute makes it a must-have degree for those seeking careers ranging from investment banking and asset management, as well as finance careers working with private equity firms, hedge funds, consulting firms and government agencies.”

Course Code	Course Title
ACTG 5100 3.00	Financial Accounting for Managers
ECON 5100 3.00	The Economic Environment of Business
FINE 5200 3.00	Managerial Finance
OMIS 5120 1.50	Quantitative Methods
ACTG 6120 3.00	Intermediate Financial Accounting I
ACTG 6140 3.00	Intermediate Financial Accounting II
BSUS 6950 1.50	Ethics in Finance
ENTR 6910 3.00	Venture Capital And Private Equity
FINE 6050 3.00	Personal Financial Management
FINE 6100 3.00	Financial Management
FINE 6200 3.00	Investments
FINE 6800 3.00	Options, Futures and Other Derivative Securities



Explore this specialization online!
schulich.yorku.ca/specializations/finance

Financial Risk Management

Consistent with recent developments in the state of the art for financial risk management, the courses in this specialization will ground students in the foundational aspects related to finance theory, risk measurement and options theory and practice (the core and elective finance course requirements) as well as risk management and best practices from a broader perspective (the core and elective financial services courses).

FACULTY

Schulich's Financial Risk Management faculty have been in the forefront of research into the design, development and implementation of innovative financial instruments. These include new measures of interest rate risk, correct after-tax valuation of derivative and fixed income instruments, the innovation of financial instruments and new valuation techniques.

Specialization Director

Ming Dong

BS (Fudan, China); MS (New York);
PhD (Ohio State)
Associate Professor of Finance

Melanie Cao

BSc & MA (Hust, China);
MBA (Ottawa); PhD (Toronto)
Professor of Finance

Mark Kamstra

BA Hons (Queen's); MA (British
Columbia); PhD (UC, San Diego)
Professor of Finance

Yisong Tian

BSc (Nankai, China); MBA & PhD
(York)
Professor of Finance

Moshe Arye Milevsky

BA (Yeshiva); MA & PhD (York)
Professor of Finance

Eliezer Prisman

BA (Hebrew, Israel); MSc & DSc
(Technion, Israel)
Nigel Martin Chair in Finance

PROFESSIONAL DESIGNATION OPPORTUNITIES

An MBA with a specialization in financial risk management will prepare students for accreditation from professional risk management designations such as GARP and PRMIA.



CAREER OPPORTUNITIES

Graduates of this specialization will be equipped to develop and value new financial instruments and implement risk management schemes. Career paths include derivatives trading and valuation, and risk management in banks, investment firms, brokerage houses and consulting firms.

Career Development Centre

career@schulich.yorku.ca

FINANCIAL RISK MANAGEMENT SPECIALIZATION REQUIREMENTS

	General Stream	
Requirements	12.00 credits total: <ul style="list-style-type: none"> • 9.00 credits of required courses • 3.00 credits of elective courses 	
Required Courses	FINE 6200 3.00 FINE 6800 3.00 FNSV 6700 3.00	Investments Options, Futures & Other Derivative Securities Management of Risk in Financial Institutions
Elective Courses	FINE 6310 3.00 FNEN 6820 3.00 FNEN 6850 3.00 FNSV 6775 3.00	Econometrics of Financial Markets Advanced Derivative Securities Fixed Income Securities International Credit Markets and Metrics



Explore this specialization online!
schulich.yorku.ca/specializations/financial-risk-management

Financial Services

The Financial Services Program develops the expertise necessary to manage successfully in contemporary financial services organizations. It is based on the principle of co-specializations, so that students can simultaneously specialize in Financial Services and a functional area.

The financial services sector is undergoing profound and rapid change. Organizations require professionals who understand the dynamics of the industry, and the broad direction and implications of the forces of change. Such professionals must have a strong foundation in skills that will be relevant to a critically important and fast-changing industry. These skills include general management areas such as marketing, strategy, real estate and infrastructure and organization studies. They also include finance and financial engineering skills, which are particularly relevant to manage risk in the sector. The program is constructed to allow students to develop skills in one or more of these areas while also concentrating in financial services.

The program stresses relevance as well as rigour. To this end, it is committed to developing relationships with firms and senior executives in the financial sector that can provide 'real-world' perspectives on current issues.

FACULTY

Faculty members are active in research, textbook writing, consulting and public service on financial services issues. Many elective courses are also taught by faculty members in other areas. The Program remains open to support doctoral students in all Canadian universities.

Specialization Director

James L. Darroch
BA & MA & PhD (Toronto); MBA & PhD (York)
Associate Professor of Strategic Management/Policy
Director, Financial Services Program
CIT Chair in Financial Services

Desmond Alvares

BEng (London, UK); MBA (York);
MBCS CITP (UK); CPA, CMA (Ontario)
Sessional Lecturer

Christine Helsdon Tekker

BA (UWO); MBA (McMaster);
LLM (York)
Sessional Lecturer

Bernard Hyams

BA Hons (Concordia); BEd (McGill); MEd (Ottawa);
MBA (York)
Sessional Lecturer

Andrew Lin

BSc (Waterloo); MBA (York); CFA;
PEng
Sessional Lecturer

Lois Tullo

BComm (Saskatchewan); MBA (UWO); CA (Ontario)
Sessional Lecturer

Lee Watchorn

BSc Hons (McGill); FSA; FCIA,
Sessional Lecturer

CAREER OPPORTUNITIES

Schulich's Financial Services specialization opens up career options ranging from investment banking, asset management, risk management, private equity and hedge funds to consulting and government agencies.

For students with little experience in the area, you'll graduate well prepared to enter leadership associate programs at the well-established financial institutions.

For those working in the industry it will enable you to move from a specialist role to leadership positions.

Career Development Centre
career@schulich.yorku.ca



Explore this specialization online!
schulich.yorku.ca/specializations/financial-services

FINANCIAL SERVICES SPECIALIZATION REQUIREMENTS

General Stream	
Requirements	<p>12.00 credits total:</p> <ul style="list-style-type: none"> • 1.50 credits of required courses • 3.00 credits of recommended courses** • 7.50 credits of elective courses <p>Additional Requirements MGMT 6100 3.00 The 6100 site does not have to be a Financial Institution, but does have to have involvement with Financial Institutions and be approved by the Specialization Director.</p>
Required Courses	FNSV 5500 1.50 Introduction to Financial Services Management
Electives	ACTG 6950 3.00 Financial Reporting and Analysis BSUS 6200 3.00 Managing Ethics & Social Responsibility BSUS 6950 1.50 Ethics in Finance ECON 6210 3.00 Economic Forecasting and Analysis FNSV 6700 3.00 Management of Risk in Financial Institutions** FNSV 6775 3.00 International Credit: Markets and Metrics** FNSV 6960 1.50 Activity-Based Management and Operational Risk** FNSV 6985 1.50 The Canadian Life Insurance Industry and International Competition** FNSV 6990 1.50 Enterprise Risk Management and Strategy** MKTG 6250 3.00 Business Marketing MKTG 6300 3.00 Service Marketing MKTG 6550 3.00 Brand Management OMIS 6700 3.00 Managing New Technology OMIS 6955 3.00 Service Operations Management ORGS 6350 3.00 Managing Change SGMT 6050 3.00 Mergers and Acquisitions SGMT 6800 3.00 Strategic Management of Technology-Based Firms IBUS 6410 3.00 Introduction to International Business IBUS 6430 3.00 International Business Strategy PROP 6100 3.00 Real Estate Finance and Investment PROP 6600 3.00 Real Estate Portfolio Management

**Indicates a recommended course.

Students must complete a minimum of 3.00 credits of recommended courses.

Global Mining Management

The Schulich MBA Specialization in Global Mining Management (“GMM”) is a unique program using a dynamic mix of active industry involvement and in-class experience to enhance student learning. Our vision is to develop responsible leaders to ensure a sustainable global mining industry.

Our students gain an in-depth understanding of management complexities and strategic opportunities that leaders face in the global mining industry. We create a relevant and practical learning environment through the involvement of senior industry leaders in the development and delivery of our GMM courses.

Our graduates have joined the global mining industry in leadership roles with mining companies and the organizations that serve the sector such as engineering and consulting firms, equipment suppliers, financial institutions, NGOs, governments, and legal and accounting firms.

FACULTY

We draw our faculty from all disciplines within the Schulich School of Business, as well as from the mining industry and its supporting sectors. Over 40 guest speakers are involved in the development and delivery of our classes. Our core GMM team consists of:

Specialization Director

Richard Ross

B.Comm (Toronto), CPA,
CA (Ontario)
Inmet Chair in Global Mining
Management

Associate Director

Claudia Mueller

Dipl.WiRecht (Pforzheim,
Germany),
Mbus International (Australia)

CAREER OPPORTUNITIES

The Global Mining Management specialization prepares graduates for job opportunities in global mining companies as well as companies that provide services to the mining sector such as consulting and financial services. Graduates pursue careers as senior managers in global mining companies; as professionals providing advice to the mining sector in consulting firms; and as analysts and bankers in the financial service sector, with a focus on the mining industry.

Career Development Centre

career@schulich.yorku.ca

“Specializing in Global Mining Management provided valuable strategic insights to navigate change, opportunity and leadership in this exciting industry.”

-Elena Mayer (IMBA ‘15)
Senior Manager, Client Relationships,
Mining, PricewaterhouseCoopers



Explore this specialization online!
schulich.yorku.ca/specializations/global-mining-management

GLOBAL MINING MANAGEMENT SPECIALIZATION REQUIREMENTS

General Stream									
Requirements	<p>12.00 credits total:</p> <ul style="list-style-type: none"> 12.00 credits of required courses; choice of 9.00 credits of required courses for IMBA <p>Additional recommendation:</p> <ul style="list-style-type: none"> It is recommended that students take MINE 5100 before starting the Global Mining Management specialization. No prior experience in mining is required and students do not have to be part of the Global Mining Management specialization to enrol. 								
Required Courses	<table> <tbody> <tr> <td>MINE 6100 3.00</td> <td>Strategy and Value Creation in Mining</td> </tr> <tr> <td>MINE 6200 3.00</td> <td>Financial Strategies in Mining</td> </tr> <tr> <td>MINE 6300 3.00</td> <td>Social and Environmental Strategies in Mining</td> </tr> <tr> <td>MINE 6400 3.00</td> <td>Managing People in Mining</td> </tr> </tbody> </table>	MINE 6100 3.00	Strategy and Value Creation in Mining	MINE 6200 3.00	Financial Strategies in Mining	MINE 6300 3.00	Social and Environmental Strategies in Mining	MINE 6400 3.00	Managing People in Mining
MINE 6100 3.00	Strategy and Value Creation in Mining								
MINE 6200 3.00	Financial Strategies in Mining								
MINE 6300 3.00	Social and Environmental Strategies in Mining								
MINE 6400 3.00	Managing People in Mining								

GLOBAL MINING MANAGEMENT: ADDITIONAL AREAS TO EXPLORE

Other Recommended Elective Courses		Electives of Interest
<p><i>In addition to the GMM courses, students are encouraged to expand their knowledge in specific subject areas such as strategy, management, finance and sustainability. NOTE: These courses are suggested additions only and do not count toward the Global Mining Management specialization.</i></p> <p>MINE 5100 1.50 Introduction to the Global Mining Industry*</p> <p>* It is recommended that students take MINE 5100 before starting the GMM specialization. The MINE 5100 half course is however open to all MBA/IMBA students in the first and second year.</p> <p>Strategy and Management Electives:</p> <p>ORGS 6350 3.00 Managing Human Resources SGMT 6050 3.00 Mergers and Acquisitions SGMT 6060 3.00 The Art of the Deal SGMT 6240 3.00 Managing Strategic Alliances and Joint Ventures SGMT 6400 3.00 Strategic Thinking and Action in Turbulent Environments</p> <p>Finance Electives:</p> <p>ACTG 6250 3.00 Financial Reporting and Analysis FINE 6100 3.00 Financial Management PROP 6750 3.00 Project Finance for Infrastructure</p> <p>Sustainability Electives:</p> <p>BSUS 6300 3.00 Management Practices for Sustainable Business BSUS 6400 3.00 Sustainability Accounting and Accountability BSUS 6500 3.00 Business Strategy for Sustainability</p>		<p><i>These courses are suggested additions only and do not count toward the Global Mining Management specialization.</i></p>

Global Retail Management

The retail sector plays a vital role in the global economy. The Canadian retail sector is highly dynamic, with global leaders like Canadian Tire, Loblaw's, Lululemon, and the Royal Bank of Canada, engaged in major expansion and new global entrants such as Target and Nordstrom constantly changing the scene. In North America, an estimated two-thirds of Gross Domestic Product comes from retail consumption.

The Global Retail Management specialization combines theory and technique with context (e.g., through industry guest speakers) and applied examples and projects. The specialization offers many international case examples and grounded studies to involve students directly in the world of contemporary global retail.

Careers in retail and retail-related industries offer a broad array of global opportunities. The specialization is designed to help develop strategic global managers for retail operations. This includes developing store managers into head office retail executives, as a key part of a management development program. It is also targeted to buyers, account managers, and entry-level sales people working directly in or with retail organizations. The knowledge and skills can also be applied by those who work in companies facing retail clients, such as product managers in consumer packaged goods and food corporations who rely on, work with, and must continually negotiate with retailers. Finally, those in support services such as consulting, law, or research related to retailing will find value in this specialization. Close ties between industry and the specialization help to ensure the relevance and ongoing contact between students and the dynamic world of retailing.

FACULTY

Full-time and part-time faculty representing significant academic and industry experience will teach the program in Global Retail Management. Most courses make extensive use of guest lecturers and project oriented assignments.

Markus Giesler

BA & MBA & MA & PhD
(Germany)
Associate Professor of Marketing

Kate Ellis

Sessional Lecturer

David Johnston

BA & MA & PhD (UWO)
Professor of
Operations Management &
Information Systems
Program Director, Master of
Supply Chain Management

CAREER OPPORTUNITIES

The Global Retail Management specialization is designed to develop strategic global managers for retail operations. For those with direct and indirect retail experience – developing store managers, buyers, account managers and salespeople; for those in companies facing retailers – such as CPG or food product managers; and for those in retail support services – such as consulting, law and research.

Career Development Centre
career@schulich.yorku.ca



Explore this specialization online!
schulich.yorku.ca/specializations/global-retail-management

GLOBAL RETAIL MANAGEMENT SPECIALIZATION REQUIREMENTS

	General Stream	
Requirements	12.00 credits total: <ul style="list-style-type: none"> • 9.00 credits of required courses • 3.00 credits of elective courses 	
Required Courses	MKTG 6325 3.00 MKTG 6326 3.00 OMIS 6560 3.00	Retail Marketing Strategies Retail Analytics Supply Chain Management
Elective Courses	BSUS 6300 3.00 IBUS 6410 3.00 IBUS 6490 3.00 MKTG 6300 3.00 MKTG 6360 3.00 MKTG 6550 3.00 MKTG 6570 3.00 MKTG 6800 3.00 OMIS 6000 3.00 OMIS 6500 3.00 OMIS 6955 3.00 ORGS 6560 3.00	Management Practices for Sustainable Business Introduction to International Business International Negotiations: Analysis, Strategy and Practice Service Marketing Marketing Metrics Brand Management Strategic Professional Selling Customer Experience Design Models and Applications in Operational Research Global Operations and Information Management Service Operations Management Negotiations

Health Industry Management

Schulich has a unique Health Industry Management Program (HIMP) building on the strengths of the School. The industry includes healthcare (as traditionally defined), pharmaceutical companies, medical device manufacturers, human biotech companies, health charities and a wide variety of health related support and service organizations. The program is designed for both new entrants and midcareer professionals in the health industry who need to understand the markets, challenges and other players more deeply.

The health industry is highly complex due to the often competing goals of the providers, policy makers, administrators, consumers and citizens. In spite of the advances of medical science we need to look beyond medicine to improve health outcomes and health systems in the 21st century. This program is designed to look at the needs and potential solutions to improve health systems.

The Health Industry Management specialization provides an opportunity for those who are currently in the health industry or those who wish to join the industry to learn deeply about the other players in the industry and the interactions among them. Our contention is that regardless of the role one plays in the industry, understanding the others' objectives, criteria and values will deeply impact your success in the industry. Health is highly interconnected and crosses all three sectors. It is a complex, conceptually challenging industry. Management and leadership in the sector require unique skills and the capacity to see connections across the industry.

FACULTY

The faculty for the Health Industry Management program are drawn from many disciplines at Schulich and our partners in other universities.

Specialization Director

Joseph Mapa

BA, BEd, DHA & MBA (Toronto)
Executive-in-Residence
Executive Director, Health Industry
Management

Saeid Babaei

Bsc (York); PhD & EMBA (Toronto)
Sessional Lecturer in HIMP

Neil J. Buckley

BArts Sc (McMaster); MA (Queen's); PhD
(McMaster)
Sessional Lecturer in HIMP

Sylvia Hsu

CGA (Ontario); PhD (Wisconsin)
Associate Professor of Accounting

Amin Mawani

BComm (Alberta); MA (Toronto); LLM
(Osgoode); PhD (Waterloo);
FCPA, FCMA, CFP, Fellow of FPSC
Associate Professor of Accounting
Director, Health Industry
Management

Aditya Pai

BSc (Bombay, India); MSc (Newcastle,
UK); MSc (McGill); MS (Brandeis);
MBA (York)
Sessional Lecturer in HIMP

Jimmy Yang

BA (Toronto); MBA (York)
Sessional Lecturer in HIMP

CAREER OPPORTUNITIES

A career in health care offers the opportunity to serve in one of the most important sectors in the economy. Job titles held by HIMP graduates include: Program Manager (Health Service Provider); Director, Child Health Service (Hospital); Director, Business Development & Analytics (Consulting); Manager, National Health Services Practice (Consulting); Manager, Infectious Disease Therapy (Pharmaceutical); Project Management Analyst (Hospital), and Long Range Planning Specialist (Government).

Career Development Centre

career@schulich.yorku.ca

"The Schulich MBA was instrumental in launching my career in the health care sector."

-Jordana Warner (MBA '14)
Project Manager
Office of Integration & Strategy
Sinai Health System

HEALTH INDUSTRY MANAGEMENT SPECIALIZATION REQUIREMENTS

	General Stream	Graduate Diploma in Health Industry Management
Requirements	<p>12.00 credits total:</p> <ul style="list-style-type: none"> • Minimum 9.00 credits of HIMP elective courses • with a letter of approval, up to 3.00 credits of relevant graduate level health courses from other York Faculties may be substituted from the list of electives below and counted toward the 12.00 credits 	<p>Successful completion of 12.00 credits total, consisting of the following:</p> <ul style="list-style-type: none"> • 3 courses (9.00 credits) from the current four HIMP elective courses <p>AND one of the following options:</p> <ul style="list-style-type: none"> • One related course (3.00 credits) from the Additional Electives list • With a letter of approval, up to 3.00 credits of relevant graduate level course from other York Faculties • An approved Independent Studies Course (HIMP 6900 3.00) in the Healthcare Sector • A fourth course from the four current HIMP courses offered <p>Additional Requirements:</p> <ul style="list-style-type: none"> • Must be taken concurrently with a Schulich MBA* • The diploma must be completed within one term of completing graduate program degree requirements • All students must take a minimum of 9.00 credits of HIMP elective courses from the four recommended courses list • Equivalent of a minimum 10-week full-time internship in a healthcare organization. Upon approval, prior work experience and/or prior internship in the healthcare sector may be considered as a substitute for the 10-week internship requirement
HIMP Elective Courses	<p>HIMP 6110 3.00 The Business of Healthcare</p> <p>HIMP 6130 3.00 Strategy in Healthcare</p> <p>HIMP 6150 3.00 Economics of Healthcare</p> <p>HIMP 6180 3.00 Entrepreneurship and Innovation in Healthcare</p>	



Explore this specialization online!
schulich.yorku.ca/specializations/health-industry-management

International Business

Schulich's international business specialization (IBUS) helps graduates develop career paths to Canadian and foreign corporations, banks and governments. Its goal is to develop the management skills required to do business in an international environment. Students are encouraged to combine international business with other specializations (e.g., IBUS + MKTG). In addition, students may wish to apply to participate in an academic exchange at one of Schulich's partner management schools throughout the world. Students planning to specialize in international business or planning to take at least 6.00 credits of international business courses should first take ECON 6510 3.00 – Applied International Economics – or IBUS 6410 3.00 – International Business: Strategic Overview for Managers. IBUS 6410 is also suitable for students wishing to take only one international business course.

FACULTY

The International Business program draws its faculty from all disciplines within the Schulich School. The faculty teaching in the specialization have a wide range of foreign business and research experience. In addition, many have studied and taught in foreign universities or in corporations abroad. Visiting professors from overseas also enrich course offerings.

Specialization Director

Farrokh Zandi

BA (Pahlavi), MA (Lakehead), PhD (Carleton)
Associate Director BBA/iBBA Programs
Sessional Lecturer in Economics and International Business

Preet Aulakh

BSc & MA (Punjab, India); PhD (Texas, Austin)
Professor of Strategic Management/Policy
Pierre Lassonde Chair in International Business

Kee-Hong Bae

BS & MS (Korea, Korea); PhD (Ohio State)
Professor of Finance

Thomas H. Beechy

BA (George Washington); MBA (Northwestern); DBA (Washington); CPA (Illinois)
Professor Emeritus of Accounting

Atipol Bhanich Supapol

BA (Carleton); MA (Northwestern); PhD (Carleton)
Associate Professor of Economics and International Business
Executive Director, Centre for Global Enterprise (CGE)

Alexandra Campbell

BA Hons (York); MBA & PhD (Toronto)
Associate Professor of Marketing
Director, IMBA Program

Burkard Eberlein

MA (University of Konstanz, Germany); MSc (London School of Economics and Political Science); PhD (University of Konstanz, Germany)
Associate Professor of Strategic Management/Policy

David Johnston

BA & MA & PhD (UWO)
Professor of Operations Management & Information Systems
Program Director, Master of Supply Chain Management

Matthias Kipping

MA (Sorbonne, France); MPA (Harvard); Dipl (EHESS, France); DPhil (München, Germany)
Professor of Strategic Management/Policy
Chair in Business History
Academic Director, Kellogg-Schulich EMBA Program

Moren Lévesque

BSc & MSc (Laval); PhD (British Columbia)
Certified General Accountants of Ontario
Chair in International Entrepreneurship
Professor of Operations Management and Information Systems

Mehmet Murat Kristal

BSc (METU, Turkey); MBA (Bilkent, Turkey); PhD (North Carolina)
Associate Professor of Operations Management & Information Systems
Program Director, Master of Business Analytics

Anoop Madhok

BCom (Calcutta, India); MBA (Cincinnati); MIS (Johns Hopkins); PhD (McGill)
Professor of Strategic Management/Policy

Dirk Matten

Dipl.Kfm. (Essen, Germany); Dr.rer.pol.& Dr.habil. (Düsseldorf, Germany)
Professor of Strategic Management/Policy
Hewlett-Packard Chair in Corporate Social Responsibility

James McKellar

BArch (Toronto); MCP & MArch (Pennsylvania)
Professor of Real Estate and Infrastructure
Associate Dean, External Relations

Charles J. McMillan

BA (Prince Edward Island); MBA (Alberta); PhD (Bradford, UK)
Professor of Strategic Management/Policy

Alan C. Middleton

BSc (London, UK); MBA & PhD (York)
Assistant Professor of Marketing
Executive Director, Schulich Executive Education Centre

Yigang Pan

BA & MA (Beijing, China); MPhil & PhD (Columbia)
Professor of Marketing

Theodore Peridis

BSc (Athens, Greece); MA (Kent, UK)
Associate Professor of Strategic Management/Policy
Director, Global Leadership Program
Director, India EMBA Program

Richard Ross, CA

Specialization Director,
Global Mining Management
Inmet Chair, Global Mining Management

Hazel Rosin

BA (Haifa, Israel); MSW (Wilfrid Laurier); MPhil & PhD (Yale)
Associate Professor of Organization Studies

Justin Tan

BBA (Tianjin, China); MBA (McGill); MA (Kansas); PhD (Virginia Tech)
Professor of Strategic Management/Policy
Newmont Mining Chair in Business Strategy

Theodore Tolia

BA (Aristotle); MA (Toronto); PhD (ABD) (Manitoba)
Sessional Lecturer in Economics and International Business

Stephen Weiss

BA (Lafayette); MA & PhD (Pennsylvania)
Associate Professor of Strategic Management/Policy and International Business
Acting Director, Centre for Global Enterprise

Tom Wesson

BComm (Queen's); MBA & PhD (Harvard)
Associate Professor of Strategic Management/Policy
Chair, Strategic Management/Policy Area

Eleanor Westney

BA & MA (Toronto); MA & PhD (Princeton)
Professor Emeritus of Organization Studies
Scotiabank Professor of International Business

Bernard M. Wolf

BA (CUNY); MA & PhD (Yale)
Professor Emeritus of Economics
Director, Certificate in International Management

Lorna Wright

BA (Wilfrid Laurier); MA (Essex, UK); MIM (Thunderbird); PhD (UWO)
Associate Professor of International Business
EDC Professorship in International Business

INTERNATIONAL BUSINESS SPECIALIZATION REQUIREMENTS

	General Stream
Requirements	12.00 credits total: <ul style="list-style-type: none"> • 3.00 credits of required courses • 9.00 credits of elective courses
Required Courses	<p><i>NOTE: Students are encouraged to only take one of these.</i></p> <p>ECON 6510 3.00 Applied International Economics or IBUS 6410 3.00 International Business: Strategic Overview for Managers <i>(see opening International Business paragraph)</i></p>
Elective Courses	<p>BSUS 6600 3.00 Sustainability and Carbon Finance</p> <p>ECON 6180 3.00 Money, Credit and Macroeconomic Policy</p> <p>ECON 6450 3.00 Innovation and Technology Diffusion</p> <p>ENTR 6635 3.00 International Entrepreneurship</p> <p>FINE 6400 3.00 International Financial Management</p> <p>IBUS 6430 3.00 International Business Strategy</p> <p>IBUS 6490 3.00 International Negotiations: Analysis, Strategy and Practice</p> <p>MGMT 6400 3.00 International Study Tour</p> <p>MINE 6100 3.00 Strategy and Value Creation in Mining</p> <p>MKTG 6400 3.00 International Marketing</p> <p>OMIS 6500 3.00 Global Operations and Information Management</p> <p>PROP 6300 3.00 Partnership Models for Infrastructure Delivery</p> <p>PUBL 6150 3.00 Comparative Public Policy</p> <p>SGMT 6700 3.00 Strategic Capability Development</p> <p>SGMT 6720 3.00 Managing Globally: Past, Present, Future</p> <p>SGMT 6730 3.00 Business Strategies in China</p>

CAREER OPPORTUNITIES

Whether you plan to work for a firm headquartered in Canada or elsewhere, Schulich's International Business specialization equips students to succeed in international environments. Elective options are designed to give students a global perspective and the ability to perform in multi-cultural situations and contrasting business environments – skills that are in high demand amidst both large and small enterprises.

Career Development Centre
career@schulich.yorku.ca



Explore this specialization online!
schulich.yorku.ca/specializations/international-business

Marketing

Marketing is a key aspect of any organization – profit or nonprofit, new or mature, small or large, in Canada or abroad. Schulich’s marketing electives help students to develop an understanding of the elements of marketing strategy, the details of marketing tactics, the unique challenges of marketing specific types of offerings, and some of the key ideas behind marketing to distinct target markets.

Graduates specializing in marketing have pursued careers in: brand or product management, marketing communications, market research, personal selling and sales management, nonprofit management, and a host of related areas. Many have also founded their own firms.

FACULTY

In this specialization, Schulich faculty are concerned with marketing for the real world. Their education, experience and related expertise cover a wide range of contemporary marketing issues, all of which are reflected in the School’s required and elective marketing courses. Individual faculty have won a number of awards for both teaching and research.

Area Coordinator

Theodore J. Noseworthy

BComm (Ryerson); MBA & MSc (Guelph); PhD (Western)
Associate Professor of Marketing
Canada Research Chair in Entrepreneurial Innovation and the Public Good

Russell W. Belk

BS & PhD (Minnesota)
Professor of Marketing
Kraft Foods Canada Chair in Marketing
Distinguished Research Professor

Alexandra Campbell

BA Hons (York); MBA & PhD (Toronto)
Director, IMBA program
Associate Professor of Marketing

Peter R. Darke

BSc (McMaster); MA & PhD (Toronto)
Professor of Marketing

Eileen Fischer

BA & MAsc (Waterloo); PhD (Queen’s)
University Professor
Professor of Marketing
Anne & Max Tanenbaum Chair in Entrepreneurship and Family Enterprise
Director, PhD Program

Brenda Gainer

BA Hons (Alberta); MA (Carleton);
MBA (Maine); PhD (York)
Associate Professor of Marketing
Royal Bank Professor of Nonprofit Management

Markus Giesler

BA & MBA & MA & PhD (Germany)
Associate Professor of Marketing

Ashwin Joshi

BAS Hons (Trent); PhD (Queen’s)
Associate Professor of Marketing
Academic Co-director,
Schulich MBA in India
Director, MBA Program

Ajay K. Sirsi

Hons BComm (Delhi, India); MBA (Oklahoma); MA (Florida); PhD (Arizona)
Associate Professor of Marketing

Yigang Pan

BA & MA (Beijing, China); MPhil & PhD (Columbia)
Professor of Marketing

Marshall David Rice

BA (Manitoba); MS & PhD (Illinois)
Associate Professor of Marketing
Program Director, Master of Marketing

Ela Veresiu

iBBA (York); PhD (Witten/Herdecke, Germany)
Assistant Professor of Marketing

Detlev Zwick

MS (Montpellier, France/Cologne, Germany); MS (Memphis); PhD (Rhode Island)
Associate Dean Academic
Associate Professor of Marketing

CAREER OPPORTUNITIES

Schulich MBA Marketing graduates are prepared to work in three key marketing areas: brand and product management, marketing communications, and market research. They enter a variety of industries including FMCG, technology, pharmaceuticals, health care and retail. Job titles held by graduates of the program include Product Marketing Specialist, Marketing Manager, Social Media Specialist, Media Planner, Consumer Insights Manager and Marketing Data Analyst.

Career Development Centre
career@schulich.yorku.ca

“The Schulich MBA gave me the skills and credentials that enabled me to be recruited by one of the world’s top five consumer goods companies, Anheuser-Busch InBev.”

-Sarah Newburgh (MBA ‘12)
Brand Manager, Stella Artois,
Goose Island & Imports, Labatt Breweries Canada



Explore this specialization online!
schulich.yorku.ca/specializations/marketing

MARKETING SPECIALIZATION REQUIREMENTS

	General Specialization	Brand Management
Requirements	12.00 credits total: • 12.00 credits of elective courses	12.00 credits total: • 12.00 credits of elective courses
Elective Courses	MGMT 6800 3.00 Innovation Through Technology and Design MGMT 6810 3.00 Creativity and Innovation: Techniques for a Rapidly Changing World MKTG 6050 3.00 Marketing Research MKTG 6100 3.00 Strategic Market Communications MKTG 6150 3.00 Consumer Behaviour MKTG 6155 3.00 Consumer Insight: Qualitative Marketing Research MKTG 6226 3.00 Social Media for Marketing and Management MKTG 6250 3.00 Business Marketing MKTG 6300 3.00 Service Marketing MKTG 6321 3.00 Entertainment Culture and Marketing MKTG 6325 3.00 Retail Marketing Strategies MKTG 6326 3.00 Retail Analytics MKTG 6360 3.00 Marketing Metrics MKTG 6400 3.00 International Marketing MKTG 6440 3.00 New Products MKTG 6480 3.00 Nonprofit Marketing and Resource Development MKTG 6550 3.00 Brand Management MKTG 6570 3.00 Strategic Professional Selling MKTG 6650 3.00 Strategic Market Planning	MKTG 6050 3.00 Marketing Research MKTG 6100 3.00 Strategic Market Communications MKTG 6150 3.00 Consumer Behaviour* MKTG 6155 3.00 Consumer Insight: Qualitative Marketing Research* MKTG 6226 3.00 Social Media for Marketing and Management* MKTG 6300 3.00 Service Marketing* MKTG 6321 3.00 Entertainment Culture and Marketing* MKTG 6325 3.00 Retail Marketing Strategies MKTG 6360 3.00 Marketing Metrics* MKTG 6440 3.00 New Products* MKTG 6550 3.00 Brand Management* MKTG 6650 3.00 Strategic Market Planning MKTG 6800 3.00 Customer Experience Design* *Recommended
	Marketing Analysis	Marketing Communications
Requirements	12.00 credits total: • 12.00 credits of elective courses	12.00 credits total: • 12.00 credits of elective courses
Elective Courses	MKTG 6050 3.00 Marketing Research* MKTG 6100 3.00 Strategic Market Communications MKTG 6150 3.00 Consumer Behaviour MKTG 6155 3.00 Consumer Insight: Qualitative Marketing Research* MKTG 6360 3.00 Marketing Metrics* MKTG 6440 3.00 New Products *Recommended	MKTG 6050 3.00 Marketing Research* MKTG 6100 3.00 Strategic Market Communications* MKTG 6150 3.00 Consumer Behaviour MKTG 6155 3.00 Consumer Insight: Qualitative Marketing Research* MKTG 6226 3.00 Social Media for Marketing and Management* MKTG 6321 3.00 Entertainment Culture and Marketing MKTG 6360 3.00 Marketing Metrics* MKTG 6550 3.00 Brand Management MKTG 6570 3.00 Strategic Professional Selling MKTG 6800 3.00 Customer Experience Design* *Recommended

Operations Management & Information Systems

The Operations Management and Information Systems (OMIS) Area represents three distinct areas of study: Information Systems (IS), Operations Management and Supply Chain Management (OM) and Quantitative Methods (QM).

Information Systems investigates how to structure, process and govern information and information systems. Consequently IS supports a variety of organizational processes and decision-making scenarios across all industries. Operations Management concerns itself with the organization and structure of production systems, be it in a manufacturing (e.g., mining, automobile, consumer electronics) or service (e.g., governments, airlines, banks), within an organization (e.g., process planning or scheduling) or beyond (e.g., logistics, purchasing, supply networks). Quantitative Methods uses stochastic (e.g., regression analysis) or deterministic (e.g., linear or non-linear optimization; game theory) models to analyze otherwise intractable information and support decision-making. OMIS specializations are applicable to service industries, manufacturing, resource industries, and public and nonprofit sector organizations.

FACULTY

OMIS faculty members come from a wide range of backgrounds, including engineering, business, mathematics, statistics and information systems. They have extensive experience in business and industry, and regularly act as consultants and advisors to both private and public organizations.

Area Coordinator

Richard H. Irving
BAsC & MASc & PhD (Waterloo)
Associate Professor of Operations Management & Information Systems
Chair, Operations Management and Information Systems Area

Isik Bicer

BSc (Middle East Technical), MSc (Bogazici) & PhD (Lausanne)
Assistant Professor of Operations Management and Information Systems

Markus Biehl

MS (Kaiserslautern, Germany); MS & PhD (Georgia Institute of Technology)
Associate Professor of Operations Management & Information Systems

John Buzacott

BSc & BE (Sydney, Australia); MSc & PhD (Birmingham, UK); Dr hc (TU Eindhoven)
Professor Emeritus of Operations Management & Information Systems

Wade D. Cook

BSc (Mt. Allison); MSc (Queen's); PhD (Dalhousie)
Professor Emeritus of Operations Management & Information Systems

Adam Diamant

BSc (Toronto); MSc (Boston); PhD (Toronto)
Assistant Professor of Operations Management and Information Systems

David A. Johnston

BA & MA & PhD (UWO)
Professor of Operations Management & Information Systems
Program Director, Master of Supply Chain Management

Henry M. Kim

BAsC (Toronto); M Eng (Michigan); PhD (Toronto)
Associate Professor of Operations Management & Information Systems

Mehmet Murat Kristal

BSc (METU, Turkey); MBA (Bilkent, Turkey); PhD (North Carolina)
Associate Professor of Operations Management & Information Systems
Program Director, Master of Business Analytics and Master of Management in Artificial Intelligence

Moren Lévesque

BSc & MSc (Laval); PhD (British Columbia)
Certified General Accountants of Ontario Chair in International Entrepreneurship
Professor of Operations Management and Information Systems

Zhepeng (Lionel) Li

BSc (Hefei, China); MS (Hefei, China); PhD (Utah)
Associate Professor of Operations Management and Information

Ronald J. McClean

BAsC & MASc & PhD (Waterloo)
Professor Emeritus of Operations Management & Information Systems

Divinus Oppong-Tawiah

BSc & MBA (Kwame Nkrumah), MSc (Queen's) & PhD (McGill)
Assistant Professor of Operations Management and Information Systems

Manus (Johnny) Rungtusanatham

BS (Birmingham-Southern) & PhD (Minnesota)
Canada Research Chair in Supply Chain Management
Professor of Operations Management and Information Systems

Daniele Thomassin-Singh

BBA & MBA (Laval); PhD (Case Western Reserve)
Assistant Professor of Operations Management and Information Systems (on leave)

Peter Tryfos

BSc (Athens); MBA (SUNY, Buffalo); PhD (UC, Berkeley)
Professor Emeritus of Operations Management & Information Systems

J. Scott Yeomans

BAdmin & BSc (Regina); MASc (Toronto); PhD (McMaster)
Professor of Operations Management & Information Systems

CAREER OPPORTUNITIES

Management Information Systems (IS) graduates find opportunities as Management (IS) Consultants, IT Project Managers or Information Systems Managers. Operations Management (OM) or Supply Chain Management graduates find opportunities working as Procurement Analysts, Supply Specialists, Production Allocation Specialists, Project Managers, Sales Operations Business Analysts, Business Solutions Planners, Production Planners, or Business Strategy Managers. Quantitative Methods (QM) graduates find careers as Product Allocation Specialists, Sales Operations Business Analysts, Business Solutions Planners, or Production Planners.

Career Development Centre
career@schulich.yorku.ca

Explore this specialization online!
schulich.yorku.ca/specializations/OMIS



OMIS SPECIALIZATION REQUIREMENTS

	General Specialization	Management Information Systems
Requirements	12.00 credits total: • 12.00 credits of elective courses (below)	12.00 credits total: • 9.00 credits of required courses • 3.00 credits of elective courses
Required Courses	<i>No required courses for the General Stream.</i>	MGMT 6700 3.00 Project Management OMIS 6350 3.00 Advanced Spreadsheet Modelling & Programming for Business OMIS 6710 3.00 Management Information Systems
Elective Courses	BSUS 6300 3.00 Management Practices for Sustainable Business IBUS 6490 3.00 International Negotiations: Analysis, Strategy and Practice MGMT 6700 3.00 Project Management MKTG 6050 3.00 Marketing Research MKTG 6250 3.00 Business Marketing OMIS 6000 3.00 Models and Applications in Operational Research OMIS 6350 3.00 Advanced Spreadsheet Modelling and Programming for Business OMIS 6500 3.00 Global Operations and Information Management OMIS 6560 3.00 Supply Chain Management OMIS 6700 3.00 Managing New Technology OMIS 6710 3.00 Management Information Systems OMIS 6955 3.00 Service Operations Management SGMT 6800 3.00 Strategic Management of Technology-Based Firms	OMIS 6500 3.00 Global Operations and Information Management OMIS 6700 3.00 Managing New Technology
	Supply Chain Management	Quantitative Methods
Requirements	12.00 credits total: • 3.00 credits of required courses • 9.00 credits of elective courses	12.00 credits total: • 3.00 credits of required courses • 9.00 credits of elective courses
Required Courses	OMIS 6560 3.00 Supply Chain Management	OMIS 6000 3.00 Models and Applications in Operational Research
Elective Courses	BSUS 6300 3.00 Management Practices for Sustainable Business IBUS 6490 3.00 International Negotiations: Analysis, Strategy and Practice MKTG 6250 3.00 Business Marketing OMIS 6000 3.00 Models and Applications in Operational Research* OMIS 6350 3.00 Advanced Spreadsheet Modelling and Programming for Business* OMIS 6500 3.00 Global Operations and Information Management* OMIS 6700 3.00 Managing New Technology* OMIS 6955 3.00 Service Operations Management* *Recommended	MGMT6700 3.00 Project Management MKTG 6050 3.00 Marketing Research MKTG6250 3.00 Business Marketing OMIS 6350 3.00 Advanced Spreadsheet Modelling & Programming for Business OMIS 6560 3.00 Supply Chain Management

Organization Studies

In the twenty-first century, the environment in which organizations operate is increasingly turbulent, rocked by forces such as globalization and rapid technological change. Social and demographic forces have dramatically changed the make-up of today's workforce which is now the most educated and ethnically diverse in history, in addition to having the greatest representation of women. These developments are profoundly affecting the way in which organizations structure themselves, just as they are influencing individuals' attitudes to and expectations of both organizations and work.

The specialization elective courses within Organization Studies prepare graduates to work effectively with others in today's challenging environment. They provide opportunities to explore in greater depth, among others, issues covered in Year 1 courses in the area: the impact of organizational change on individual and organizational effectiveness; leadership; conflict management; decision-making; motivation; and diversity.

Specialization within organization studies is compatible with careers in consulting, human resources, organizational design, and change management. In addition, the field can be effectively combined with other specializations and is of particular benefit to part-time students who are established in a functional area of management and are now assuming more general management responsibilities.

FACULTY

Schulich faculty in this specialization represent a broad range of backgrounds, interests and accomplishments in a field whose centrality to effective management practice and organizational effectiveness is increasingly recognized. Faculty members have attained a strong national and international reputation through scholarly and business publications and through their teaching expertise.

Area Coordinator

Kevin Tasa
B.Comm (Saskatchewan); M.Sc & PhD (Toronto)
Associate Professor of Organization Studies

Chris Bell
BS (McGill); PhD (Duke)
Associate Professor of Organization Studies

André deCarufel
BA (Carlton); MA & PhD (North Carolina)
Professor Emeritus of Organization Studies

David E. Dimick
BA (St. Olaf); MA & PhD (Minnesota)
Professor Emeritus of Organization Studies

Ingo Holzinger
BBA (Bremen, Germany); MBA (GH-Paderborn, Germany); PhD (Wisconsin, Madison)
Sessional Assistant Professor of Organization Studies
Distinguished Research Professor (York)
Director, Strategy Field Study

Rekha Karambayya
BSc (Madras, India); MBA (IIM Bangalore, India); PhD (Northwestern)
Professor Emeritus of Organization Studies

Brent Lyons
BSc (Queen's); MA & PhD (Michigan)
Assistant Professor, Organization Studies

Christine Oliver
BA (Queen's); MBA & PhD (Toronto)
Professor Emeritus of Organization Studies
Henry J. Knowles Chair in Organizational Strategy
Associate Dean, Research

Hazel Rosin
BA (Haifa, Israel); MSW (Wilfrid Laurier); MPhil & PhD (Yale)
Professor Emeritus of Organization Studies

Ruodan Shao
Associate Professor of Organization Studies
BA (Nankai, China); MSc (Lethbridge); PhD (UBC)

Winnie Shen
BA (California State); PhD (Minnesota)
Associate Professor of Organization Studies

Mike Valente
BCom (Laurentian); MBA (Wilfrid Laurier), PhD (York)
Associate Professor of Organization Studies
Director, BBA/iBBA programs

Maxim Voronov
Professor of Organization Studies
BA (Connecticut College, Connecticut); MA & PhD (Columbia, NY)

Eleanor Westney
BA & MA (Toronto); MA & PhD (Princeton)
Professor Emeritus of Organization Studies

Lorna Wright
BA (Wilfrid Laurier); MA (Essex, UK); MIM (Thunderbird); PhD (UWO)
Associate Professor of International Business

Luke Zhu
BComm (Toronto); PhD (UBC)
Associate Professor of Organization Studies Business
EDC Professorship in International Business

CAREER OPPORTUNITIES

Specialization within organizational behaviour prepares students to become leaders who successfully navigate conflict management; decision-making; motivation and organizational effectiveness. The program is compatible with careers in consulting, human resources, organizational design, and change management.

Career Development Centre
career@schulich.yorku.ca

ORGANIZATION STUDIES SPECIALIZATION REQUIREMENTS

General Stream																					
Requirements	12.00 credits total: <ul style="list-style-type: none"> 12.00 credits of elective courses 																				
Elective Courses	<table> <tbody> <tr> <td>IBUS 6490 3.00</td> <td>International Negotiations: Analysis, Strategy and Practice</td> </tr> <tr> <td>MINE 6400 3.00</td> <td>Managing People in Mining</td> </tr> <tr> <td>ORGS 6350 3.00</td> <td>Managing Change</td> </tr> <tr> <td>ORGS 6400 3.00</td> <td>Power and Politics in Organizations</td> </tr> <tr> <td>ORGS 6420 3.00</td> <td>Crisis Management</td> </tr> <tr> <td>ORGS 6500 3.00</td> <td>Interpersonal Managerial Skills</td> </tr> <tr> <td>ORGS 6560 3.00</td> <td>Negotiations</td> </tr> <tr> <td>ORGS 6650 3.00</td> <td>The Art and Science of Leadership</td> </tr> <tr> <td>ORGS 6720 3.00</td> <td>Managing Team Dynamics</td> </tr> <tr> <td>SGMT 6250 3.00</td> <td>Strategy Execution</td> </tr> </tbody> </table>	IBUS 6490 3.00	International Negotiations: Analysis, Strategy and Practice	MINE 6400 3.00	Managing People in Mining	ORGS 6350 3.00	Managing Change	ORGS 6400 3.00	Power and Politics in Organizations	ORGS 6420 3.00	Crisis Management	ORGS 6500 3.00	Interpersonal Managerial Skills	ORGS 6560 3.00	Negotiations	ORGS 6650 3.00	The Art and Science of Leadership	ORGS 6720 3.00	Managing Team Dynamics	SGMT 6250 3.00	Strategy Execution
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Explore this specialization online!
schulich.yorku.ca/specializations/organization-studies

Public Sector: Business and Government

This area of study offers students a business-focused introduction to public policy and to the multiple interactions between business and government in a global perspective.

Graduates will be prepared for management and leadership positions in the public, private and social sectors. It will be particularly useful for MBA students who specialize in highly regulated industries such as Financial Services, Health, Media, Mining and Real Estate, and in management functions (such as sustainability and international business) where aptitude to successfully work with governments is a key, high-demand skill.

This specialization is taken in conjunction with a relevant industry or functional specialization.

FACULTY

Faculty members associated with the Public Sector: Business and Government specialization represent a unique blend of backgrounds. All have strong academic credentials in public policy and administration. In addition, some have had extensive experience in the public sector. They have published widely and undertaken numerous consulting tasks in both the private and public sectors in Canada and abroad.

Specialization Director

Burkard Eberlein
MSc (London School of Economics, UK); MA & PhD (Konstanz, Germany) Associate Professor of Strategic Management/Policy

H. Ian Macdonald, OC

BCom (Toronto); MA & BPhil (Oxford, UK); Hon LLD (Toronto); D. UNIV. (The Open University); D. LITT. (The Open University of Sri Lanka), D. LITT. (Dr. BR Ambedkar Open University of Hyderabad, India); D. LITT (York); F. COL (Fellow, The Commonwealth of Learning) Professor Emeritus of Strategic Management/Policy President Emeritus (York) Associate Specialization Director

John K. Wilkins

BA & MA (Manitoba) Executive-in-Residence and part-time instructor in Public Management

Tom Wesson

B Comm (Queen's); MBA & PhD (Harvard) Associate Professor of Strategic Management/Policy Chair, Strategic Management/Policy Area

CAREER OPPORTUNITIES

Public Sector: Business and Government is a unique specialization that opens doors for a diverse set of careers in government, the private sector as well as nonprofit organizations in healthcare, education and the arts. Graduates have built new careers and added value to existing careers in local, provincial and federal government, within the private sector and in civil society organizations, whether in healthcare, education or arts and media.

Career Development Centre
career@schulich.yorku.ca

PUBLIC SECTOR: BUSINESS AND GOVERNMENT SPECIALIZATION REQUIREMENTS

Currently the MBA specialization in Public Sector: Business and Government is not being offered. Students interested in this area of specialization should consult with Professor Burkard Eberlein, Specialization Director to discuss study options.



Explore this area of study online!
schulich.yorku.ca/specializations/public-management

Real Estate and Infrastructure

Real estate and infrastructure encompasses a broad range of public and private organizations across the globe that deliver a range of products and services from homes, office buildings and shopping centres to power plants, highways, airports and underground utilities. These organizations are affected by the economic cycle and market forces, demographic trends, the pace of urban growth, and sustainability requirements. Real estate and infrastructure spans a vast array of knowledge and practical skills that touch upon construction, financing, management, and operations, in addition to business practices that are increasingly international in scope.

Students in the program typically focus on real estate or infrastructure, however, there is increasing convergence between the two fields and the opportunity exists to craft a program of study that includes courses in both real estate and infrastructure. Students may pursue Real Estate and Infrastructure as a specialization in the MBA or, with some additional course work, obtain the Diploma as well as the MBA (note that the diploma is no longer available to incoming students). Instruction combines theory and practice and relies heavily upon resources within the respective industries. There is a distinct international focus to the program with the use of international cases and applications wherever possible. Students have the opportunity to pursue a summer internship following the first year.

Careers in real estate and infrastructure span a broad array of opportunities, both in Canada and abroad. Graduates work in construction, real estate development, asset management, consulting, financial institutions, pension funds, equity funds, and government organizations. Some launch their own firms. Alumni of the program are located across the globe.

FACULTY

Electives in the program in Real Estate and Infrastructure are taught by full-time and part-time faculty representing significant academic and industry experience. Most courses make extensive use of guest lecturers and project oriented assignments.

Specialization Director

James McKellar
BArch (Toronto); MCP & MArch
(Pennsylvania)
Professor of Real Estate and
Infrastructure
Associate Dean, External Relations

Jim Clayton

BA (Queen's); MA (UWO); PhD (UBC)
Professor and Timothy R. Price Chair,
Brookfield Centre in Real Estate &
Infrastructure
Director, Master of Real Estate and
Infrastructure Program

Avis Devine

BS (Westminster College); MBA
(Duchesne); PhD (Cincinnati)
Associate Professor, Brookfield Centre
in Real Estate and Infrastructure

Sherena Hussain

BBA (York); JD (Osgoode); MBA
(York);
Assistant Professor of Real
Estate and Infrastructure

SESSIONAL INSTRUCTORS

Priscilla Adjei

Sessional Lecturer in Real Estate and
Infrastructure

Christopher Edey

BES (Waterloo); MBA (York)
Sessional Lecturer in Real Estate and
Infrastructure

Maor Cohen

BSc (Arch), MArch (McGill); MS RED
(Columbia)
Sessional Lecturer in Real Estate and
Infrastructure

Andre R. Kuzmicki

BA & MBA (McGill)
Adjunct Professor of Real Estate
and Infrastructure

B.N. (Raj) Mohabeer

BLA (Guelph); OALA; CSLA; OPPI;
MCIP; ASLA; AICP; LEED; AP
Sessional Lecturer in Real Estate and
Infrastructure

Neil A. Prashad

BEs (Waterloo); S.M. RED &
S.M. ArchS (MIT)
Sessional Lecturer in Real
Estate and Infrastructure

CAREER OPPORTUNITIES

Careers in real estate and infrastructure span a broad array of opportunities, both in Canada and abroad. Graduates work in construction, real estate development, asset management, consulting, financial institutions, pension funds, equity funds, and government organizations. Some launch their own firms. Alumni of the program are located across the world and hold titles such as Project Director, Acquisitions Analyst and Portfolio Manager. Within a 5 to 10 year period, graduates can expect to move into senior leadership roles in the industry.

Career Development Centre
career@schulich.yorku.ca

REAL ESTATE AND INFRASTRUCTURE SPECIALIZATION REQUIREMENTS

	General Stream
Requirements	12.00 credits total: <ul style="list-style-type: none"> • 6.00 credits of required courses • 6.00 credits of elective courses
Required Courses	PROP 6100 3.00 Real Estate Finance and Investment PROP 6200 3.00 Development Prototypes
Elective Courses	PROP 6300 3.00 Partnership Models for Infrastructure Delivery PROP 6350 3.00 Investing in Infrastructure PROP 6550 3.00 Sustainable Cities: Urbanization, Infrastructure, and Strategic Choices PROP 6580 3.00 Structuring Real Estate Transactions PROP 6600 3.00 Real Estate Portfolio Management PROP 6650 3.00 Commercial Real Estate Asset Management PROP 6780 3.00 Case Studies in Infrastructure



Explore this specialization online!
schulich.yorku.ca/specializations/real-estate-infrastructure

Social Sector Management

Schulich offers one of the few MBA degrees in the world with a specialization in the social sector and the management of social-purpose organizations. This degree will lead to careers in a rich variety of fields, including nonprofit organizations (NGOs), social entrepreneurship, microfinance and impact investing. Our graduates work in Canada and globally in such areas as human services, poverty alleviation, human rights, housing, education, healthcare, culture, recreation, the environment and community development.

This program allows students with an interest in improving the quality of life and creating positive social and economic change to build careers in general management, entrepreneurship, marketing, fundraising, finance, or human resources and apply those skills in either nonprofit or for-profit organizations as managers or in social enterprises as founders and owners. In addition, many students take electives in Social Sector Management to prepare themselves for positions as board members of charitable organizations or for work in the area of corporate social responsibility for their firms.

FACULTY

The Social Sector Management program draws its faculty from all disciplines within the Schulich School, as well as from outside organizations within the social sector.

Specialization Director

Geoffrey M. Kistruck
BA (Western); MBA (McMaster);
PhD (Western)
Associate Professor & Ron Binns
Chair in Entrepreneurship

Brenda Gainer

BA Hons (Alberta); MA (Carleton);
MBA (Maine); PhD (York)
Associate Professor of Marketing
Royal Bank Professor of Nonprofit
Management

Fahad Ahmad

BS (Aligarh, India);MS
(Wisconsin);MBA (York); PhD in
progress (Carleton)
Sessional Lecturer

Owen Charters

BA (UWO); MBA (York)
Sessional Lecturer

Jonathan Hera

BA (McGill); IMBA (York)
Sessional Lecturer

Axelle Janczur

MA (York); MBA (York)
Sessional Lecturer

CAREER OPPORTUNITIES

Graduates from Schulich's Social Sector Management Program Specialization work across a wide spectrum of social purpose organizations and issues. Job title held by graduates of the program include Chief Executive Officer, Executive Director, Chief Financial Officer, Vice President, Director of Operations, Director of Marketing and Communications, Director of Development, Manager (Partnerships, Acquisitions and Account Management, Planning and Programs, Professional Development), Senior Analyst, Senior Policy Advisor, Senior Portfolio Manager, Chair of the Board, Treasurer and Board Member.

Career Development Centre

career@schulich.yorku.ca

"I'm now leading a social enterprise shoe company in Peru with global sales. The Social Sector Management Program taught me that business can be a force for good and gave me the tools I needed to create solutions and improve lives."

-Daryl Edwards (MBA '13)

VIP of Production, Peru
Nisolo



Explore this specialization online!
schulich.yorku.ca/specializations/social-sector-management

SOCIAL SECTOR MANAGEMENT SPECIALIZATION REQUIREMENTS

	General Stream	Graduate Diploma in Nonprofit Management and Leadership
Requirements	12.00 credits total: <ul style="list-style-type: none"> 12.00 credits of elective courses 	12.00 credits total: <ul style="list-style-type: none"> 12.00 credits of elective courses Additional requirements: <ul style="list-style-type: none"> All requirements of the Social Sector Management Specialization must be satisfied MGMT 6100 3.00 Strategy Field Study to be carried out with an approved nonprofit organization 3-4 month work placement in a nonprofit organization (must be approved by Director) Diploma is taken concurrently with a Schulich MBA* Diploma must be completed within one term of completing graduate program degree requirements *Students must satisfy both Graduate Diploma (above) and MBA requirements.
Elective Courses	ENTR 6655 3.00 Social Entrepreneurship MKTG 6480 3.00 Nonprofit Marketing and Resource Development SOCM 6200 3.00 Leadership in Social Sector Management SOCM 6400 3.00 Social Purpose Investing and Finance SOCM 6960 3.00 Financial Management and Business Planning in the Nonprofit Sector PUBL 6050 3.00 Managing for Public Purpose BSUS 6500 3.00 Business Strategies for Sustainability *GS/PPAL 6210 3.00 Program Evaluation & Public Policy Analysis *GS/DVST 5121 3.00 Tools & Policy for Development *ES/ENVS 5073 3.00 Social Movements, Activism, & Social Change	

*Note that these are non-Schulich electives. The maximum number of elective courses taken outside Schulich for which credit is given is the equivalent of 6.00 credits.

Strategic Management

The strategic management specialization develops a framework for analysis of the organization in its totality – the environment in which it operates, its strategy and its internal administrative activities. Strategic management examines the process of choosing and defining purposes and objectives, formulating and implementing a viable strategy and monitoring strategic performance.

This specialization will be of particular relevance to those interested in careers in strategic or corporate planning and in general management positions in profit-oriented enterprises operating in a competitive environment. Strong previous work experience is highly desirable to take full advantage of elective courses in strategic management.

FACULTY

Faculty members teaching strategic management offerings have a wide variety of backgrounds and professional experience. In research, they are at the cutting edge of their fields. Recent research topics include management of the multinational firm, corporate governance, strategic alliances, entrepreneurship and technology-based firms.

Area Coordinator

Tom Wesson
BComm (Queen's); MBA & PhD (Harvard)
Associate Professor of Strategic Management/Policy
Chair, Strategic Management/Policy Area

Preet Aulakh

BSc & MA (Punjab, India); PhD (Texas – Austin)
Professor of Strategic Management/Policy
Pierre Lassonde Chair in International Business

Ellen Auster

BA (Colgate); MA & PhD (Cornell)
Professor of Strategic Management/Policy

James L. Darroch

BA & MA & PhD (Toronto); MBA & PhD (York)
Associate Professor of Strategic Management/Policy
Director, Financial Services Program
CIT Chair in Financial Services

Yuval Deutsch

BA & MA (Hebrew, Israel); PhD (British Columbia)
Professor of Strategic Management/Policy and Entrepreneurial Studies

Burkard Eberlein

MSc (London School of Economics, UK); MA & PhD (Konstanz, Germany)
Professor of Strategic Management/Policy

Moshe Farjoun

BSc (Technion, Israel); MS & PhD (Northwestern)
Professor of Strategic Management/Policy

Dezső J. Horváth, CM

Electrical Eng (Malmö, Sweden); MBA & PhLic & PhD (Umeå, Sweden)
Professor of Strategic Management/Policy
Tanna H. Schulich Chair in Strategic Management
Dean

Matthias Kipping

MA (Sorbonne, France); MPA (Harvard); Dipl (EHESS, France); DPhil (München, Germany)
Professor of Strategic Management/Policy
Chair in Business History
Academic Director, Kellogg-Schulich EMBA Program

H. Ian Macdonald, OC

BCom (Toronto); MA & BPhil (Oxford, UK); Hon LLD (Toronto); D. UNIV. (The Open University); D. LITT. (The Open University of Sri Lanka), D. LITT. (Dr. BR Ambedkar Open University of Hyderabad, India); D. LITT (York); F. COL (Fellow, The Commonwealth of Learning)
Professor Emeritus of Strategic Management/Policy
President Emeritus (York)

Anoop Madhok

BCom (Calcutta, India); MBA (Cincinnati); MIS (Johns Hopkins); PhD (McGill)
Professor of Strategic Management/Policy

Dirk Matten

Dipl Kfm (Essen, Germany); Dr rer pol & Dr habil (Düsseldorf, Germany)
Professor of Strategic Management/Policy
Hewlett-Packard Chair in Corporate Social Responsibility

Charles J. McMillan

BA (Prince Edward Island); MBA (Alberta); PhD (Bradford)
Professor of Strategic Management/Policy

Justin Tan

BBA (Tianjin, China); MBA (McGill); MA (Kansas); PhD (Virginia Tech)
Professor of Strategic Management/Policy
Newmont Mining Chair in Business Strategy

Theodore Peridis

BSc (Athens, Greece); MA (Kent, UK); MPhil & PhD (New York)
Professor of Strategic Management/Policy
Director, Global Leadership Program
Director, India EMBA Program

Willow Sheremata

BSc (McGill); MSc (Toronto); MBA (Pennsylvania); MPH & PhD (New York)
Associate Professor of Strategic Management/Policy

Edward J. Waitzer

LLB & LLM (Toronto), of the Bars of Ontario and New York
Professor of Strategic Management/Policy and Jarislowsky Dimma Mooney Chair in Corporate Governance

Stephen Weiss

BA (Lafayette); MA & PhD (Pennsylvania)
Associate Professor of Strategic Management/Policy and International Business

CAREER OPPORTUNITIES

This specialization will be of particular relevance to those interested in careers in strategic or corporate planning and in general management positions in profit-oriented enterprises operating in a competitive environment.

Career Development Centre
career@schulich.yorku.ca

“My MBA specialization in Strategic Management at Schulich gave me the real-world learning and analytic tools to jump start my career.”

-Gwendolyn Chen Wang (MBA '14)
USA Market Development
Air Canada

STRATEGIC MANAGEMENT SPECIALIZATION REQUIREMENTS

General Stream																																																																	
Requirements	<p>12.00 credits total from the list of Elective courses below</p> <ul style="list-style-type: none"> a minimum of 6.00 credits of recommended courses** 																																																																
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* This course is offered by the Lassonde School of Engineering

** Indicates a recommended course. Students must complete a minimum of 6.00 credits of recommended courses.

Explore this specialization online!
schulich.yorku.ca/specializations/strategic-management



International Opportunities

EXCHANGE

Building a career in business requires having the knowledge to think globally and the skills and experience to act globally. An exchange term abroad can provide these unique educational and practical experiences that will prepare students for management positions in today's global economy. In addition, by participating in an exchange, students get the opportunity to live in another culture, travel through various regions, develop international networks and gain marketable international experience.

ELIGIBILITY CRITERIA

Any full or part-time student enrolled in the MBA or IMBA programs may apply for an exchange term. To be eligible for a term abroad, a student must have:

- completed all 5000-level required courses or equivalent prior to going on exchange
- attained a cumulative grade point average (GPA) of at least 5.00
- accelerated students and students with Advanced Standing must adhere to minimum credit requirements at Schulich in order to satisfy residence requirements. See page 11 for details.

Students are encouraged to contact the Strategy Field Study office and the International Relations office early in their program in order to coordinate the completion of SGMT 6000 and MGMT 6100.

MBA/JD students may participate in a full-time Schulich exchange term abroad only in their upper year Summer term. For details, see the section "Exchange Program" on the MBA/JD program page in this handbook. MBA/JD students on short term or summer programs pay full-time Schulich tuition fees. Full-time exchange alternatives are available through Osgoode.

Accelerated students, Schulich India MBA, and MBA/MFA/MA students wishing to pursue exchange are required to add an extra term to their studies to meet both exchange and residency eligibility requirements.

STUDY OPTIONS

- Full-time study (all partner schools)
- Part-time study (limited schools)
- Short-term programs (limited schools)

Note that the length of a term may vary from school to school. Students should consider program requirements, term dates, and convocation when selecting an exchange term.

THE ACADEMIC PROGRAM

Exchange course information can be found online at schulich.yorku.ca/grad-exchange-abroad or under "Exchange Resources" in your [MySchulich Student Portal](#).

APPLICATION DEADLINES

Information sessions will be held as webinars or at the Keele campus prior to the application deadline. Dates and times will be communicated at the start of the term and can be found at schulich.yorku.ca/grad-exchange-abroad.

APPLICATION PROCESS

Students applying for exchange must submit an online application. After all applications have been reviewed, eligible candidates are interviewed by a selection committee.

FEE SCHEDULE

Schulich students pay regular Schulich tuition fees to York University during the exchange study term.

During the exchange term, students remain registered at Schulich and therefore are eligible to apply for OSAP support.

Some exchange bursaries are available. For more information, please visit schulich.yorku.ca/financialaid.



Find Exchange Opportunities Online!
schulich.yorku.ca/grad-exchange-abroad



Exchange Partner Schools

COUNTRY	SCHOOL/CITY	EXCHANGE TERM/S AVAILABLE			LANGUAGE OF STUDY
		FALL	WINTER	SUMMER	
Argentina	IAE Business School, Universidad Austral, Buenos Aires	Y	N	N	Spanish/English
Australia	Australian Graduate School of Management, University of New South Wales, Sydney	Y	Y	N	English
Australia	Melbourne Business School, The University of Melbourne	Y	Y	N	English
Austria	Wirtschaftsuniversität Wien, Vienna University of Economics and Business	N	Y*	Y*	English/ German
Brazil	FGV, Escola de Administração de Empresas de São Paulo	Y	Y*	Y*	English/Portuguese
Chile	Pontificia Universidad Católica de Chile, Santiago	Y	N	N	Spanish
China	CEIBS China Europe International Business School, Shanghai	Y	N	N	English
China	Guanghua School of Management, Peking University, Beijing	Y	Y*	Y*	English/Mandarin
China	School of Economics and Management, Beihang University, Beijing	Y	N	N	English
China	School of Management, Fudan University, Shanghai	Y	Y	N	English
China	CUHK Business School, Hong Kong	Y	N	N	English
China	HKUST Business, Hong Kong	Y	Y	N	English
Denmark	Copenhagen Business School	Y	N	Y*	English/Danish
Finland	Aalto University School of Business, Helsinki	Y	Y	Y*	English/ Finnish
France	EMLYON Business School, Lyon	N	Y*	Y*	English/French
France	ESSEC Business School, Cergy-Pontoise	Y	Y	Y*	English/French
France	IAE Aix-Marseille Graduate School of Management, Puyricard	N	Y	N	English/French
Germany	Universität Mannheim	Y	Y	N	English/German
Germany	WHU Otto Beisheim Graduate School of Management, Düsseldorf	Y	Y*	Y*	English
Hungary	CEU Business School, Central European University, Budapest	Y	Y	N	English
India	Indian Institute of Management, Ahmedabad	Y	N	Y	English
India	Indian Institute of Management, Bangalore	Y	N	Y	English
India	Indian School of Business, Hyderabad	N	Y	N	English
India	SP Jain Institute of Management and Research, Mumbai	N	N	Y	English
Israel	Coller School of Management, Tel Aviv University, Tel Aviv	Y	Y*	Y*	English/Hebrew
Italy	Bocconi Graduate School, Università Bocconi, Milan	Y	Y	N	English/Italian
Japan	Graduate School of International Management, International University of Japan, Niigata	Y	Y	N	English
Japan	Graduate School of Business Administration, Keio University, Tokyo	Y	Y	N	English/Japanese
Mexico	Tec de Monterrey (EGADE), Monterrey, Mexico City	Y	Y	N	Spanish/English
Mexico	IPADE Business School, Mexico City	N	Y	N	English/ Spanish
Mexico	ITAM Instituto Tecnológico Autónomo de Mexico, Mexico City	Y	Y	Y	English/ Spanish

Exchange Partner Schools

COUNTRY	SCHOOL/CITY	EXCHANGE TERM/S AVAILABLE			LANGUAGE OF STUDY
		FALL	WINTER	SUMMER	
Netherlands	Rotterdam School of Management (RSM), Erasmus University (MBA), Rotterdam	Y	N	N	English
Norway	BI Norwegian Business School, Oslo	Y	Y	N	English
Peru	ESAN Graduate School of Business, Universidad ESAN, Lima	Y	N	N	English/Spanish
Philippines	Washington Sycip Graduate School of Business, Asian Institute of Management, Makati City	Y	N	N	English
Singapore	NUS Business School, Singapore	Y	Y	N	English
Singapore	Nanyang Business School, Nanyang Technological University	N	Y	N	English
South Africa	Wits Business School, University of Witwatersrand, Johannesburg	Y	Y	Y	English
South Korea	Korea University Business School, Seoul	N	Y	N	English/Korean
South Korea	Yonsei University Business School, Seoul	Y	Y	N	English
Spain	ESADE Business School, Barcelona	Y	Y	N	English
Spain	IE Business School, Instituto Empresa, Madrid	Y	Y	Y	English
Taiwan	NCCU, National Chenghi University, Taipei	Y	Y	N	English/Mandarin
Taiwan	National Sun Yat-sen University, Kaohsiung City	N	Y	N	English/Mandarin
Taiwan	National Taiwan University, College of Management, Taipei	Y	Y	N	English
Thailand	SASIN Graduate Institute of Business Administration, Chulalongkorn University, Bangkok	Y	N	Y	English
Turkey	Graduate School of Business, Koç University, Istanbul	Y	N	N	English
United Kingdom	Alliance Manchester Business School, University of Manchester, Manchester	Y	N	N	English
United Kingdom	Imperial College Business School	N	Y*	Y*	English
United Kingdom	University of Edinburgh Business School, Edinburgh	N	Y	N	English
United Kingdom	Warwick Business School, University of Warwick, Coventry	N	Y	Y	English
USA	NYU Stern, New York	Y	Y	N	English

*includes short exchange or program

NOTE: The exchange term available for each institution varies according to the agreement between Schulich and the partner school. Some exchange term dates may conflict with degree requirements or convocation deadlines. Contact the Graduate International Program Coordinator for details. In addition, special arrangements may be necessary to accommodate varying term dates.

STUDY TOURS

Study Tours are short-term faculty-led study programs that give a group of MBA/IMBA students the hands-on opportunity to explore the economic, political, and cultural contexts of business in regions around the world. Study Tours are run every year in April between the Winter and Summer terms. Past destinations and themes include: Sustainability and Innovation in Chile and Peru and International Trade and Investment in Thailand and Vietnam. Programs and destinations will be announced at the beginning of the Fall term each year.

ELIGIBILITY CRITERIA

The Study Tour course (MGMT 6400) requires participants to meet the following eligibility criteria:

- MBA or IMBA student
- All 5100-series Required Foundations of Management courses completed prior to the Winter term directly preceding the study tour

Note: Consideration will be given to students who had approval to defer a 5100-level course to the Winter term in order to register in an elective course to count towards their specialization.

PROGRAM LENGTH

Students participate in class sessions at Schulich prior to departing for a 10-12 day study tour abroad where they have the opportunity to learn about the theme and experience specific challenges associated with it first-hand. In addition, they meet, learn from, and exchange ideas with business and government leaders.



THE ACADEMIC PROGRAM

The academic focus and purpose of MGMT 6400 is to familiarize students with the business practices, and the associated government policy and NGO environment, in the countries visited to see how they have contributed to the economic development of the countries and what they might mean for Canadian organizations or individuals seeking to do business there. The countries visited have strong links to North America, so we will also be exploring the impact of globalization and the increasing inter-relatedness of global business activities.

Full course details and academic deliverables for MGMT 6400 can be found on the [Schulich Course Offerings website](#).

REGISTRATION DEADLINE

Registration will open in October of each year. All registrations must be secured with a confirmation deposit.

FEES

A program fee will be charged to students participating in the Study Tour which will cover accommodations, ground transportation, all program activities, breakfast etc. Students are responsible for their own round-trip airfare to and from the program destination, meals and other nominal expenses. In addition, participants must be enrolled in the term that they will be registering in the study tour and will be responsible for paying tuition fees for the term.

Find Study Tour Details Online!
schulich.yorku.ca/study-tours



Schulich Required Foundations of Management Core Courses

INTRODUCTION

In keeping with the School's belief that there is a common body of knowledge and skills necessary for effective management in the private, public and nonprofit sectors, each Schulich degree program shares a common core of courses. The MBA/JD program has additional program-specific core courses.

NOTE: 5000-level management core courses are not open to accelerated students or students in the Post-MBA Diploma Program for degree credit

NOTE

NATURE OF COURSES

Courses are generally of two kinds:
One three-hour class a week (with a 20-minute break)
or two 80-minute classes a week.

Underlying all pedagogy is an emphasis on developing managerial effectiveness. Overall, there is an emphasis on student involvement and participation in the classroom, and on practical managerial application. Many courses involve real-time, real-life, in-company projects of one sort or another. There is no standard teaching format, as the organization, pedagogy and style of classes is determined solely by the most effective way to teach a particular course. Many courses make extensive use of case studies, but many do not. Other approaches to delivering courses include in-class presentations, roleplaying exercises and visiting speakers and business leaders.

NOTE

All courses coded 51XX X.XX should normally be taken before 52XX X.XX or 6XXX X.XX courses.

In general all 52XX X.XX courses must be completed before any 6XXX X.XX courses with the same functional area or special program coding can be started. (e.g. ACTG 5100 3.00 is to be completed before ACTG 5210 3.00).

MBA MANAGEMENT CORE COURSES

MBA 1

ACTG 5100 3.00 Financial Accounting for Managers
This course examines the assumptions and decision usefulness of financial statements that are prepared for creditors and shareholders. Emphasis is placed on interpretation of financial statements, using examples from several companies.

ACTG 5210 1.50 Management Accounting

This course provides an introduction to management accounting techniques that are useful in management decision-making situations such as cost management, pricing special orders, determining service levels and performance appraisal. The non-applicability of external reporting figures for most management decisions is reviewed.

Prerequisite: ACTG 5100 3.00

ECON 5100 3.00 The Economic Environment of Business

This course provides managers with an overview of the economic environment within which business must operate, with an understanding of some of the analytical tools that economists use to solve business and economic problems. The focus is to enable students to identify, understand and evaluate the domestic and global forces causing economic change. Key concepts and ideas from microeconomics, macroeconomics, and international economics are introduced. Topics relevant to real-world issues and problems provide the focus for in-class discussion. Upon completion, students are expected to be familiar with the fundamental concepts of economics, and to be able to analyze how changes in the economic environment affect business performance and future strategic options.

FINE 5200 3.00 Managerial Finance

This course provides an opportunity to learn about investment and financing. The investment decision allocates scarce resources to projects in the organization and involves asset valuation, capital budgeting, risk management, working capital management and performance assessment. The financing decision chooses sources of cash to finance the investment decisions and involves capital structure, financial instruments, the risk-return trade-off, financial planning and the cost of capital. Ethical considerations and management in the global context are integrated into these topics.

MGMT 5150 3.00 Skills for Leadership

This course develops the thinking and reflective skills required for leadership in a turbulent world. Drawing on complexity science, the course applies a multiple perspectives framework to challenge embedded assumptions and advance students' ability to think creatively, analytically and strategically. Students learn to identify and reframe complex problems more effectively, and to develop and communicate actionable solutions compellingly.

MGMT 5260 3.00 Managing for Value Creation

This course focuses on value creation through management action in a multi-level, multi-actor environment. We explore questions such as what is value, how is value created, and what and who drives value towards which ends? Locating the business enterprise within the value creation process, we link it to the role of various actors such as government, NGOs,

consumers and employers. Prerequisite: It would usually be expected that students have completed all 5100 required courses. No student will be allowed to take the course without having completed MGMT 5150.

MGMT 6150 3.00 Leadership Skills for a Turbulent World
Drawing on complexity science, strategy, psychology and leadership development models, the course employs lectures, experiential learning activities and self-assessments to help students develop the leadership and professional skills required for a turbulent world. Students will learn to deal with complex problems strategically and effectively and be challenged to advance self-identified personal development goals.

MKTG 5200 3.00 Marketing Management

This course familiarizes students with the major marketing concepts (buyer behaviour, segmentation, targeting, positioning, product/service development and management, pricing, distribution, communication). It stresses the application of these concepts to profit, not-for-profit, large, small, new, mature, service, product based, domestic and international organizations. It also develops specific skills such as problem-solving, verbal presentation, business writing and group work.

OMIS 5110 1.50 Information Systems

The aim of this course is to create an understanding of key management issues with respect to the use of computer and information systems in modern business applications.

OMIS 5120 1.50 Quantitative Methods

This course is an introduction to the use of quantitative methods for business research, analysis, forecasting and optimization. The aim is to not only convey an understanding of methods, but also to give an appreciation of their use in addressing actual business problems, and to acquaint students with computer software necessary for implementing these methods.

OMIS 5210 1.50 Operations Management

Operations management in both manufacturing and service organizations involves the coordination of complex and dynamic systems of people, technology and materials to achieve competitive objectives. The impact of alternative strategies for delivering quality products in a cost-effective manner is examined. This includes currently popular inventory management philosophies such as 'Total Quality Management' and 'Just-In-Time' inventory management.

ORGS 5100 3.00 Organizational Behaviour

The purpose of this course is to create a knowledge base from which students can develop organizational competence. It examines the relationships between organizational performance and the behaviour of individuals, groups and overall organizations. In the process, emphasis is given to the importance of interpersonal issues and to issues arising from technological change, workforce diversity, ethical challenges and internationalization.

MBA 2

SGMT 6000 3.00 Strategic Management

This course examines business and corporate strategy. The focus is on strategic management, the process of choosing and defining purposes and objectives, formulating and implementing a viable strategy and monitoring strategic performance. It deals with the organization in its totality and demonstrates how and why the various functions of business are interdependent and need to be coordinated if the organization is to perform effectively. The course elaborates on the applicability of the strategic management discipline to a variety of sizes and types of organizations.

Course credit exclusion: PUBL 6000 3.00

Prerequisites: This is an integrative course that builds on the basics learned throughout the core of the program. In order to maximize student learning, students are required to complete all 5000-series Required Foundations of Management Core Courses before enrolling in this course. Normally, full time students take this course in their third semester of study. Normally, students who are pursuing an accelerated MBA on a full time basis take this course in their first semester of study in the program. Full time students who are planning to Study Abroad must carefully plan the timing of this course in consultation with the Assistant Director of International Relations. Students with partial advanced standing are also expected to have completed all 5000-series Required Foundations of Management Core Courses before enrolling in this course.

MGMT 6090 0.00 Strategy Field Study Formation

The Strategy Field Study represents the culmination of a student's work in the MBA program. Through a two-term study of an actual organization, students working together as a team* attempt to integrate, apply, and test all the knowledge and skills they have acquired throughout their studies. Students must form and register their groups for this Strategy Field Study in the term that they begin the process and must register in MGMT 6090 to formalize the start of the study. Students must also register for MGMT 6100 3.00 in either the first or second term they are working on the Strategy Field Study.

NOTE: Students undertake their Strategy Field Study during the last two semesters of their program.

Prerequisites: Students are required to complete all 5000-series Required Foundations of Management Core Courses before enrolling in this course, plus satisfy all other MGMT 6100 prerequisites below.

Prerequisite or Corequisite: SGMT 6000 3.00 and registration in MGMT 6100 0.00 in the first or second term of the Field Study. See prerequisites for MGMT 6100 3.00.

*Strategy Field Study teams are comprised of six members

MGMT 6100 3.00 Strategy Field Study

The Strategy Field Study (SFS) represents the culmination of a student's work in the MBA program. Through a two-term study of an actual organization, students working together as a team* attempt to integrate, apply, and test all the knowledge and skills they have acquired throughout their studies. They are required to undertake an extensive and in-depth analysis of the external and internal environments and an evaluation of an organization's activities; on that basis they develop actionable recommendations and an implementation plan that contribute to the organization's future success.

NOTE: Students undertake their Strategy Field Study during the last two semesters of their program.

Prerequisites: This is a capstone and integrative course that spans two semesters. It is expected that it will be completed during the last two semesters of a student's program of study. Individual student members bring to their group a wealth of knowledge acquired throughout their studies of core and elective courses and have the opportunity to integrate, apply, and test such knowledge in a real setting. Given that the Strategy Field Study should be undertaken during the last two semesters of a student's MBA studies, the following normally apply:

Full-time students: Successful completion of all 5000-series Required Foundations of Management Core Courses before enrolling in this course. In addition, students must enrol in this course concurrently with SGMGT 6000 3.00 Strategic Management and successfully complete the latter course in the first semester of their SFS. During the first and second semesters of the SFS (which typically correspond to the third and fourth semesters of a full time students MBA), students are also expected to complete all their required electives for successful graduation with the MBA degree.

Part-time students: Successful completion of all 5000-series Required Foundations of Management Core Courses, SGMGT 6000 3.00 Strategic Management and at least four 6000-series electives courses.

Full-time students planning to study abroad on an exchange program: Successful completion of all 5000-series Required Foundations of Management Core Courses (MBA and IMBA students) and SGMGT 6000 3.00 Strategic Management (MBA students only). Students should coordinate with Student Services & International Relations (SSIR) and the Strategy Field Study Office well in advance of the exchange, and make arrangements for completing this course while accommodating exchange plans. Students should contact SSIR during the very first semester of their MBA studies to allow ample time to make appropriate arrangements that will not compromise their studies.

Students normally undertake their SFS during the last two semesters of their program but arrangements might have to be made from the beginning of the second semester of their studies.

Part-time students planning to go on exchange should have no problem scheduling their SFS to meet the part-time schedule outlined above. Students should consult with SSIR before submitting an exchange application to ensure that such scheduling meets SFS requirements.

Accelerated/Advanced Standing students: Students who have been awarded partial credit for completing degree-level courses before starting their MBA program at Schulich are considered on a case by case basis. Their study programs are designed to mirror as closely as possible the sequencing of courses described above for full-time and part-time students, as appropriate.

Course credit exclusion: INTL 6200 3.00, IMBA 6200 3.00, PUBL 6100 3.00

NOTE:

- All information, notices regarding all required preparation, information and introductory meetings, resources, course materials for the Strategy Field Study can be found by accessing the course website: yuoffice.sharepoint.com/sites/MGMT6100-StrategyFieldStudy
- Eligible students may apply to participate in variations of the Schulich Strategy Field Study, including the Global Leadership Program described later in this section. Periodically, there are opportunities to undertake studies of companies from other parts of the world, in collaboration with schools from Schulich's extensive network of Exchange partners.
- The MGMT 6100 course is integrated with the IMBA course, see "IMBA Core Courses."
- An introductory session for MGMT 6100 3.00 will be held from 5:30 to 7 pm about 6 weeks before the end of each term for those enrolling in MGMT 6100 3.00 in the following term. Students are advised to begin to form their groups and to talk with Year 2 students or Schulich graduates early to gather as much information as possible and begin to think about potential sites.
- A compulsory kick-off meeting for all students is held on Saturday or Sunday either before the Fall term (end of Launch Week) or early in the Winter and Summer terms.
- Students must visit the Strategy Field Study website, access the database and create their personal registration profile before the end of the term prior to the commencement of the course.
- In addition to creating their personal registration profile on the Strategy Field Study website, all students must enrol in the MGMT 6100 3.00 Strategy Field Study course online in the appropriate forum.
- Students seeking a group to join or groups seeking additional members should refer to the 601 database, which allows students to post their names. The 601 database link is accessible from the Strategy Field Study website.

9. Confirmation of a group and its members, of the two Schulich faculty advisors who will work with it, and of the chosen site is done through the Strategy Field Study website, using a series of required electronic forms and steps.

10. Students who do not meet the prerequisites of the MGMT 6090/6100 project will not be permitted to start until these are met.

11. Students may visit [the website](#) for more course information and tips.

THE GLOBAL LEADERSHIP PROGRAM

The Global Leadership Program (GLP) takes the place of a 601 project and involves creating a market entry strategy for a foreign company that is interested in entering the North American market or a Canadian company contemplating a foreign market.

Students work in teams composed of five Schulich students, plus three to five students from the partnering schools. Previous partner schools include: the Wharton School, University of Pennsylvania in the U.S.; Copenhagen Business School in Denmark; the Recanati School of Business, Tel Aviv University in Israel; the Management Development Institute of Argentina (IDEA) in Argentina; and the Monterrey Institute of Technology (ITESM) in Mexico.

Individual projects follow a variant of the typical schedule. In early January, students travel to their partner school/country to meet the company, negotiate the type of research that will be conducted, and see first hand the capabilities of the company. Team members return to Toronto where they conduct necessary research about the market and competition. In May, executives of the company and all team members from the schools involved participate in a series of meetings to review conclusions, recommendations and suggested action plans.

Groups are formed with a balance of technical, market research and international business skills. The sessions are intensive and demanding. Yet, students learn a tremendous amount from the experience.

The program starts in mid-November and ends in late May.

The program follows the five phases of a regular MGMT 6100 3.00 structure, but meetings with faculty advisors are more frequent. In addition, students make presentations to a board of outside advisors in meetings which take the form of devil's advocate sessions. These advisors typically provide valuable insights, as well as contacts and references to assist in the students' research.

The program covers most of the students' travel expenses and provides some research funds for their work.

Global Leadership Program Eligibility:

1. All MBA, Joint MBA/JD full-time and part-time students with good interpersonal and communication skills are eligible.
2. Neither knowledge of a foreign language nor direct ties to another country are necessary for participation in the program. However, students are required to travel to the designated location and participate in these meetings.
3. Students register for MGMT 6100 3.00 and standard MGMT 6100 3.00 eligibility requirements apply at the time of commencement of the projects.
4. Application forms can be obtained from the Program Coordinator by sending an e-mail to: GLP@schulich.yorku.ca

ADDITIONAL MBA/JD CORE COURSE

NOTE: See also the Joint MBA/JD Degree program section, 'Academic Program' on page 26.

MGMT 5500 0.00

Joint MBA/JD Seminar: Business and The Law

The course is designed to introduce students in their first or second year of the Joint MBA/JD Program (either business or law) to practical issues related to business and the law. Following an initial introduction to the relationship between business and law, students will be exposed to guest lectures from a number of Canadian corporate and professional leaders representing a variety of industrial sectors.

IMBA CORE COURSES

NOTE: All IMBA courses are restricted to IMBA students.

IMBA 511X 0.00

Business Communication and Culture I

IMBA 521X 0.00

Business Communication and Culture II

IMBA supported languages include: French, German, Japanese, Mandarin, Spanish and English as a Second Language (for visa students only). For these languages, non-credit business language courses are required for IMBA students with OPI levels of Intermediate-High and Advanced-Low in both years of the IMBA program or until an exit level of language fluency has been achieved. Taught by native speakers, the courses expose students to business practices and the use of language in business contexts in the countries and regions where these languages are spoken.

Condition of Admission: OPI level Intermediate High or Advanced Low for the supported language course applied to (submitted four weeks prior to the course start) or minimum required TOEFL/IELTS scores for students enrolled in English as a Second Language.

IMBA 5000 0.00 Professional Development for International Managers

This course is designed to help IMBA students acquire skills and knowledge that will facilitate their professional development, including securing a required International Work Term, and conducting full time job search in the business arena. Under the guidance of a dedicated team, students engage in self-assessment, develop an awareness of the changing professional environment and learn how to interact with other professionals in different cultural and organizational settings.

IMBA 5001 0.00 Contemporary Challenges and Strategic Thinking

This course is a foundational building block for the following integrative modules of core courses for the IMBA program. In this course students will be made aware of contemporary challenges and how a leader approaches strategic thinking and integrates these contemporary challenges into his or her decision making.

IMBA 5002 1.50 Managerial Decisions Analysis

This course is an introduction to analytic methods used for managerial decision making. The focus is on a robust framework to critically describe, analyze and communicate a range of complex managerial problems using both qualitative and quantitative data.

IMBA 5100 1.50 Integrative Management Experiences I

This multi-functional and multi-disciplinary course builds on the analytical skills students are learning in each of the functional core courses during Term 1. Students will analyze an organization and its corresponding industry in order to assess key risks facing international firms or firms interested in international expansion.

IMBA 5101 3.00 Financial Accounting for International Managers

This course provides an overview of corporate financial reporting. The emphasis is on understanding the broad accounting framework and the ways in which financial reporting is affected by user needs, management motivations, and national environmental factors.

IMBA 5102 3.00 The Economic Environment of International Business

This course provides students with an overview of the global economic environment of business with emphasis on policy application and implications for business. Particular attention will be paid to the role of the external sector, International Trade and Money in the overall macro-economy.

IMBA 5103 3.00 Introduction to Managerial Finance for International Managers

This course provides an opportunity to learn about investment and financing in an international context. The investment decision allocates scarce resources to projects in the organization and involves asset valuation, capital budgeting, risk management, working capital management and performance assessment. Emphasis is on applying new knowledge through industry studies and cases.

IMBA 5104 3.00 Managing People and Teams in a Global Context

This course will introduce aspiring international managers to organizational behaviour—a discipline that studies individual and group behaviour in the workplace. It will cover the key concepts in the field from a cross-cultural perspective and contributes to the skills and knowledge that students require as a foundation for leadership positions into which they will move.

IMBA 5105 1.50 Global Management Accounting

To manage an enterprise effectively, identify strategic opportunities, and maintain competitive advantage. Management accounting focuses on understanding and anticipating the impacts of alternative decisions on an organization as a whole. This course is designed to help students become discriminating users of management accounting information and looks to develop advanced managerial accounting skills in a global environment.

IMBA 5150 1.50 Leadership Skills in a Global World

This course develops the thinking and reflective skills required for leadership in a turbulent world. Drawing on complexity science, the course applies a multiple perspectives framework to Challenge embedded assumptions and advance students' ability to think creatively, analytically and strategically. Students learn to identify and reframe complex problems more effectively, and to develop and communicate actionable solutions compellingly.

IMBA 5200 1.50 Integrative Management Experiences II

This multi-functional and multi-disciplinary course builds on the analytic skills students have acquired in Integrative Management Experiences I. Students analyze and discuss five cases and also apply and integrate the strategic and marketing concepts, tools and frameworks they are learning in Term 2.

IMBA 5201 1.50 Regional Analysis

Before making any strategic international decision, an organization needs to gather information to assess the potential of a market and the corresponding risk. This course will give you the tools and frameworks to analyze any country or region of the world to provide that information.

IMBA 5202 3.00 Marketing Management in a Global Context

This course familiarizes students with fundamental marketing concepts in an international context. It stresses when and how to standardize or adapt marketing programs in different markets. It covers both large and small firms marketing a broad range of consumer and industrial products and operating in developing and developed country markets.

IMBA 5203 3.00 Strategy for the Global Organization

This course introduces students to the field of strategic management and develops the analytical frameworks that can help them become effective international managers. The course looks at the process of choosing and defining organizational purposes and objectives, formulating and implementing a viable strategy, and monitoring strategic performance.

IMBA 5204 3.00 Design, Control and Improvement of Processes

In this course we cover some of the basic but powerful ideas from operations management and the management of information systems that drive the sustainability of the critical processes of modern international organizations.

IMBA 5300 9.00 International Work Term

For the International Work Term, a minimum 12 weeks full-time work is required in a country where the student has not had any life or work experience in the last 10 years, and for students with ACTFL OPI levels below Advanced-Mid requiring remedial language study, in a country where the IMBA language is the primary language. Exceptions must be approved by the Program Director.

IMBA 6200 3.00 International Field Study*

The International Field Study represents the culmination of a student's work in the IMBA program. Working in teams over two terms, students study a client site with an international focus to gain practical insight into the complexity of strategic decisions involved in conducting international business. Students undertake an in- depth analysis of the client's external and internal environments and evaluate the organization's activities to develop actionable recommendations.

Prerequisites: Terms 1 and 2 Core Courses

Course Credit Exclusion: SB/MGMT 6100 3.00, SB/ PUBL 6100 3.00

*This course is administered with the MBA MGMT 6100 Strategy Field Study. For more information see MGMT 6100 and go to yuoffice.sharepoint.com/sites/MGMT6100-StrategyFieldStudy

Course Descriptions: Elective Courses

INTRODUCTION

The choice of electives to complete a Schulich degree program is entirely up to the student (respecting corequisite and prerequisite requirements). Students are not required to choose a major. Instead, they are encouraged to select those electives that best suit their backgrounds and career interests. For a further discussion of using electives to develop one or more areas of expertise, see the “Area & Program Specialization Information” section in this handbook. Each of the areas lists available study options, including developing a specialization in a functional or program area; completing a Graduate Diploma program concurrently with a degree program, or taking a specialized degree program.

3. Methods of evaluating the achievement of the learning outcomes; normally, multiple assessment/feedback points should be used

Purpose: The individual study is normally focused on a particular research area, including research projects in the context of an internship, community-based project or similar types of experiential learning. It should not replace or have significant overlap with previously taken courses or existing courses that are offered regularly.

Groups: Any individual study (or individual studies that are related to each other) involving a group of students is an ad-hoc course and requires decanal approval from the Associate Dean, Academic before students can be enrolled.

Workload: The workload is equivalent to a course of the same credits. For a 3.00-credit Individual Study, this means an effort of about 100 hours of the student’s time.

Supervision: Given their research-oriented nature, Individual Studies are normally supervised by a tenure stream or CLA faculty member. If the supervisor is a contract instructor, a tenure stream/CLA faculty member must co-sign the form.

Logistics

- Students are advised to give careful thought to the title that they use to describe the course since it will appear on their transcript.
- A student may take a maximum of 6.00 credits of Individual Studies for degree credit.
- Individual Studies are coded as XXXX 6900 YYY. The XXXX portion of the course code uses the functional area or program a faculty member is associated with, while the YYY indicates whether the study is worth 3.00 or 1.50 credits (eg. FINE 6900 3.00 or BSUS 6900 1.50).

Enrolment in Individual study Elective Courses (6.00 credits maximum)

- Print the Individual Study form from the Graduate Academic Forms Database.
- Include the form containing a clearly defined title, set of learning outcomes and assessment structure, signature of the supervising faculty member as well as the signature of the Associate Dean, Academic, if multiple students are to be enrolled.
- Return the completed form to Student & Enrolment Services, W263, by the end of Week 1 of the term in which the course is undertaken.
- Upon receipt of the approved form, you will be advised via e-mail to enrol in the course online.

NOTE



- Students cannot take electives until MBA 1 5100-series Required Foundations of Management Core Courses have been completed.
- Most electives have either corequisite or prerequisite requirements.
- Certain functional areas and programs require that students use the one MBA 1 elective slot to enrol in the introductory course of their respective specializations (concentration or Diploma Programs). Remember to check “Specialization Requirements” carefully.
- Students in degree programs also have the opportunity to apply to take Schulich Individual Study 6900-series courses, and non- Schulich Elective Courses outside the School (see below).

SCHULICH INDIVIDUAL STUDY 6900 X.XX SERIES

In addition to registering in regular Schulich elective courses, a student may also work with an individual faculty member on a topic of mutual interest. Please note that faculty members are not obligated to accept individual study proposals from students.

Principles

Learning Outcomes: These studies are co-designed by the student and the faculty member to have a clearly defined problem and/or area of focus including:

1. Expected learning outcomes
2. Means of achieving these outcomes

NON-SCHULICH ELECTIVES

NOTE:

1. The maximum number of elective courses taken outside Schulich for which credit is given is the equivalent of 6.00 credits. Application for taking courses outside Schulich should be submitted to Student Services well in advance of a course start date, as authorization from Schulich and the external Faculty/School is required. Undergraduate courses are not credited towards Schulich graduate degrees.
2. Post-MBA Diploma students may not take courses outside of the Schulich School of Business.
3. See page 6 and our online enrolment pages for more information.

ELECTIVE COURSES AT OTHER YORK FACULTIES

In addition to electives offered within Schulich, students can seek permission from the Director of Student Services to take the equivalent of 6.00 credits of courses in other graduate Faculties at York, including those offered by the Faculty of Environmental Studies, the School of Arts, Media, Performance and Design, the Faculty of Liberal Arts & Professional Studies and Osgoode Hall Law School.

ELECTIVE COURSES AT OTHER GRADUATE SCHOOLS

In addition to electives offered within Schulich, students can seek permission from the Director of Student Services to take the equivalent of 6.00 credits of courses at other graduate schools (outside York University).

SCHULICH ELECTIVE COURSES

FUNCTIONAL AREAS OF MANAGEMENT

ACCOUNTING

ACTG 6120 3.00	Intermediate Financial Accounting I
ACTG 6130 3.00	Intermediate Financial Accounting for Finance Majors
ACTG 6140 3.00	Intermediate Financial Accounting II
ACTG 6150 3.00	Complex Financial Reporting Issues
ACTG 6160 3.00	Advanced Financial Accounting
ACTG 6200 3.00	Contemporary Issues in Accounting
ACTG 6250 3.00	Financial Reporting and Analysis
ACTG 6310 3.00	Advanced Financial Statement Analysis & Valuation
ACTG 6320 3.00	Advanced Finance Topics
ACTG 6350 1.50	Advanced Cost and Management Accounting
ACTG 6400 3.00	Strategic Management Accounting and Analysis
ACTG 6600 3.00	Auditing Standards and Applications
ACTG 6610 3.00	Advanced Auditing
ACTG 6710 3.00	Introduction to Income Taxation
ACTG 6720 3.00	Advanced Income Taxation
ACTG 6730 3.00	Managerial Tax Planning
BSUS 6400 3.00:	Sustainability Accounting and Accountability

ECONOMICS

ECON 6180 3.00	Money, Credit and Macroeconomic Policy
ECON 6210 3.00	Economic Forecasting and Analysis
ECON 6510 3.00	Applied International Economics

FINANCE

BSUS 6200 3.00	Managing Ethics & Social Responsibility
BSUS 6950 1.50	Ethics in Finance
FINE 6050 3.00	Personal Financial Management
FINE 6100 3.00	Financial Management
FINE 6150 3.00	Advanced Corporate Finance
FINE 6200 3.00	Investments
FINE 6310 3.00	Econometrics of Financial Markets
FINE 6400 3.00	International Financial Management
FINE 6500 3.00	Behavioural Finance
FINE 6600 3.00	Corporate Financial Analysis
FINE 6710 3.00	Crowdfunding
FINE 6800 3.00	Options, Futures and Other Derivative Securities
FINE 6875 3.00	Alternative Investments
FNEN 6820 3.00	Advanced Derivative Securities
FNSV 5500 1.50	Introduction to Financial Services Management
FNSV 6700 3.00	Management of Risk in Financial Institutions
PROP 6100 3.00	Real Estate Finance and Investment

MANAGEMENT

BSUS 6200 3.00	Managing Ethics & Social Responsibility
MGMT 6200 3.00	Business Administration and the Law
MGMT 6300 3.00	Case Analysis and Presentation Skills
MGMT 6600 3.00	Social Innovation and the Structure of Global Poverty
MGMT 6700 3.00	Project Management
MGMT 6800 3.00	Innovation Through Technology and Design
MGMT 6810 3.00	Creativity and Innovation: Techniques for a Rapidly Changing World
MGMT 6960 3.00	Management Consulting

MARKETING

MGMT 6800 3.00	Innovation through Technology and Design
MGMT 6810 3.00	Creativity and Innovation: Techniques for a Rapidly Changing World
MKTG 6050 3.00	Marketing Research
MKTG 6100 3.00	Strategic Market Communications
MKTG 6150 3.00	Consumer Behaviour
MKTG 6155 3.00	Consumer Insight: Qualitative Marketing Research
MKTG 6226 3.00	Social Media for Marketing and Management
MKTG 6250 3.00	Business Marketing
MKTG 6300 3.00	Service Marketing
MKTG 6321 3.00	Entertainment Culture and Marketing
MKTG 6325 3.00	Retail Marketing Strategies
MKTG 6326 3.00	Retail Analytics
MKTG 6360 3.00	Marketing Metrics
MKTG 6400 3.00	International Marketing
MKTG 6440 3.00	New Products
MKTG 6480 3.00	Nonprofit Marketing and Resource Development
MKTG 6550 3.00	Brand Management
MKTG 6570 3.00	Strategic Professional Selling
MKTG 6650 3.00	Strategic Market Planning
MKTG 6800 3.00	Customer Experience Design

OPERATIONS MANAGEMENT & INFORMATION SYSTEMS

BSUS 6300 3.00	Management Practices for Sustainable Business
MGMT 6700 3.00	Project Management
OMIS 6000 3.00	Models & Applications in Operational Research
OMIS 6350 3.00	Advanced Spreadsheet Modelling & Programming for Business
OMIS 6500 3.00	Global Operations and Information Management
OMIS 6560 3.00	Supply Chain Management
OMIS 6700 3.00	Managing New Technology
OMIS 6710 3.00	Management Information Systems
OMIS 6955 3.00	Service Operations Management

ORGANIZATION STUDIES

ORGS 6350 3.00	Managing Change
ORGS 6400 3.00	Power and Politics in Organizations
ORGS 6420 3.00	Crisis Management
ORGS 6500 3.00	Interpersonal Managerial Skills
ORGS 6560 3.00	Negotiations
ORGS 6650 3.00	The Art and Science of Leadership
ORGS 6720 3.00	Managing Team Dynamics

STRATEGIC MANAGEMENT

SGMT 6050 3.00	Mergers and Acquisitions
SGMT 6060 3.00	The Art of the Deal
SGMT 6150 3.00	The Board of Directors and the Governance of Public Corporations
SGMT 6200 3.00	Strategy, Technology and Organization
SGMT 6240 3.00	Managing Strategic Alliances and Joint Ventures
SGMT 6250 3.00	Strategy Execution
SGMT 6400 3.00	Strategic Thinking and Action in Turbulent Environments
SGMT 6700 3.00	Strategic Capability Development
SGMT 6720 3.00	Managing Globally: Past, Present, Future
SGMT 6730 3.00	Business Strategies in China
SGMT 6800 3.00	Strategic Management of Technology-Based Firms
SGMT 6970 3.00	Restructuring and Turnaround Management
BSUS 6200 3.00	Managing Ethics & Social Responsibility
BSUS 6500 3.00	Business Strategies for Sustainability
ENTR 6605 3.00	Entrepreneurship and New Firm Creation
ENTR 6625 3.00	Managing Venture Growth and Transition
ENTR 6645 3.00	Corporate Entrepreneurship
FNSV 6970 3.00	Competitive & Organizational Strategies for Financial Services Firms
FNSV 6985 1.50	The Canadian Life Insurance Industry and International Competition
FNSV 6990 1.50	Enterprise Risk Management and Strategy
HIMP 6130 3.00	Strategy in Healthcare
IBUS 6410 3.00	Introduction to International Business
IBUS 6430 3.00	International Business Strategy
IBUS 6490 3.00	International Negotiations: Analysis, Strategy and Practice
MGMT 6200 3.00	Business Administration and the Law
MGMT 6300 3.00	Case Analysis and Presentation Skills
MGMT 6700 3.00	Project Management
MGMT 6960 3.00	Management Consulting
MINE 6100 3.00	Strategy and Value Creation in Mining

SPECIAL PROGRAMS**ARTS, MEDIA & ENTERTAINMENT MANAGEMENT**

ARTM 6300 3.00	Cultural Policy
ARTM 6301 3.00	Issues in Arts and Cultural Management
ARTM 6340 3.00	Managing the Broadcast & Digital Worlds: Strategy and Change in Television and Online Media
ARTM 6350 3.00	The Business of Creativity in the Cultural Sector
ARTM 6360 3.00	Business Solutions for Digital Media

BUSINESS AND SUSTAINABILITY**SCHULICH SCHOOL**

BSUS 6200 3.00	Managing Ethics & Social Responsibility
BSUS 6300 3.00	Management Practices for Sustainable Business
BSUS 6400 3.00	Sustainability Accounting and Accountability
BSUS 6500 3.00	Business Strategies for Sustainability
BSUS 6600 3.00	Sustainability and Carbon Finance
BSUS 6950 1.50	Ethics and Finance

ECON 6170 3.00	Environmental Economics for Business
ENTR 6655 3.00	Social Entrepreneurship
MGMT 6200 3.00	Business Administration and the Law
MGMT 6600 3.00	Social Innovation and the Structure of Global Poverty
MINE 6100 3.00	Strategy and Value Creation in Mining
MINE 6300 3.00	Social and Environmental Strategies in Mining
MKTG 6480 3.00	Nonprofit Marketing and Resource Development
ORGS 6350 3.00	Managing Change
ORGS 6400 3.00	Power and Politics in Organizations
ORGS 6420 3.00	Crisis Management
ORGS 6560 3.00	Negotiations
PROP 6550 3.00	Sustainable Cities: Urbanization, Infrastructure, and Strategic Choices
SOCM 6400 3.00	Social Purpose Investing and Finance

FACULTY OF ENVIRONMENTAL STUDIES

ENVS 6114 3.00	Sustainable Development for Canada
ENVS 6115 3.00	Ecological Economics
ENVS 6144 3.00	Action Learning
ENVS 6148 3.00	Environmental Negotiation and Mediation
ENVS 6155 3.00	Program Implementation
ENVS 6164 3.00	Environmental Law
ENVS 6179 3.00	Climate Change
ENVS 6186 3.00	Theory and Methods of Environmental Impact Assessment
ENVS 6281 3.00	Consulting Skills

OSGOODE HALL LAW SCHOOL

LW 2880 3.00	Environmental Law
LW 3490 3.00	Resource Management
LW 3590 3.00	Transnational Corporations and Human Rights
LW 3830 3.00	Climate Change Law
LW 4880 3.00	International Environmental Law: Protection of the Global Environment
LW 5170 3.00	Corporate Governance

BUSINESS ETHICS

BSUS 6200 3.00	Managing Ethics & Social Responsibility
BSUS 6950 1.50	Ethics and Finance

ENTREPRENEURIAL STUDIES

ENTR 6400 3.00	Applied Entrepreneurship Field Study: Competitiveness of Entrepreneurial Firms
ENTR 6605 3.00	Entrepreneurship and New Firm Creation
ENTR 6645 3.00	Corporate Entrepreneurship
ENTR 6655 3.00	Social Entrepreneurship
ENTR 6910 3.00	Venture Capital and Private Equity
ENTR 6960 3.00	Venture Mentorship Match
HIMP 6180 3.00	Entrepreneurship and Innovation in Healthcare
MGMT 6800 3.00	Innovation through Technology and Design
MGMT 6810 3.00	Creativity & Innovation: Techniques for a Rapidly Changing World
MKTG 6440 3.00	New Products
MKTG 6570 3.00	Strategic Professional Selling
OMIS 6700 3.00	Managing New Technology
SGMT 6050 3.00	Mergers and Acquisitions
SGMT 6060 3.00	The Art of the Deal
SGMT 6400 3.00	Strategic Thinking and Action in Turbulent Environments
SGMT 6800 3.00	Strategic Management of Technology-Based Firms
MECH 6503 3.00	Disruptive & Exponential Technology Innovations*

*offered by the Lassonde School of Engineering

FINANCIAL ENGINEERING**SCHULICH SCHOOL**

FINE 6200 3.00	Investments
FINE 6800 3.00	Options, Futures and Other Derivative Securities
FNEN 6820 3.00	Advanced Derivative Securities
FNEN 6850 3.00	Fixed Income Securities
OMIS 6000 3.00	Models & Applications in Operational Research

FACULTY OF GRADUATE STUDIES

MATH 6910 3.00	Stochastic Calculus in Finance
MATH 6911 3.00	Numerical Methods in Finance

FINANCIAL SERVICES

FNSV 5500 1.50	Introduction to Financial Services Management
FNSV 6700 3.00	Management of Risk in Financial Institutions
FNSV 6775 3.00	International Credit: Markets and Metrics
FNSV 6960 1.50	Activity-Based Management & Operational Risk in the Financial Services Industry
FNSV 6975 3.00	Co-evolution of Financial Markets & Institutions
FNSV 6985 1.50	The Canadian Life Insurance Industry and International Competition
FNSV 6990 1.50	Enterprise Risk Management and Strategy
ACTG 6250 3.00	Financial Reporting and Analysis
BSUS 6200 3.00	Managing Ethics & Social Responsibility
BSUS 6950 1.50	Ethics in Finance
ECON 6210 3.00	Economic Forecasting and Analysis
MKTG 6250 3.00	Business Marketing
MKTG 6300 3.00	Service Marketing
MKTG 6550 3.00	Brand Management
OMIS 6700 3.00	Managing New Technology
ORGS 6350 3.00	Managing Change
SGMT 6050 3.00	Mergers and Acquisitions
SGMT 6800 3.00	Strategic Management of Technology-Based Firms
IBUS 6410 3.00	Introduction to International Business
IBUS 6430 3.00	International Business Strategy
PROP 6100 3.00	Real Estate Finance and Investment
PROP 6600 3.00	Real Estate Portfolio Management

GLOBAL MINING MANAGEMENT

MINE 5100 1.50	Introduction to the Global Mining Industry
MINE 6100 3.00	Strategy and Value Creation in Mining
MINE 6200 3.00	Financial Strategies in Mining
MINE 6300 3.00	Social and Environmental Strategies in Mining
MINE 6400 3.00	Managing People in Mining

GLOBAL RETAIL MANAGEMENT

MKTG 6300 3.00	Service Marketing
MKTG 6325 3.00	Retail Marketing Strategies
MKTG 6326 3.00	Retail Analytics
MKTG 6360 3.00	Marketing Metrics
MKTG 6550 3.00	Brand Management
MKTG 6570 3.00	Strategic Professional Selling
MKTG 6800 3.00	Customer Experience Design
MKTG 6900 3.00	Independent Study in Global Retail Management
OMIS 6000 3.00	Models and Applications in Operational Research
OMIS 6500 3.00	Global Operations and Information Management
OMIS 6560 3.00	Supply Chain Management
OMIS 6900 3.00	Independent Study in Global Retail Management
OMIS 6955 3.00	Service Operations Management
ORGS 6560 3.00	Negotiations

HEALTH INDUSTRY MANAGEMENT

HIMP 6110 3.00	The Business of Healthcare
HIMP 6130 3.00	Strategy in Healthcare
HIMP 6150 3.00	Economics of Healthcare
HIMP 6180 3.00	Entrepreneurship and Innovation in Healthcare

INTERNATIONAL BUSINESS

ECON 6180 3.00	Money, Credit and Macroeconomic Policy
ECON 6450 3.00	Innovation and Technology Diffusion
ECON 6510 3.00	Applied International Economics
ENTR 6635 3.00	International Entrepreneurship
FINE 6400 3.00	International Financial Management
FINE 6800 3.00	Options, Futures and Other Derivative Securities
IBUS 6410 3.00	International Business: Strategic Overview for Managers
IBUS 6430 3.00	International Business Strategy
IBUS 6490 3.00	International Negotiations: Analysis, Strategy and Practice
MINE 6100 3.00	Strategy and Value Creation in Mining
MKTG 6400 3.00	International Marketing
OMIS 6500 3.00	Global Operations and Information Management
SGMT 6700 3.00	Strategic Capability Development
SGMT 6720 3.00	Managing Globally: Past, Present, Future

PUBLIC SECTOR: BUSINESS AND GOVERNMENT

PUBL 6000 3.00	Strategic Management in the Public Sector
PUBL 6050 3.00	Managing for Public Purpose
PUBL 6150 3.00	Comparative Public Policy
PUBL 6200 3.00	Canadian Public Law
PUBL 6800 3.00	Program Evaluation

REAL ESTATE AND INFRASTRUCTURE

PROP 6100 3.00	Real Estate Finance and Investment
PROP 6200 3.00	Development Prototypes
PROP 6300 3.00	Partnership Models for Infrastructure Delivery
PROP 6350 3.00	Investing in Infrastructure
PROP 6550 3.00	Sustainable Cities: Urbanization, Infrastructure, and Strategic Choices
PROP 6580 3.00	Structuring Real Estate Transactions
PROP 6600 3.00	Real Estate Portfolio Management
PROP 6650 3.00	Commercial Real Estate Asset Management
PROP 6780 3.00	Case Studies in Infrastructure

SOCIAL SECTOR MANAGEMENT

ENTR 6655 3.00	Social Entrepreneurship
MKTG 6480 3.00	Nonprofit Marketing and Resource Development
SOCM 6200 3.00	Leadership in Social Sector Management
SOCM 6400 3.00	Social Purpose Investing and Finance
SOCM 6960 3.00	Financial Management and Business Planning in the Nonprofit Sector

ACTG – ACCOUNTING

Room S344K, Schulich, 416-736-5062, fax 416-736-5687,
e-mail actg@schulich.yorku.ca

ACTG 6120 3.00 Financial Accounting I

This course examines the accounting concepts and principles that relate to the asset accounts. Attention is given to alternative asset measurement bases and related revenue recognition and income determination bases.

Prerequisite: ACTG 5100 3.00

ACTG 6130 3.00 Intermediate Financial Accounting for Finance Majors

This course is meant specifically for non-accountants who want a broader understanding of accounting issues and how they impact financial statements. This course covers both sides of the balance sheet focusing on understanding the impact of the issues on the financial statements instead of the detailed technical application. This course is not recognized as a course by the accounting designations.

Prerequisite: ACTG 5100 3.00 or MFIN 5100 3.00

Course credit exclusion: ACTG 6120 3.00 and ACTG 6140 3.00

ACTG 6140 3.00 Intermediate Financial Accounting II

This is an extension of ACTG 6120 3.00 with emphasis on the liability and equity accounts. Major topics include tax allocation, pensions, leases, capital transactions and financial statement analysis.

Prerequisite: ACTG 6120 3.00

ACTG 6150 3.00 Complex Financial Reporting Issues

This course applies concepts and knowledge learned in intermediate financial accounting courses to specialized industries and business and non-business sectors. The overall objective of the course is to develop an understanding of the stakeholders, and unique accounting and reporting needs of these contexts including banking, investments, real estate, insurance, mining, oil and gas, agriculture, technology, communications, transportation, entertainment, utilities, not for profit and public sector.

Prerequisite: ACTG 5100 3.00, ACTG 6120 3.00, ACTG 6140 3.00

ACTG 6160 3.00 Advanced Financial Accounting

The final course in the three-course financial accounting core, this course emphasizes accounting for international activities and intercorporate investments. The application of accounting principles to case situations in specialized industries and non-profit organizations is also considered.

Prerequisite: ACTG 6120 3.00. Not available to exchange students visiting Schulich.

ACTG 6200 3.00 Contemporary Issues in Accounting

This course concentrates on the application of accounting theory to controversial issues in financial accounting. The topics vary with the changing importance of current accounting issues. Source materials include current accounting literature and the research publications of professional

accounting organizations. The development of research and writing skills, along with analytical abilities, is emphasized.

Prerequisite: ACTG 6120 3.00

ACTG 6250 3.00 Financial Reporting and Analysis

This course examines why stock prices react when firms announce their earnings, and why certain trends in industry earnings affect stock prices of many firms in that industry. Under highly stylized Generally Accepted Accounting Principles (GAAP), abnormal accounting earnings of a firm can be discounted to derive an estimate of the share price. This course therefore offers a direct link between accounting policy choices, abnormal earnings (based on adjusted reported earnings) and stock price valuation.

Prerequisite: ACTG 5100 3.00

Course credit exclusion: FINE 6600 3.00 (either ACTG 6250 3.00 or FINE 6600 3.00, but not both, may be taken for credit)

ACTG 6310 3.00 Advanced Financial Statement Analysis and Valuation

This course deals with the many types of methodologies used to determine fair values of businesses, assets and liabilities. This course reviews many of the valuation methods used in practice. Valuations of businesses, tangible assets, intangible assets and liabilities are covered. In particular, valuations of businesses that are being acquired, sold, or liquidated are also addressed.

Prerequisites: FINE 5200 3.00 and ACTG 6250 3.00

ACTG 6320 3.00 Advanced Finance Topics

Students are exposed to more advanced, complex, and specialized decision making situations in the areas of cash management and portfolio investment, determination of the appropriate capital structure and cost of capital, and methods used to manage financial risk. The course also discusses financial considerations related to business acquisitions and companies in financial distress.

Prerequisites: FINE 5200 3.00 and ACTG 6250 3.00

ACTG 6350 1.50 Advanced Cost and Management Accounting

This course develops problem-solving skills for internal accounting applications. Topics covered include product mix decisions, managing scarce resources, product costing and pricing, budgeting, and international transfer pricing.

Prerequisite: ACTG 5210 1.50

ACTG 6400 3.00 Strategic Management Accounting and Analysis

This course surveys recent innovations in management accounting with an emphasis on developing and using management accounting information for strategic decision making. This case based course focuses on developing critical competencies necessary to design and use strategic management accounting systems.

Prerequisite: ACTG 6350 1.50

ACTG 6600 3.00 Auditing Standards and Applications

This course focuses on the standards and applications underlying the latest functions and responsibilities of external and internal auditors. The theory of audit evidence and certain basic techniques are used to provide an understanding of auditing methodology. The auditor's responsibility beyond the financial audit and current developments in auditing are also examined. Students may be expected to complete a research paper or project.

Prerequisite: ACTG 5100 3.00

ACTG 6610 3.00 Advanced Auditing

This course extends students' knowledge in the area of auditing by examining the role of the profession in society today, evaluating current issues facing auditors, and building on their understanding of the general audit framework and its fundamental theories. It also examines specific audit topics such as legal liability, comprehensive auditing, fraud, audit of not-for-profit organizations, environmental auditing and small business audits.

Prerequisite: ACTG 6600 3.00

ACTG 6710 3.00 Introduction to Income Taxation

The basic concepts and techniques of income taxation and applications to personal and corporate contexts are examined. Course credit exclusion: ACTG 6700 3.00 (either ACTG 6710 3.00 or ACTG 6700 3.00, but not both, may be taken for credit)

Prerequisite: ACTG 5100 3.00

ACTG 6720 3.00 Advanced Income Taxation

A continuation of ACTG 6710 3.00, this course concentrates in greater detail on the taxation of business income.

Prerequisite: ACTG 6710 3.00

ACTG 6730 3.00 Managerial Tax Planning

This course builds on ACTG 6710 and ACTG 6720. It explores how individual and corporate taxpayers identify and implement tax planning opportunities in an attempt to maximize after-tax incomes, subject to complying with tax laws, while achieving business or financial strategies.

Prerequisites: ACTG 6710 3.00 and ACTG 6720 3.00

ARTM – ARTS, MEDIA & ENTERTAINMENT MANAGEMENT

Room N319 Schulich, 416-736-5217, fax 416-736-5762, e-mail artm@schulich.yorku.ca

ARTM 6300 3.00 Cultural Policy

This course examines Canadian arts and cultural policy, its historical development, and the formulation and execution of municipal, provincial and federal policies, with a particular focus on current issues and strategies for the future in the arts and cultural industries. The course has a research focus. Where appropriate, comparative analysis will examine other policy models with reference to the UK, the United States, Europe and Asia.

Prerequisite: ARTM 6301 3.00 or with permission of the instructor

ARTM 6301 3.00 Issues in Arts and Cultural Management

This course will explore the dynamics of different perspectives on the human and economic resources involved in the production, distribution and support of the arts and cultural products in Canada. The central question of this course concerns the management issues that arise from these dynamics. This is the prerequisite course for the MBA Program in Arts, Media and Entertainment Management. It is intended to serve those students who have a real interest in managing in the arts and cultural sector. However, for those students who wish to discover the sector and to test their interest, this is also a useful course.

ARTM 6340 3.00 Managing the Broadcast & Digital Worlds: Strategy and Change in Television and Online Media

This course identifies and examines central issues in the management of public and private television enterprises in Canada, and online programming undertakings. Students will analyse the current environment and the scenarios for the future of Canadian broadcasting; they will also investigate how broadcasters, programmers and producers are managing content and revenue on both traditional and digital platforms and in new partnerships.

Prerequisite: Some related professional experience, plus permission of the instructor.

Cross-listed with GS/CMCT 6340 3.00.

ARTM 6350 3.00 The Business of Creativity in the Cultural Sector

Negotiation and management of creative rights, processes and people are core to the strategic competence of arts and media organizations and their relationship with audiences. Technological developments are changing the way that these organizations approach their business. This course examines this complex evolving business through such topics as: perspectives on creativity; power, conflict and politics relating to managing unions; free-lance talent and celebrities; decision-making for market risk; financing models; and the impact of the competitive and regulatory environment on management in the cultural sector. This course will be particularly valuable for those interested in the cultural industries including film, music, publishing, broadcasting and the performing arts.

ARTM 6360 3.00 Business Solutions for Digital Media

The rapidly changing global digital media economy is creating new business models for the arts, media and entertainment sector. This course examines how such models draw on management, creative and policy resources in radically different ways. Students will acquire knowledge and insights to manage digital media's needs for creativity, entrepreneurship, measurement, financial structures and monetization in large and small organizations.

BSUS – BUSINESS AND SUSTAINABILITY

Room N211 Schulich, 416-736-5268, fax 416-736-5762, e-mail bsus@schulich.yorku.ca

BSUS 6200 3.00 Managing Ethics & Social Responsibility

This course explores the social and ethical challenges facing contemporary organizations and develops the knowledge and skills necessary to manage these challenges effectively. The emphasis is on enhancing personal moral insight, developing individual and organizational strategies for dealing with social and ethical problems, critically evaluating relevant tools, and managing for global corporate responsibility.

Prerequisites: All 5100-series Required Foundations of Management Core Courses

NOTE: This course cannot be taken for credit by any students who have previously taken ETHC 6610 1.50

BSUS 6300 3.00 Management Practices for Sustainable Business

This course provides a detailed review and analysis of the environmental and stakeholder management tools and techniques used by managers. The course considers how these techniques fit together to form management systems and examines their underlying assumptions, approach and role in managerial decision-making. Techniques include environmental management systems and audits; product life-cycle analysis and design for the environment; social and environmental reporting; sustainability and organizational change and stakeholder approaches to management.

Prerequisite: All 5100-series Required Foundations of Management Core Courses or with permission of instructor

BSUS 6400 3.00 Sustainability Accounting & Accountability

This course situates corporate activity within the wider context of Sustainability. In particular, emphasis is placed upon the information that corporations produce in order to inform society about its social and environmental impacts, assessing whether such reporting is relevant and/or credible. The course also helps understand the interactions between stakeholders and the inherent issues related to their conflicting demands.

BSUS 6500 3.00 Business Strategies for Sustainability

All organizations impact the natural and social environment. However, it is only recently that sustainability has become a strategic issue for business and its managers. For increasing numbers of companies, sustainability is now an integrated part of organizational strategy formulation and implementation. Through a series of 'live cases', this course is designed to introduce students to the critical strategic and managerial issues in developing, implementing and adapting strategy to create environmental, social and economic value.

Prerequisites: All 5100-series Required Foundations of Management Core Courses or with permission of instructor

BSUS 6600 3.00 Sustainability and Carbon Finance

This course introduces the problem of climate change and analyzes the new carbon markets and financial instruments being developed to provide incentives for companies to reduce

their greenhouse gas emissions. In particular, the course emphasizes the drivers behind carbon finance, the current state of carbon finance, and the likely direction carbon finance is to take in the future.

Prerequisites: FINE 5200 3.00 and ECON 5100 3.00

ECON – ECONOMICS

Room N205B Schulich, 416-736-5068, fax 416-736-5762, e-mail econ@schulich.yorku.ca

ECON 6180 3.00 Money, Credit and Macroeconomic Policy

This course examines the role of monetary institutions in national and global economies, and the impact of monetary policy on economic performance and overall business conditions. Topics discussed include: the determination of interest rates, inflation rates and exchange rates; financial innovation; the links between monetary policy and fiscal policy; global trends; and implications for business decision-making.

Prerequisite: ECON 5100 3.00

ECON 6210 3.00 Economic Forecasting and Analysis

An increasing number of organizations make explicit forecasts of the economic environment within which they will be operating as a basis for forward-looking plans. This course studies the main forecasting methods in relation to the length of the forecasting time horizon. Several systematic appraisals of past forecasts are reviewed.

Prerequisites: ECON 5100 3.00 and OMIS 5120 1.50

ECON 6450 3.00 Innovation and Technology Diffusion

This course examines key economic and managerial issues related to the international movement of technology and the competition for technical and managerial know-how. It focuses on the impact of domestic and foreign research and development on the economic performance of firms and nations. Sources of innovation, rates and directions of technology diffusion and factors affecting the commercialization and profitability of innovations are discussed. The course examines the economics of alternative technology transfer arrangements, with particular emphasis on the role of intellectual property rights, multinational corporations and government science and technology policy.

Prerequisite: ECON 5100 3.00

ECON 6510 3.00 Applied International Economics

This course examines international economics from the viewpoint of the firm and the nation. International trade in goods and services, inward and outward foreign investment, trade barriers, the World Trade Organization, economic integration, the balance of payments, the foreign exchange market, the impact of exchange rate changes and the international monetary system including the International Monetary Fund and the World Bank are among the topics discussed.

Prerequisite: ECON 5100 3.00

NOTE: Not open to IMBA students

ENTR – ENTREPRENEURIAL STUDIES

Room N305A Schulich, 416-736-2100, ext. 77960,
fax 416-736-5762, e-mail entr@schulich.yorku.ca

ENTR 6400 3.00 Applied Entrepreneurship Field Study: Competitiveness of Entrepreneurial Firms

This course provides students with firsthand experience of the opportunities and challenges growing organizations face. Student groups are paired with an entrepreneurial firm to research an opportunity or project for the firm. Students' firsthand experience will be supported by four scheduled classes emphasizing consulting, market research and presentation skills.

Prerequisites: All 5000-series Required Foundations of Management Core Courses. Those admitted must supply the instructor with a current resume so that the instructor can effectively assign students to projects.

ENTR 6605 3.00 Entrepreneurship and New Firm Creation

This course explores various dimensions of the creation of new ventures, including family enterprises. It is concerned with content and process questions as well as with formulation and implementation issues that relate to conceptualizing, developing and managing successful new ventures. The course examines the nature of entrepreneurs and what they do. It identifies the nature of opportunities and considers how new venture ideas can successfully be screened. The course provides the opportunity to develop a cohesive and effective business plan for a start-up venture.

Prerequisites: All 5000-series Required Foundations of Management Core Courses

ENTR 6645 3.00 Corporate Entrepreneurship

The course focuses on entrepreneurial activities in large, established corporations. To survive and to enable continued growth in today's fast changing environment, large corporations need to continually renew themselves through new products and new businesses. The course will introduce students to the best practices and theory on fostering innovation through the process of identifying new ideas and converting them to commercial products and new businesses. We will discuss strategies, organizational structures and implementation challenges of new ventures within an established corporation as well as options to leverage external partners outside of the boundaries of the corporation within the process of developing new businesses. The course will be taught primarily through case-studies, supplemented with lectures, guest presentations by corporate entrepreneurs, and group projects.

Prerequisites: All 5000-series Required Foundations of Management Core Courses

ENTR 6655 3.00 Social Entrepreneurship

This course is for students interested in the phenomenon of social entrepreneurship. Using a combination of assigned readings, videos, guest speakers, and extensive interaction with real-world social entrepreneurs, students will gain a broad understanding of business models within the field, as well as the challenges and decisions social entrepreneurs face during

start-up and on an on-going basis.

Prerequisites: All 5000-series Required Foundations of Management Core Courses.

ENTR 6910 3.00 Venture Capital and Private Equity

This course is primarily geared to students interested in working in venture capital or other private equity organizations at some point in their careers. It is also valuable for those who intend to work alongside venture capitalists as managers of firms being financed by such investors and for students interested in applying aspects of private equity investing to established organizations. The course is divided into 4 modules focusing on the venture capital cycle including fundraising, investing, and exiting. In the final module the course explores new frontiers in venture capital including corporate venturing. Throughout the course we touch on career issues with respect to private equity.

Prerequisites: All 5000-series Required Foundations of Management courses

ENTR 6910 3.00 Venture Mentorship Match

This experiential learning course offers the opportunity for MBA/IMBA students to accelerate their understanding of entrepreneurship and earn credit for gaining relevant work experience – under the direct on-site mentorship and guidance of a handpicked Innovation Sector Founder or Venture Investment Leader.

ETHC – BUSINESS ETHICS

Room N211 Schulich, 416-736-5268, fax 416-736-5762, e-mail ethc@schulich.yorku.ca

BSUS 6950 1.50 Ethics and Finance

This course will examine the role of ethics in the finance industry. It will look at the need for ethics in finance, codes of ethics, and ethical decision making. Tools for identifying ethical issues and making ethical decisions will be introduced and evaluated alongside an examination of ethical issues in financial services, financial markets, and financial management in nonfinancial organizations.

FINE – FINANCE

Room N204A Schulich, 416-736-5073, fax 416-736-5687,
e-mail fine@schulich.yorku.ca

FINE 6050 3.00 Personal Financial Management

Students learn the concepts and techniques of personal financial management in a thorough and rigorous finance framework. Topics include goal setting, budgeting, financial intermediation, income tax, risk management, insurance, debt management, home valuation, investments, retirement planning, estate planning and strategic use of personal financial planning in financial institutions.

Prerequisite: FINE 5200 3.00

FINE 6100 3.00 Financial Management

This course focuses on key issues in corporate financial management. It covers working capital management, capital budgeting, capital structure decisions, dividend policy, mergers and acquisitions, leasing and the impact of inflation on financial decisions. Extensive use may be made of case studies.

Prerequisite: FINE 5200 3.00

FINE 6150 3.00 Advanced Corporate Finance

Building on the concepts, models and decision situations presented in FINE 5200 3.00 and FINE 6100 3.00, this course exposes the student to more advanced, complex and specialized decision situations in the areas of corporate investment, financing, financial planning and financial management. Applications and case analysis are important aspects of the course. A term research paper is usually required.

Prerequisite: FINE 6100 3.00

FINE 6200 3.00 Investments

The course begins with an overview of the investment environment in developed markets, followed by a more in-depth analysis of key investment topics. These topics include modern portfolio theory, asset pricing models, term structure of interest rates, stock and bond portfolio management, evaluation of portfolio performance, and behavioural finance. This course serves as a useful introduction to the Chartered Financial Analyst (CFA) curriculum.

Prerequisite: FINE 5200 3.00

FINE 6310 3.00 Econometrics of Financial Markets

This empirical methods course focuses on the statistical techniques that are most often used in the analysis of financial markets. The list of topics include: statistical properties of asset returns, tests of asset pricing models, efficient market hypothesis, event study methodology, simulation methods, panel data analysis, and volatility estimation such as GARCH, value-at-risk, and time-varying correlations.

Corequisite: FINE 6200 3.00

FINE 6400 3.00 International Financial Management

The most pervasive problems faced by international managers are those resulting from currency differences and currency risks. This course applies financial and economic theory to the international financing and investment decisions of corporations, financial institutions and individual investors. Reduction of risk through use of forward exchange markets and hedging will be examined. The various methods of moving liquid assets and their constraints will be considered. Capital budgeting decisions and issues regarding capital structure, where the assets and sources of financing are in different economies, are also studied. An extension of the Capital Asset Pricing Model to an integrated world model is considered. A term paper is usually required.

Prerequisite for MBA students: FINE 5200 3.00

Prerequisite for IMBA students: IMBA 5103 3.00

FINE 6500 3.00 Behavioural Finance

Classical finance incorporates fully rational, unemotional agents; financial decisions are made without the influence of emotions or personal characteristics. Much recent study contradicts this view. By examining psychological factors known to influence individual choice and financial decision-making we can identify behavioural biases that are both reliable and exploitable. With care, many of these biases can be avoided.

Prerequisite: FINE 5200 3.00

FINE 6600 3.00 Corporate Financial Analysis

This course uses principles of economics, finance and accounting to examine problems in topics such as cash flow analysis, ratio analysis, strategic financial planning, interpretation of annual reports and prospectuses, economic modeling and business valuation. Students must deal with multifaceted, ambiguous problems similar to realworld situations. The well-behaved data and simplifying assumptions used in theory courses are discarded in favour of the realistic, complex data in annual reports and other sources of financial information.

Prerequisites: FINE 5200 3.00, ACTG 5210 1.50, OMIS 5120 1.50 or MFIN 5200 3.00

Corequisite: one of FINE 6100 3.00, FINE 6200 3.00, or ACTG 6120 3.00

Course credit exclusion: ACTG 6250 3.00 (either FINE 6600 3.00 or ACTG 6250 3.00, but not both, may be taken for credit)

FINE 6710 3.00 Crowdfunding

Crowdfunding is by far the fastest growing market for entrepreneurial finance around the world, growing by over 100% per year in the past 5 years, and estimated at \$34 billion worldwide in 2015. Crowdfunding markets include donations and rewards crowdfunding, lending crowdfunding, and equity crowdfunding. Equity crowdfunding has existed in Australia (Ahlers et al., 2015) and the U.K. (Vismara, 2016) for a number of years. Legal changes in Canada and the United States in the past few years have spurred interest in equity crowdfunding.

FINE 6800 3.00 Options, Futures and Other Derivative Securities

This course explains the way in which derivative securities such as options, futures contracts, forward contracts, swaps and interest, rate caps can be valued. It discusses arbitrage relationships, risk, neutral valuation, the creation of options synthetically, numerical procedures and the evaluation of credit risk.

Prerequisite: FINE 6200 3.00 or MFIN 5600 3.00

Course credit exclusion: SB/FNEN 6810.030 (either SB/FINE 6800 3.00 or SB/FNEN 6810 3.00, but not both, may be taken for credit)

FINE 6875 3.00 Alternative Investments

Pursuant to the recent financial turmoil, institutional investors are increasingly looking beyond the more traditional asset classes. The purpose of this course is to explore the world of alternative investments such as investments on hedge funds, private, equity, venture capital funds, real estate, commodities, art and wine either directly or through funds of funds.

Prerequisite: FINE 5200 3.00

FNEN – FINANCIAL ENGINEERING

Room N204 Schulich, 416-736-5690, fax 416-736-5687, e-mail fnen@schulich.yorku.ca

FNEN 6820 3.00 Advanced Derivative Securities

This course covers a list of advanced topics in derivative securities with a focus on pricing and hedging. Students are assumed to have taken an introductory course in derivatives. The objective of this course is to develop modeling skills needed to value the full range of derivative securities: from exchange-traded options to over-the-counter products including exotic options, embedded options and credit derivatives. The fundamental theory is the Equivalent Martingale Pricing Principle or the Risk-neutral valuation by no-arbitrage. Analytical models and various numerical methods will be discussed in detail. It is assumed that students are familiar with the Black-Scholes and binomial pricing models.
MBA Prerequisite: FINE 6800 3.00

FNEN 6850 3.00 Fixed Income Securities

The course builds upon the use of symbolic and numerical tools. MAPLE V is used as a computer algebra system and then as a generator of codes in C++ and/or FORTRAN. This course provides an overview of the major components of fixed income markets, including a review of the major instruments, the issuers and the investors. The valuation of interest-rate sensitive cash flows is the underlying theme. Major topics covered include: theories of the term structure, institutional aspects of the fixed income markets, and analytical techniques for managing interest rate risk. The course will concentrate on modern valuation methods as well as traditional techniques for risk management in the fixed income market. The effect of the assumed interest rate dynamics and the prevailing interest rate condition for the riskiness and value of various features of these contracts will also be analyzed. The power of convexity and duration upon risk management and valuation will be developed. Students will use the substantive approaches developed in the course to address concrete problems. The coursework will include a project dealing with Canadian data. Registration with permission of the Director, Financial Engineering Program.

MBA/IMBA Prerequisite: FINE 6800 3.00

MFIN Prerequisite: MFIN 5600 3.00

MFIN Corequisite: FINE 6800 3.00

FACULTY OF GRADUATE STUDIES

MATH 6910 3.00 Stochastic Calculus in Finance

Probability models and discrete time stochastic processes; Brownian motion; Filtrations, conditional expectations, martingales; Stochastic integrals, Ito's formula; Stochastic differential equations; Diffusions, Kolmogorov equation; Girsanov Formula; Black Scholes.

MATH 6911 3.00 Numerical Methods in Finance

Introduction to Partial Differential Equations; basic properties of the diffusion equation; Finite difference methods; explicit methods; implicit methods including Crank Nicholson; Free boundary problems; variational inequalities; Lattice Methods.

FNSV – FINANCIAL SERVICES

Room N205A Schulich, 416-736-5075, fax 416-736-5687, e-mail fnsv@schulich.yorku.ca

FNSV 5500 1.50 Introduction to Financial Services Management

This course provides an overview of the global financial services industry with attention to the role of financial institutions in financial systems and the differences between different types of financial institutions. The course will introduce students to key issues facing financial institutions including the importance of public policy, institutional change, growth strategies, risk management and practical management issues.

Prerequisites: All 5100-series Required Foundations of Management Core Courses (FINE 5200 3.00 is recommended). This course should be taken in the first year of study to provide an opportunity to enrol in the Financial Services elective classes.

FNSV 6700 3.00 Management of Risk in Financial Institutions

Risk is the fundamental element that influences the behaviour of financial institutions. FNSV 6700 provides a comprehensive introduction to risk management. Presented within the framework of financial institutions, the course covers the design and operation of a risk-management system, modeling and the interplay between internal oversight and external regulation. The theory of risk management (market, credit and operational risk) comes alive through practical case evaluation and presentations from senior executives in the risk management field. The course provides the essential analytical foundations of risk management in a way appropriate for those who do not have a mathematical background.

Prerequisites: FNSV 5500 1.50

FNSV 6775 3.00 International Credit: Markets and Metrics
Managing credit risk is, perhaps, the fastest growing discipline in financial services due to its global complexity and dynamic nature. Focusing on how global credit markets work, regulatory reforms and products, this course will explore these markets, stakeholders and credit portfolio management theory and practice in Global Financial Institutions.

Prerequisites: All 5100-series Required Foundations of Management Core Courses

FNSV 6960 1.50 Activity-Based Management and Operational Risk in the Financial Services Industry

This course introduces students to the role that activity-based costing plays in the financial services sector. Students will learn the language, key concepts and fundamentals of management accounting in a dynamic classroom environment. They will also grasp the fundamental importance of effective cost management in mitigating risk and running a successful financial services enterprise.

FNSV 6985 1.50 The Canadian Life Insurance Industry and International Competition

The life insurance business in Canada is one of this country's least known success stories. This course will focus on the key drivers of success of life insurers, the various strategic and operational options open to insurers, the risks faced by insurers and how they mitigate them and the international aspects of their businesses.

Prerequisite: All 5000-series required Foundations of Management Core Courses and FNSV 5500 3.00 or approval of the instructor. This course cannot be taken for credit by any students who have previously taken: FNSV 6980 3.00

FNSV 6990 1.50 Enterprise Risk Management and Strategy

Strategy and risk management are two sides of value creation for companies. Strategic choice must identify how these choices affect a broad array of stakeholders. A firm must be organized to recognize, measure, monitor, and disclose risks if it is to implement its strategy. This course will focus upon the strategic importance of risk management rather than more technical aspects.

Prerequisite: All 5000-series Required Foundations of Management Core Courses

Pre or Corequisite: SGMT 6000 3.00

HIMP – HEALTH INDUSTRY MANAGEMENT

Room N305A Schulich, 416-736-2100 ext. 77960, fax 416-736-5687, e-mail himp@schulich.yorku.ca

HIMP 6110 3.00 The Business of Healthcare

This course examines the role of the private sector within the multi-faceted publicly funded healthcare program, including major industry segments such as pharmaceuticals, medical devices, consulting, the role of IT and public-private partnerships. All industry participants need to be aware of the roles played by other sub-industries.

Prerequisites: All 5100-series Required Foundations of Management Core Courses or permission of instructor

HIMP 6130 3.00 Strategy in Healthcare

This course examines the roles played by hospitals, governments, regional authorities, as well as their decisionmaking and accountability structures. The course also examines costs and financing; stakeholders; consolidation and clinical integration; challenges and threats. The course illustrates strategic management concepts in various management and multi disciplinary settings, changing technologies and methods of health delivery.

Prerequisite: All 5100-series Required Foundations of Management Core Courses

Corequisite: SGMT 6000 3.00

HIMP 6150 3.00 Economics of Healthcare

This course examines the demand and utilization of health services; drivers of healthcare costs; measuring output in healthcare; tradeoffs between efficiency, operational effectiveness and equity; realignment of capacity; how healthcare reforms affects demand; utilization and the mix of

providers in the healthcare industry.

Prerequisites: All 5100-series Required Foundations of Management Core Courses or permission of instructor.

HIMP 6180 3.00 Entrepreneurship and Innovation in Healthcare

This course examines the entrepreneurial landscape in healthcare (e.g., long-term care and nursing homes), the role of disruptive technologies, innovation, new business models, leveraging public-private partnerships, understanding complex regulatory requirements, and the need for human capital. This course explores value creation through the art and science of business planning to drive investment, innovation and transformation in healthcare.

Pre-requisites: All 5100-series Required Foundations of Management Core Courses or permission of instructor.

IBUS – INTERNATIONAL BUSINESS

Room N205B Schulich, 416-736-5068,
e-mail ibus@schulich.yorku.ca

NOTE: Descriptions for other International Business Specialization electives are listed under the appropriate functional area

IBUS 6410 3.00 International Business: Strategic Overview for Managers

This course examines issues and challenges that arise when business transactions and organizations transcend national boundaries and become international, regional or global. Entry strategies and adjustments to managerial functions are considered for multiple sectors/industries (e.g., manufacturing, services; autos, pharmaceuticals, advertising, hotels) and a variety of countries in the major regions of the world (Americas, Asia, Europe and Africa/Middle East).

Prerequisites: All 5100-series Required Foundations of Management Core Courses

NOTE: Not open to IMBA students.

IBUS 6430 3.00 International Business Strategy

This course examines the development of the international enterprise (large and small) in the global economy, focusing on the evolving strategies and structures and the similarities and differences between American, European, Japanese and Canadian enterprises. The course identifies domestic and international environmental constraints and their influence on the operating performance of the enterprises in different countries, both developed and developing. The adaptation of basic managerial functions to these different environmental constraints is considered.

Prerequisite: SGMT 6000 3.00

NOTE: Not open to IMBA students.

IBUS 6490 3.00 International Negotiations: Analysis, Strategy and Practice

This course provides structured approaches to understanding, planning, and doing business negotiations in international contexts. Students apply their business knowledge in a series of interactive exercises and written assignments in order to develop analytic, strategic and practical negotiation skills. On two Saturdays, students conduct complex negotiation simulations (e.g., alliance formation, foreign market entry) and receive performance feedback from experienced negotiators. **Prerequisites:** All 5000-series Required Foundations of Management Core Courses or permission of the instructor. **NOTE: Not open to IMBA students**

MGMT – MANAGEMENT

Room N305A Schulich, 416-736-5087, fax 416-736-5762, e-mail sgmt@schulich.yorku.ca

MGMT 5000 0.00 Professional Development in the Canadian Context

This course is designed to help international students acquire skills and knowledge that will facilitate their professional development in a Canadian context. Students will (1) engage in self-assessment, (2) develop an awareness of their new professional environment, (3) learn how to interact with other professionals in the North American cultural setting, and (4) promote themselves in an effective manner. **Note:** Open to students in Schulich India only.

MGMT 6200 3.00 Business Administration and the Law

This course familiarizes students with basic legal concepts and principles relevant to business administration. Topics include: the Canadian judicial system; contract law; tort law (including negligence, defamation and product liability); forms of carrying on business (including sole proprietorships, partnerships and corporations); bailment, agency and employment law; real property and mortgage law; and intellectual property law (including trademarks, copyright and patents).

Prerequisites: All 5100-series Required Foundation of Management core courses

NOTE: Neither law students, nor students with a law degree, are permitted to take this course.

MGMT 6300 3.00 Case Analysis and Presentation Skills

This course is designed to give students the opportunity to practice and develop their analytical thinking and presentation skills. The key objective of the course is to train students to successfully participate in national and international case competitions. A secondary objective is to prepare students to successfully interview for management consulting positions. Second year MBA students who enjoy analyzing cases and delivering presentations are encouraged to take the course.

Prerequisites: ACTG 5100, MGMT 5150, MGMT 5260, MKTG 5200, ORGS 5100.

Corequisite: SGMT 6000

MGMT 6400 3.00 International Study Tour

This course takes students from the classroom into the field where they can see how the theoretical study of business (as well as government policy and NGOs) translates into the practical. It is also designed to enhance students' understanding of management, organizations, government policy and economics by examining these phenomena in the context of countries very different from Canada.

Prerequisites: All 5000-series Required Foundations of Management Core Courses

MGMT 6700 3.00 Project Management

This course covers the strategic, organizational and operational aspects of managing projects. Students learn to manage the technical, behavioural, political and cultural aspects of temporary groups performing unique tasks. Topics covered include: defining deliverables, formulating project strategy, effective group organization and management, dynamically allocating resources, managing without authority, and resolving conflict. Traditional cost and time management techniques are covered using contemporary software packages.

Prerequisites: All 5100-series Required Foundations of Management Core Courses

MGMT 6800 3.00 Innovation through Technology and Design

Managing innovation, technology and design is key to success. This cross-functional course provides students with understanding and hands-on "innovation lab" experience applying the latest thinking in technology and design to innovation strategies. Suitable for all students, the course emphasizes the balancing of 21st century management skills of creativity, rigor, and intuition in the end-to-end management of customer experience.

MGMT 6810 3.00 Creativity and Innovation: Techniques for a Rapidly Changing World

Creativity and innovation are essential leadership skills in this ever changing environment. This applied-learning course arms MBA graduates with the right mix of creativity-enhancing tools and techniques to explore innovation in contemporary business contexts. These techniques include lenses of human understanding, creativity, visual thinking and holistic visioning. Bridging a necessary gap, the outcomes are applied to practical business issues.

Prerequisites: All 5100-series Required Foundations of Management Core Courses

MGMT 6850 3.00 Graduate Placement Course

This course provides MBA students with an opportunity to gain relevant work experience. The work experience must be structured to satisfy the requirements of the relevant program / diploma / project. It must be approved by the program / diploma / course director. This course may be configured as a 0.00 credit, 1.50 credit or 3.00 credit course, depending on the program's / diploma's / course director's requirements.

MGMT 6960 3.00 Management Consulting

This course provides students who are seeking a career in consulting with a thorough understanding of the function of management consulting and of the analytical and diagnostic skills that are required of consultants. This elective consolidates and builds on the concepts introduced in core courses, and applies them in the context of consultancy. The application of concepts and skills to a variety of types and sizes of organizations is highlighted in the course. This is a distinctively experiential course: actual consulting assignments form a major component of it.

NOTE: Enrolment in the course is limited to those who are accepted and spend 2 terms as York Consulting Group members, to ensure that focus can be maintained, sufficient consulting assignments can be identified, and optimal levels of feedback and supervision can be provided. Students are selected from among the pool of applicants on the basis of: work experience; academic excellence; interpersonal skills; analytical skills and focus on consultancy career path.

MINE – GLOBAL MINING MANAGEMENT

Room N211 Schulich, 416-736-2100 ext. 33700,
e-mail GMM@schulich.yorku.ca

MINE 5100 1.50 Introduction to the Global Mining Industry

This course introduces the defining characteristics of the global mining industry. The links between these characteristics and various strategic, financial, corporate responsibility related and other organizational decisions are explored. Guest speakers share their knowledge and experience to provide students with a foundation of the industry's technical basics. This course is recommended for students interested in the Global Mining Management specialization.

MINE 6100 3.00 Strategy and Value Creation in Mining

This course provides an understanding of the challenges and opportunities of the global mining industry. Students evaluate and apply a strategy framework to mining companies which focuses on creating value for all stakeholders in a sustainable manner.

Prerequisite: All 5000-series Required Foundations of Management Core Courses

MINE 6200 3.00 Financial Strategies in Mining

This course provides an understanding of the unique valuation, accounting and finance aspects of the global mining industry in order for students to develop financing strategies for mining companies.

Prerequisites: All 5000-series Required Foundations of Management Core Courses

MINE 6300 3.00 Social and Environmental Strategies in Mining

This course provides an understanding of the social and environmental challenges and opportunities in the global mining industry. Students develop environmental and social strategies which ensure sustainable value creation based on international standards and industry practices found in the mining industry.

Prerequisites: All 5000-series Required Foundations of Management Core Courses

MINE 6400 3.00 Managing People in Mining

This course provides an understanding of the organizational design, management systems and leadership practices mining companies use to manage people. Students develop organizational structures and management systems that facilitate a mining company's ability to deliver on its strategy of creating value for all stakeholders.

Prerequisites: All 5000-series Required Foundations of Management Core Courses

MKTG – MARKETING

Room N304A Schulich, 416-736-5076, fax 416-736-5762,
e-mail mktg@schulich.yorku.ca

MKTG 6050 3.00 Marketing Research

This course develops students' understanding of basic and advanced market research methods. Students learn to evaluate completed research projects and conduct research studies, developing proficiency in defining research questions, developing research designs, selecting appropriate samples, conducting analysis and writing actionable management reports. Also examined are mobile research, brand maps, social media monitoring/metrics, Big Data, consumer surveillance and data privacy issues.

Prerequisite: MKTG 5200 3.00

MKTG 6100 3.00 Strategic Market Communications

This course offers a focused approach to the formulation and implementation of an integrated communications strategy to meet particular marketing objectives. Topics of interest include advertising, sales, promotion, public relations, and social media communications, and their integration both online and offline. The approach is cutting edge, multidisciplinary, integrative, practical and applied. Teaching approaches include case analysis, discussion, and guest participants.

Prerequisite: MKTG 5200 3.00

MKTG 6150 3.00 Consumer Behaviour

This course assists students in developing a thorough understanding of the behaviour of both organizational buyers and end consumers. The psychological, sociological, organizational and environmental factors that shape buyer behaviour are reviewed. Throughout the course, the implications for both marketing strategies and tactics are addressed.

Prerequisite: MKTG 5200 3.00

MKTG 6155 3.00 Consumer Insight: Qualitative Marketing Research

In this course, students learn to conduct, analyze, and evaluate qualitative research in a marketing and management context. The course is centered around a group project focused on product or brand consumption. Through various project phases, students learn project planning, qualitative data collection, analysis, and interpretation, visual methods, videography, netnography, projective methods, and report preparation and presentation skills.

Prerequisite: MKTG 5200 3.00

MKTG 6226 3.00 Social Media for Marketing and Management

Social media is changing society, changing the nature of marketing, and changing the way that business is conducted and managed. In this course, students explore the role of social media in the life of the marketer and business manager. It begins with a detailed understanding of the origins, forms, and uses of social media. It expands into an examination and hands-on of the methods for researching and understanding social media. The course then overviews the various uses and forms of social media, ranging web-pages, forums, and blogs to social networking sites. Twitter, wikis and mobile. The course features an applied student project that brings to life the potential and pitfalls of this new marketing and management communications form.

Prerequisite: MKTG 5200 3.00

MKTG 6250 3.00 Business Marketing

The course explores the management of inter-firm relationships in a supply chain context, encompassing both supplier-manufacturer relationships, and the relationships between manufacturers and channel intermediaries. Students learn to see these relationships as strategic combinations of market competition, power and trust. Topics covered include firm buying behaviour, the design of distribution channels, strategic implications of forward and backward vertical integration, various technology applications in SCM, and franchising.

Prerequisite: MKTG 5200 3.00

MKTG 6300 3.00 Service Marketing

This course examines the need for marketing in service industries, develops an understanding of the ways in which service marketing differs from product marketing, and improves students' understanding of how service characteristics affect the marketing function. Students learn to develop and implement marketing plans for service organizations.

Prerequisite: MKTG 5200 3.00

MKTG 6321 3.00 Entertainment Culture and Marketing

Using an effective combination of readings, class discussions, real world entertainment marketing cases and guest speakers, this course develops a managerial and socio-cultural perspective on the marketing of entertainment. Attention is focused on analyzing the relationship between the global marketplace and entertainment business decision-making;

the determination of entertainment products, services, experiences, prices, channels, and communication strategies for motion pictures, music games, theme parks and online entertainment culture.

Prerequisite: MKTG 5200 3.00

MKTG 6325 3.00 Retail Marketing Strategies

This course examines retail strategies on a number of fronts including: product selection, service quality, pricing, promotion, e-commerce and consumer loyalty. The course provides students with the knowledge required to assess and develop retail strategy within and beyond the Canadian context.

Prerequisite: MKTG 5200 3.00

MKTG 6326 3.00 Retail Analytics

This course prepares students to work effectively with real-world retail data sets, matching analytical approaches to data using appropriate strategic frameworks. Current and emerging analytical techniques are taught for brick and mortar and e-commerce retail contexts. The course prepares students for a world where best-in-class retailers and their suppliers implement sophisticated quantitative tools to improve marketing insight, decision-making, and profitability.

Corequisite: MKTG 5200 3.00

MKTG 6360 3.00 Marketing Metrics

This course focuses on developing the analytical skills required to successfully apply the principles of quantitative analysis to the marketing discipline. Students will learn the most common measurement methods currently being used in the marketing field.

Prerequisites: MKTG 5200 3.00, ACTG 5100 3.00 and FINE 5200 3.00

MKTG 6400 3.00 International Marketing

This course satisfies two interrelated objectives: to improve the student's marketing decision-making ability through the solution of complex multinational marketing problems; and to increase the student's sensitivity to different cultural, socioeconomic and legal environments encountered in the international marketplace. The course uses readings, cases and a group project.

Prerequisite: MKTG 5200 3.00. Not open to IMBA students.

MKTG 6440 3.00 New Products

This course is designed to answer the question "What do I need to know and do in order to develop a successful new product or service?" It will provide you with a firm understanding of the steps you need to follow in order to bring a new product or service successfully from an idea to a product that is ready to launch.

Prerequisite: MKTG 5200 3.00

MKTG 6480 3.00 Nonprofit Marketing and Resource Development

This course examines the relationship between nonprofit organizations and their external constituencies. It includes a critical examination of the application of marketing theory and practice in a non-traditional setting (segmentation, target marketing, positioning, the marketing concept and the marketing mix), as well as specialized topics such as social marketing, volunteer marketing and fundraising. The course would be of interest to those specializing in nonprofit management, as well as marketing majors who wish to expand their knowledge of marketing principles and techniques.

Prerequisite: MKTG 5200 3.00

MKTG 6550 3.00 Brand Management

In the complex contemporary world of marketing management, Brand Management must be both an art and a science. This course applies marketing strategy to the challenge of gaining sustainable competitive advantage in the global marketplace of brands. With a fundamental focus on building and maintaining strong brands with loyal consumer bases, a range of topics and teaching techniques are utilized.

Prerequisite: MKTG 5200 3.00

MKTG 6570 3.00 Strategic Professional Selling

A highly lucrative and satisfying career path for students is in professional sales. In fact, many organizations require hires to spend time in sales before making the move into another function such as marketing. This is because sales is the only function in a business that is directly responsible for revenue generation, through interacting with the customer. The most successful sales professionals do not really “sell” anything; rather, they are customer relationship managers, matching the needs of their customers with firm offerings. In this course students will learn frameworks and tools that will help them succeed in professional sales.

MKTG 6650 3.00 Strategic Market Planning

This course familiarizes the student with the range of decisions involved in planning market strategy for the future, and develops skills in using a variety of analytical frameworks for making such decisions. It is targeted at final-term marketing or strategic management majors.

Prerequisites: MKTG 5200 3.00

MKTG 6800 3.00 Customer Experience Design

Customer Experience Design represents the discipline, methodology and/or process used to comprehensively manage a customer’s cross-channel exposure, interaction and transaction with a company, product, brand or service. This course offers an integrated framework for designing customer experiences and for learning how to create successful experientially based market strategies that leverage any organization’s products and services.

Prerequisite: MKTG 5200 3.00

OMIS – OPERATIONS MANAGEMENT & INFORMATION SYSTEMS

Room S337 Schulich, 416-736-5074, fax 416-736-5762, e-mail omis@schulich.yorku.ca

OMIS 6000 3.00 Models and Applications in Operational Research

This course provides a survey of selected topics in operational research (OR). Emphasis is placed on the practical application of OR tools rather than on the mathematical properties. Application areas include: financial planning and portfolio selection, production, priority planning and marketing. Topics include linear programming and its applications; programming to achieve a set of goals or targets with applications in finance and production; capital budgeting and project selection; transportation and network models; and portfolio models.

Prerequisites: OMIS 5120 1.50 AND OMIS 5210 1.50 or permission of the instructor

OMIS 6350 3.00 Advanced Spreadsheet Modelling & Programming for Business

This course enables the design, development, and implementation of integrated business analysis systems by combining the extended functionality of spreadsheets with the Visual Basic for Applications (VBA) programming language. The course demonstrates the power of combining the advanced analysis and modelling techniques of spreadsheets and VBA through applications to several practical problems from disparate business functions.

Prerequisites: OMIS 5110 1.50 and OMIS 5120 1.50 or permission of the instructor

OMIS 6500 3.00 Global Operations and Information Management

Plant location, supplier selection and product and process development are no longer solely national issues. Hence, the first part of this course, we give an overview of global operations, including global supply chain management, network design for global operations and global entry strategies. This deals with how the use of information technology supports the management of global operations. Topics include value chain management, the concept of market space, business-to-business e-commerce, enterprise resource planning, and the effect of IT on R&D and collaboration, all in an international context.

Prerequisites: OMIS 5120 1.50 and OMIS 5210 1.50 or permission of the instructor

OMIS 6560 3.00 Supply Chain Management

This course is about how to make decisions that lead to the better design and management of supply chains. This often involves changing the network of relationships between suppliers and customers and other stakeholders as they design, contract, order, plan and coordinate goods and services together. This course covers essential quantitative supply chain management models, supportive information and e-commerce technologies, environmentally and socially responsible practices and customer-supplier relationship management.

Prerequisites: OMIS 5110 1.50, OMIS 5120 1.50 and OMIS 5210 1.50

OMIS 6700 3.00 Managing New Technology

New technology disrupts old business models but also creates new ones. This course helps managers make better choices about the relative advantages of new technology for both adoption and commercialization of new products and services and the implementation of business process improvement. This includes asking the right questions about the viability of emerging technologies, intellectual property, market potential and organizational and managerial capabilities. Planning and implementing new technology is both a technical and a social learning process for both large and small organizations in a range of industries.

Prerequisites: OMIS 5110 1.50, OMIS 5120 1.50 and OMIS 5210 1.50

OMIS 6710 3.00 Management Information Systems

This course acquaints students with the management issues, concepts and terminology associated with information systems technology. With its focus on management issues, the course is of interest to students with either a technical or a non-technical background. Issues discussed include telecommunications; networks; multimedia; data models and their relation to organization models; systems development processes; and systems theory. Students will learn to recognize the technical and organizational problems generated by introducing new technology and the long-term organizational implications of these decisions.

Prerequisite: OMIS 5110 1.50 or MGTS 5110

Prerequisite exempted for students pursuing Schulich Diploma in Intermediate Accounting (DIAC)

OMIS 6955 3.00 Service Operations Management

This course is about designing and implementing service processes that respond effectively to customer requirements. Service processes involve high customer interaction, information intensive products and the requirement for real-time responsiveness to a wide variety of customer demands. Designing, implementing and maintaining these processes in a competitive environment requires service-oriented organizations to have a new level of competence. This course concentrates on the problems and opportunities found in large companies in rapidly changing industries such as financial services. Best practice and generic problems in service delivery can be found in many industries, from manufacturing to retailing. Identifying effective strategies as well as specific techniques for process planning and control and project implementation are important in the development of managerial competence in service operations.

Prerequisites: OMIS 5120 1.50 and OMIS 5210 1.50

ORGS – ORGANIZATION STUDIES

Room N303A Schulich, 416-736-5096, fax 416-736-5762, e-mail orgs@schulich.yorku.ca

ORGS 6350 3.00 Managing Change

As the environment of many business and nonprofit organizations becomes increasingly complex and unstable, it is imperative that top managers be able to create a climate of flexibility and adaptability in their operations. Organizations must be able to undertake major change without destructive side effects to be truly successful. This course surveys the major methods available to the modern manager for effectively managing the process of change and creating a general climate in which needed changes are sought and welcomed throughout the organization. The course emphasizes case studies and the discussion of alternative change-management models.

Prerequisite: ORGS 5100 3.00 or INTL 5220 3.00 for IMBA students

ORGS 6400 3.00 Power and Politics in Organizations

This course examines, both conceptually and in a highly experiential ways, the basic dynamics underlying power, conflict and politics in organizations and the implications of the dance between power and powerlessness. Students explore the conditions under which conflict and power dynamics occur and start to identify their personal, managerial and organizational sources of influence and corresponding responsibilities.

Prerequisite: ORGS 5100 3.00 or INTL 5220 3.00 for IMBA students

ORGS 6420 3.00 Crisis Management

Crises in organizations are inevitable, and whether an organization survives them is due in large part to the actions of its managers and leaders. This course provides students with an overview of key factors in organizational crisis management, including (1) Assessing Crisis Vulnerabilities; (2) Planning for Crises; and (3) Managing During Crises.

Prerequisites: All 5000-series Required Foundations of Management Core Courses

ORGS 6500 3.00 Interpersonal Managerial Skills

Research demonstrates that people and their ability to work effectively together are critical success factors for organizations. This course focuses on specific personal and interpersonal skills for organizational (and professional) effectiveness. With an emphasis on experiential exercises, the course helps students develop skills such as communication; time, conflict and stress management; performance management; gaining influence; and self-awareness (including emotional intelligence).

Prerequisites: ORGS 5100 3.00 AND MGMT 5150 3.00

ORGS 6560 3.00 Negotiations

This course will provide students with insight into their own negotiation style and how to become a more effective negotiator. The course takes an experiential approach

to exploring the concepts, theories, and psychology of negotiations. Students will gain knowledge of the different approaches to negotiations and the strategies and tactics unique to each. The course will provide students with opportunity to learn, practice and refine negotiation skills as well as equip them with the skills necessary to negotiate constructive resolution to conflict in the workplace.

Prerequisite: ORGS 5100 3.00 or INTL 5220 3.00 for IMBA students

ORGS 6650 3.00 The Art and Science of Leadership

This course provides future leaders a multifaceted approach to Leadership. Knowledge and skills are developed via: 1) exposure to current theories/research; 2) knowledge of one's current level of leadership ability via assessment tools; 3) opportunities to practice applying this new knowledge via course activities and projects. Students develop an in-depth plan for their own future development and success as leaders.

Prerequisite: ORGS 5100 3.00 or INTL 5220 3.00 for IMBA students

ORGS 6720 3.00 Managing Team Dynamics

Organizations have moved to flatter, team-based structures. Unfortunately, team dynamics (and ultimately team performance) is often left to chance. This course draws on solid empirical research to help future team managers increase the probability of team success. Participants will draw from their own experiences in discussing team management skills, and will apply them in experiential exercises (no group hugs).

Prerequisite: MGMT 5150 3.00 AND ORGS 5100 3.00

PROP – REAL ESTATE AND INFRASTRUCTURE

McEwen Graduate & Research Studies Building, Suite G330
416-736-5967, e-mail prop@schulich.yorku.ca

PROP 6100 3.00 Real Estate Finance and Investment

Course provides the requisite quantitative skills for analyzing real estate investments and fosters development of a critical perspective in financial decision-making. It covers valuation techniques, cash flow modeling, development feasibility analysis, tax considerations, debt and equity financing, risk assessment and also examines strategic and tactical investment considerations. The course uses a prescribed text, case studies, problem sets and group assignments and has a quantitative focus. Use of financial calculators and personal computers is required.

Prerequisites: All 5000-series Required Foundations of Management Core Courses

Corequisites: PROP 6200 3.00 or permission of the instructor

PROP 6200 3.00 Development Prototypes

This course deals with development, developers and the products that they create. The course provides an understanding of the business of real estate development, insights into the economic, functional, technical and aesthetic factors that shape dominant building forms, and an understanding of the link between demand and product development. Course content spans an understanding of the spatial economy of cities-where economic activity occurs

and why-to the interaction between demand and supply in the marketplace, a detailed examination of the products that are shaped by the market forces, and an overview of new prototypes that are emerging to meet emerging demands. The course is delivered through a combination of lectures, case studies, and guest speakers from industry.

Prerequisites: All 5000-series Required Foundations of Management Core Courses

Corequisites: PROP 6100 3.00 or permission of the instructor

PROP 6300 3.00 Partnership Models for Infrastructure Delivery

Infrastructure is an international business of increasing scope, complexity and scale that typically involves both the public and private sectors in various partnership arrangements. This course examines the many "moving parts" of this business and explores the various partnership models that are being employed to address a variety of social and economic infrastructure needs.

Prerequisites: All 5000-series Required Foundations of Management Core Courses

PROP 6350 3.00 Investing in Infrastructure

This course introduces infrastructure as an asset class and provides an overview of the international infrastructure market with focus on the demand for infrastructure assets and expected capital requirements. It provides a comparison of infrastructure investments to other asset-classes, an examination of experienced/largest infrastructure investors, and overview of investment evaluation criteria.

Prerequisites: PROP 6300 or with instructor permission

PROP 6550 3.00 Sustainable Cities: Urbanization, Infrastructure, and Strategic Choices

The course provides an understanding of issues related to the pace of urbanization across the globe and the impact on the demand for new infrastructure. The challenges for both developing and developed countries is examined from the perspective of potential new strategies, new technologies, new business models and new financing techniques that can begin to make a difference in addressing a full range of infrastructure needs. In terms of sustainability, this will include an understanding of the demand side and supply side, cultural factors, and the policy framework.

PROP 6580 3.00 Structuring Real Estate Transactions

This course addresses the transactional details of the development process from inception through to completion. The process is viewed from two perspectives; first is the legal framework and related contracts necessary to properly structure real estate transactions. Second is the role of developing relationships and negotiating contracts from design through to construction, occupancy and the warranty period.

Prerequisites: PROP 6100 3.00 and PROP 6200 3.00, or permission of the instructor

PROP 6600 3.00 Real Estate Portfolio Management

This course deals with the spectrum of investment styles, structures and strategies employed in the creation and management of institutional real estate investment portfolios in both the private and public markets. It includes a review of portfolio theory in a real estate context; examination of the concepts of risk, return, and diversification and how they influence portfolio planning decisions; consideration of the advantages and disadvantages of various investment vehicles; and the consequences of international diversification on portfolio performance.

Prerequisite: PROP 6100 3.00

PROP 6650 3.00 Commercial Real Estate Asset Management

This course examines strategies for adapting to change so as to optimize the performance of commercial real estate assets during the investment holding period. It addresses leasing, capital expenditure planning, revenue enhancement, re-positioning, re-development and the hold/sell decision. Attention is paid to the four major property types. Students will conduct primary research and learn from real-world case studies.

Prerequisites: SB/PROP 6100 3.00 and SB/PROP 6200 3.00

PROP 6750 3.00 Financing Large Scale Infrastructure

Understanding the particular characteristics of project finance is fundamental to structuring all business models for the delivery of largescale infrastructure that supports our cities. This course examines project viability and risk, ownership and contractual structures, funding sources, and financial structuring. The course will be taught through lectures, guest speakers and interactive seminars focusing on case studies.

Corequisite: PROP 6300 3.00 or with instructor permission.

PROP 6780 3.00 Case Studies in Infrastructure

This course draws upon selected infrastructure projects to expose students to the perspectives of key stakeholders involved in infrastructure development, delivery and management, including investors, financiers, contractors, designers, politicians, end-users and policy-makers. Selected cases will be subject to in-depth analysis conducted through a combination of lectures using the case method, presentations by project stakeholders, and site visits.

Prerequisite: PROP 6300 3.00

PUBL – PUBLIC SECTOR: BUSINESS AND GOVERNMENT

Room N208 Schulich, 416-736-5632, fax 416-736-5643, e-mail yorkmpa@yorku.ca

PUBL 6050 3.00 Managing for Public Purpose

This course deepens the strategic understanding of the role of government for business in different contexts across the globe. It challenges students to take on the role of public managers who need to improve performance and service delivery in collaboration with the private and social sector partners.

Prerequisites: All 5000-series Required Foundations of Management Core Courses

PUBL 6150 3.00 Comparative Public Policy

Public Policy is a crucial factor in the business environment. This course examines public policy-making and its effects on business from a comparative and international perspective. It introduces major public policy concepts and applies them to key public policies that are of strategic interest to business. The course gives special attention to the increasingly important international and transnational dimension of policy-making in a global context.

Prerequisites: All 5100-series Required Foundations of Management Core Courses

PUBL 6200 3.00 Canadian Public Law

The purpose of this course is to analyze the impact of judicial review on public policy and public administration in Canada. After a review of the current scholarly literature in Canadian constitutional and administrative law (including current human rights issues), the course analyzes the role of judicial decisions in shaping the public policy environment and the norms of public administration.

Prerequisite: SB/PUBL 5500 3.00

PUBL 6800 3.00 Program Evaluation

This course provides students with the fundamental methodological tools necessary to evaluate the effectiveness of government programs, and includes a review of the extensive literature in this area. Students will learn techniques for evaluating assessments, and will learn to develop research designs for formative evaluations, summative evaluations and needs studies.

Prerequisite: SB/PUBL 5500 3.00

SGMT – STRATEGIC MANAGEMENT

Room N305A Schulich, 416-736-5087, fax 416-650-8071, e-mail sgmt@schulich.yorku.ca

SGMT 6050 3.00 Mergers and Acquisitions

We examine motives, techniques and management issues associated with mergers and acquisitions. Through lectures and readings, we explore the people, the concepts and the challenges involved in mergers and acquisitions. Assignments and discussions around real situations expose students to the complexities and the managerial challenges that are unique to acquiring and integrating organizations.

Prerequisite or Corequisite: SGMT 6000 3.00 or SGMT 5600 1.50

SGMT 6060 3.00 The Art of the Deal

This course provides senior Osgoode J.D. and Schulich MBA students with a unique integrative experience and the opportunity to analytically examine the planning and execution of major business transactions. The students learn through their immersion in a unique experience of working closely with law students and with executives and professionals who participated in a specific business transaction.

Prerequisite: SGMT 6050 3.00

SGMT 6150 3.00 The Board of Directors and the Governance of Public Corporations

The course focuses on the role of management and directors. We discuss the stakeholder and shareholder models to evaluate behaviour and to develop better approaches to decision making. Throughout the course we discuss the values and objectives that should define capital markets and define the public corporation with reference to recent and current experiences.

Prerequisites: All 5100-series Required Foundations of Management Core Courses

SGMT 6200 3.00 Strategy, Technology and Organization

This course provides a deeper understanding of select topics at the intersection of strategy, technology and organization. A firm's competitiveness depends not only on its technology choices but also on how such technology is organized and managed. Topics covered include: innovation, entrepreneurship, technological competitiveness and commercialization, technological change and evolution, strategic ambidexterity, digital platforms and managing technological alliances.

Prerequisite or Corequisite: SB/SGMT 6000 3.00

SGMT 6240 3.00 Managing Strategic Alliances and Joint Ventures

This course focuses on strategic alliances and joint ventures. It is designed to increase understanding and appreciation of issues related to strategy, technology and organization as they apply to alliances and the challenges they pose in terms of their establishment, structuring, management and evolution. Theoretical perspectives and practical applications are combined in addressing the key strategic, managerial as well as operational issues.

Prerequisite or Corequisite: SGMT 6000 3.00 or SGMT 5600 1.50

SGMT 6250 3.00 Strategy Execution

This course addresses the managerial challenge of executing a firm's strategy, by focusing on organizational elements that must be aligned to support a strategy as well as the tremendous difficulty of doing so. These elements include, but are not limited to, organizational structures and control mechanisms that "match" the given strategy as well as strategic leadership. Students learn and apply theory regarding strategy execution by analyzing implementation and performance in specific firms.

Prerequisite: SGMT 6000 3.00 or SGMT 5600 1.50

SGMT 6400 3.00 Strategic Thinking and Action in Turbulent Environments

This course addresses strategic thinking and action in turbulent environments. It articulates the key features of these environments, namely uncertainty, complexity and interdependence, and rapid and discontinuous change and innovation. It then equips the students with a specific set of tools and skills required to meet the challenges of turbulence. Among others these include strategic responses to uncertainty, scenario building, intelligent experimentation, real options, analogies, designs for flexibility and more. Students will apply class material through exercises and projects.

Corequisite: SGMT 6000 3.00 or SGMT 5600 1.50

SGMT 6700 3.00 Strategic Capability Development

We bridge and extend SGMT 6000 and ORGS 5100, drawing on contemporary theory and practice to further develop the skills and knowledge needed for translating strategy into action. Strategic successes and challenges are viewed as opportunities for building and strengthening long-run dynamic strategic capabilities. Emphasis is placed on experiential and applied approaches.

Prerequisite: ORGS 5100 3.00

Corequisite: SGMT 6000 3.00 or SGMT 5600 1.50

SGMT 6720 3.00 Managing Globally: Past, Present, Future

Many of the challenges facing global companies today are not new and we can learn from the past to meet those challenges today and prepare for the future. This course explores the parallels between the issues multinationals face today and those they faced in the past. Based on historical and contemporary cases, you will get insights and practical tools to manage in the current global environment and develop the necessary skills to address future challenges.

SGMT 6730 3.00 Business Strategies in China

Building on strategic management foundations, this course is an advanced strategy course which provides analytical framework for participants to develop specialized strategic perspectives for managing businesses pertinent to China. In particular, the course helps participants understand how Chinese firms behave and grow and why multinational corporations develop, adapt and adjust their strategies for the Chinese market (e.g., industry competitive analysis, market positioning and product development).

Prerequisite: SGMT 6000 3.00 or INTL 6600 3.00 for IMBA students

SGMT 6800 3.00 Strategic Management of Technology-Based Firms

This course focuses explicitly on the linkages between technology and strategy. Knowledge of strategic management is extended by investigating how strategy is different when technology is the key strategic driving force. Topics discussed include: industry evolution; competitive positioning; appropriate organizational structures and systems; and the culture of technology-based organizations.

Corequisite: SGMT 6000 3.00 or SGMT 5600 1.50

SGMT 6970 3.00 Restructuring and Turnaround Management

This course presents an overview of company turnarounds and restructurings with the aim of providing students with sufficient knowledge to appreciate and learn how to approach issues that arise when companies face critical challenges to the viability of their business. To this end, it examines the three pillars of restructuring: 1) turnaround strategy, 2) legal framework, and 3) refinancing.

Prerequisite: All 5000-series Required Foundations of Management Core Courses

Prerequisite or Corequisite: SGMT 6000 3.00 or SGMT 5600 1.50

SOCM – SOCIAL SECTOR MANAGEMENT

Room N320 Schulich, 416-736-5092, fax 416-736-5762, e-mail socm@schulich.yorku.ca

SOCM 6200 3.00 Leadership in Social Sector Management

This course discusses contemporary challenges facing leaders in the social sector in both Canadian and international contexts. The course is suitable for those who wish to develop leadership skills as either a senior manager or a board member. The course is teamtaught, involves sectoral speakers and live cases, and offers flexibility in assignments

Prerequisites: All 5100-series Required Foundations of Management Core Courses

SOCM 6400 3.00 Social Purpose Investing and Finance

Social impact investing, including microfinance, is an increasingly used tool within traditional finance, social enterprise, not-for profit and international development spheres. This course takes an international and structural approach to considering the historical context of its origins, the operations of a microfinance institution, the investor's due diligence and monitoring of an impact investment, and the field's current issues and developments.

Prerequisites: All 5000-series Required Foundations of Management Core Courses

SOCM 6960 3.00 Financial Management and Business Planning in the Nonprofit Sector

This course is directed at the student who is planning a career in senior management in a nonprofit sector organization, or the student who wants to learn the necessary skills to serve as a responsible and effective board member of nonprofit organizations. The course focuses on the relationships between the CEO, senior functional managers, the Chief Financial Officer, the external auditor and the Treasurer of the Board in a variety of nonprofit organizations, and enables students to gain skills in the areas of governance, accounting practices, financial operations, planning processes and program/organizational evaluation in nonprofit organizations.

Prerequisites: All 5000-series Required Foundations of Management Core Courses

Course offerings vary each term and are subject to change. To view currently active courses, visit the [Schulich Course Offerings Website](#)

NOTE



Remember to review the [Graduate Policy Handbook!](#)

NOTE



Review important policies and information about:

- tuition and fees
- scholarships and financial aid
- exams, grades and conduct
- petitions and appeals
- student services and enrolment
- student life and clubs
- libraries, transit, childcare, health services

Available on the [Current Students webpage](#) under "Quick Links"

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