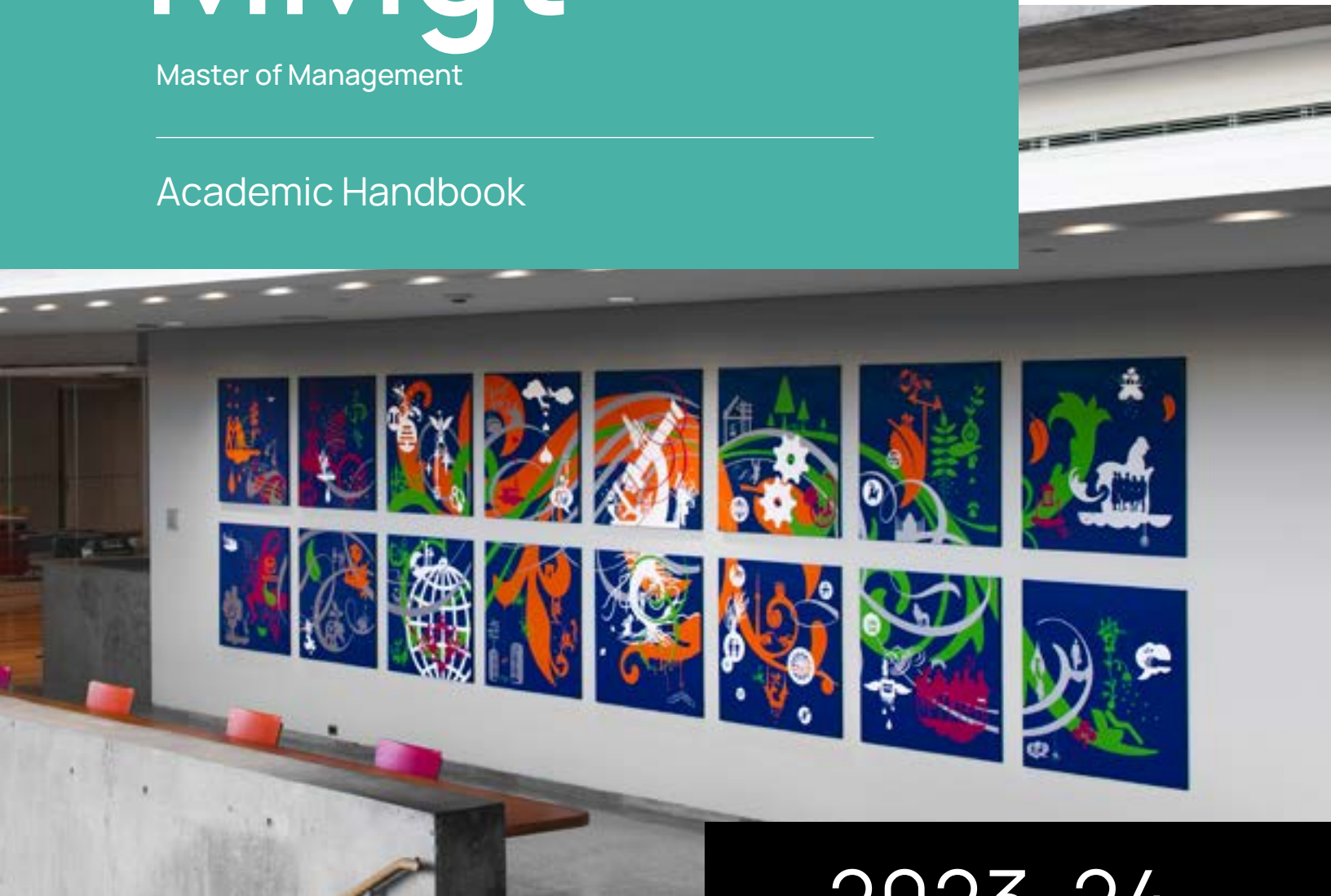


MMgt

Master of Management

Academic Handbook



2023-24

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Can't find what you're looking for? Check the Graduate Academic Handbook!



Review important 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 [Academic Resources webpage](#)

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.

It is the responsibility of all students to familiarize themselves each year with the information contained in this handbook, as well as with any additional regulations relating to academic policy as communicated by 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.

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	Resources for academic and personal development, individual and group counselling, Learning Skills Workshops
Graduate Business Council	gbcschulich.com	Mission statement, executive reps, student clubs, services and events

2023-2024 Sessional Dates

Fall 2023

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 11	Sept 11	Oct 30
Class End Date	Dec 8	Oct 23	Dec 8
Reading Week	Oct 24-27	N/A	N/A
Examinations	Dec 11-15	Oct 24-27	Dec 11-15
Last date to enrol without permission	Sept 18	Sept 18	Nov 6
Last date to enrol with permission	Sept 25	Sept 25	Nov 13
Last date to drop courses without academic penalty	Oct 16	Oct 2	Nov 20

Winter 2024

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 8	Jan 8	Feb 26
Class End Date	Apr 8	Feb 16	Apr 8
Reading Week	Feb 20-23	N/A	N/A
Examinations	Apr 10-16	Feb 20-23	Apr 10-16
Last date to enrol without permission	Jan 15	Jan 15	Mar 4
Last date to enrol with permission	Jan 22	Jan 22	Mar 11
Last date to drop courses without academic penalty	Feb 12	Jan 29	Mar 18

Summer 2024

Summer 2024 dates will be added to the Key Dates website once available.

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

2023-2024 Important Dates

Date	Reminder
September 4	Labour Day, University closed
September 10	Last day to pay Fall 2023 fees without financial penalty
September 11	Fall 2023 classes begin
October 9	Thanksgiving, University closed
Mid-October	October 2023 convocation (date TBA)
October 24-27	Reading Week. No classes, University open
December 8	Last day of Fall 2023 classes
December 11-15	Examination Week, Term F2
December 22 - January 1	Winter Break, University closed
January 8	Winter 2023 classes begin
January 10	Last day to pay Winter 2023 fees without financial penalty
February 19	Family Day, University closed
February 20-23	Reading Week. No classes, University open
March 29	Good Friday, University closed
April 8	Last day of Winter 2023 classes
April 10-16	Examination Week, Term W2
Late June	June 2024 convocation (date TBA)
July 31	Deadline to apply for October 2024 convocation



FIND IMPORTANT DATES ONLINE!

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

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

TITLE	NAME	E-MAIL
Associate Dean, Students	Kiridaran Kanagaretnam	kkanagaretnam@schulich.yorku.ca
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Student Service Assistant	Amber Pan	studentservices@schulich.yorku.ca
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Communications Coordinator	Nikeeta Machado	nikeeta@schulich.yorku.ca
Financial Aid		
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International Relations		
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Graduate International Program Coordinator	Cheryl Stickley	cstickley@schulich.yorku.ca
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International Student Support Specialist	Vino Shanmuganathan	vshan@schulich.yorku.ca
Additional Contacts		
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Professor Luke Zhu
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Program Coordinator
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Academic Advising
Fern Best
Lyndsay Vair
Student & Enrolment Services
studentservices@schulich.yorku.ca

Career Coach
Amir Khan
Career Development Centre
amkhan@schulich.yorku.ca

Enrolment

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
- Students cannot add or drop courses after the deadline (see page 4 for details)

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.

Course Offerings And Withdrawals

The Master of Management is a one year, full-time program with a specialized set of courses. Students are not permitted to take additional courses within the MMgt program at Schulich or out of Faculty, except courses specified in the list of electives or by permission from the program director.

Course Withdrawals

- Dropping one or more courses will prevent a full-time student from completing the MMgt degree program within the prescribed program length and will result in withdrawal from the program
- See your academic advisor ahead of time to discuss the implications of dropping a course
- This program is offered on a full-time basis only

Course Cancellations

If a course is cancelled, Student & Enrolment Services immediately informs those enrolled via their Schulich e-mail.

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

Additional enrolment information can be found in the Graduate Academic Policy Handbook: schulich.yorku.ca/handbooks.

Enrolment updates are also communicated to students via their academic advisors and e-mail updates from the Director, Student & Enrolment Services.

Master of Management (MMgt)

Students will build knowledge of the major disciplines of management and how they intersect, while developing key competencies that are valued by organizations and that will facilitate employment in a career with a future. The MMgt curriculum is highly experiential, culminating with an Enterprise Consulting Project in which students will collaboratively develop actionable recommendations for a local client organization.

Students will graduate from the program with:

- An ability to evaluate and solve management issues while taking into account risk, uncertainty and ambiguity
- The skills needed to work effectively in groups and teams, and to communicate effectively to a range of audiences
- An understanding of the obligation to act in a socially and ethically responsible manner

MMgt graduates will be eligible for significant advanced standing into the prestigious Schulich MBA.



PROGRAM LENGTH

- 12 months, 45.00 credits

GRADUATION REQUIREMENTS

To graduate, a student must achieve an overall GPA of at least 4.40 (B-). Students must complete the following to be eligible to graduate from the program(s):

- 36.00 credits of Required Core Courses
- 9.00 credits of Elective Courses

ORIENTATION

- Attendance is mandatory for MMgt orientation in September.

ACADEMIC ADVISOR

Fern Best
Student Success Coordinator
studentservices@schulich.yorku.ca

Lyndsay Vair
Student Success Coordinator
studentservices@schulich.yorku.ca



MMgt Prep Courses

The MMgt will require the completion of three terms of full-time study preceded by a mandatory pre-start program consisting of two components:

- Satisfactory completion of online courses in Accounting, Finance, and Statistics and Math in advance of the Fall 2023 term.

Master of Management (MMgt)

ENTREPRENEURSHIP STREAM

Students may pursue an entrepreneurship stream of study in Term 3 of the program.

Students will complete at least 2 ENTR electives selected by the Program Director. Details on how to pursue this stream will be communicated to students during Term 2 (Winter).

Promotion Standards

1. Students enrolled in the Master of Management program will be reviewed as follows to determine whether or not they have met promotion requirements below:
 - initial review upon completion of Term 2
 - subsequent review at the end of each following term
2. To maintain their standing in the program, all students must maintain a GPA of at least 4.20 and not receive a grade of F in more than 3.00 credits of course work.
3. Students who do not meet these requirements will be withdrawn.
4. Students who fail a required course must retake it. Students who fail an elective course may retake it, or may elect to take another course. Students who re-take a failed course and receive a second failing grade will be withdrawn.
5. A student who has been withdrawn from the program is advised to seek the help of a Student & Enrolment Services advisor to discuss the best way forward. The student may petition to the Student Affairs Committee to be allowed to continue in the program without having met the promotion requirements.

MMgt at a Glance

Master of Management (MMgt)		
Term 1 (Fall) 15.00 credits	Term 2 (Winter) 15.00 credits	Term 3 (Summer) 15.00 credits
ACTG 5100 3.00 Financial Accounting for Managers	MKTG 5200 3.00 Marketing Management	MSTM 5260 3.00 Managerial Accounting
MSTM 5000 3.00 Business Communication & Team Dynamics	MSTM 5210 3.00 Design and Management of Organizational Processes	MSTM 6000 3.00 Enterprise Consulting Project or SUST 6151 3.00 Innovating for Sustainable Impact
MSTM 5030 3.00 Applied Macroeconomics	MSTM 5220 3.00 Managerial Finance	6000-Level Elective* (3.00 credits)
SUST 5050 3.00 Management & Sustainability	MSTM 5300 3.00 Strategic Thinking	6000-Level Elective* (3.00 credits)
MSTM 5060 3.00 Managerial Decision Analysis	ORGS 5100 3.00 Organizational Behaviour	6000-Level Elective* (3.00 credits)

Core courses

Elective credits

*These 6000 level electives (9.00 credits) will be chosen from a limited list of electives selected annually by the Program Committee from among approved Schulich MBA electives. Electives will be offered in sections exclusive to MMgt students.



EXPLORE THE MMGT ONLINE!

schulich.yorku.ca/programs/mmgt

Teaching Faculty

Throughout your Schulich Master of Management, you will be challenged by our award-winning faculty, who are experts in a broad range of functional and program areas as well as successful industry practitioners. Below are the faculty and part-time instructors who may be teaching MMgt courses in the 2023-2024 academic year.

Program Director

Luke Zhu

Associate Professor,
Organization Studies
Associate Editor, Group &
Organization Management
Schulich School of
Business
York University
Toronto, Canada

Kiridaran (Giri)

Kanagaretnam

B.Sc. (Peradeniya, Sri
Lanka), MSEE (Purdue),
PhD (Syracuse), ACMA
(U.K.), CPA, CMA, CGA
Associate Dean, Students
Professor of Accounting

Alan Marshall

MBA (York)
Instructor of Operations
Management and
Information Systems

Charles Hendriks

Instructor of Marketing

Cheryl Rivers

BSc (James Cook),
MBA (Durham), PhD
(Queensland)
Instructor of Organization
Studies

Cortney Mills

Instructor of Marketing

Dean Neu

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

Ed Burns

Instructor of Operations
Management and
Information Systems

Farrokh Zandi

BA (Pahlavi), MA, PhD
(Carleton)
Associate Director of
Undergraduate Programs,
Adjunct Professor of
Economics

Mike Valente

PhD (York), MBA
(Wilfrid Laurier), BCom
(Laurentian) Associate
Professor in Organization
Studies and Business
Sustainability; Director,
BBA/iBBA Programs

Jane-Michele Clark

Instructor of Marketing

Kirti Khanzode

BA, MA, PhD (Barkatullah,
India)
Instructor of Organization
Studies

Klaudia Watts

BBA (York); MBA (York)
Course Lecturer, Business
and Sustainability

Lisa Marie Chen

Instructor of Marketing

Marisa Morriello

BBA (York), CA, CPA
Instructor of Accounting

Stephen Friedman

BA (York); MA (Wilfred
Laurier)
Instructor of Organization
Studies

Steve Pulver

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

Tom Medcof

BA (Toronto); MBA (New
Mexico); PhD (York)
Instructor of Organization
Studies

Course Descriptions



NOTE: Not all courses listed are offered every term. For full course details, visit the [Schulich Course Offerings database](#).

CORE COURSES

SB/ACTG 5100 3.00 **Financial Accounting for Managers**

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.

SB/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.

SB/MSTM 5000 3.00 **Business Communication & Team Dynamics**

This course will sharpen students' ability to communicate in both verbal and written formats. Students will learn how to design, create, manage, and work effectively within teams. The course uses a workshop format that relies heavily on in-class experiential learning, including small group exploration, class discussions, self-assessments and peer feedback, developing skills in communication and the management of team dynamics.

SB/MSTM 5030 3.00 **Applied Macroeconomics**

Provides students with an overview of the aggregate performance of the economy with emphasis on policy application and implications for business. Particular attention will be paid to the role of the financial sector in the overall macro-economy.

SB/MSTM 5060 3.00 **Managerial Decision Analysis**

This course leads students through the problem analysis and decision-making process using a general managerial decision framework by will introducing students to the types of decisions often faced by functional managers. An emphasis will be placed on establishing an integrative and encompassing way of analyzing a wide variety of decision problems that managers (and others) face every day.

SB/MSTM 5210 3.00 **Design & Management of Organizational Processes**

This course involves a critical examination of the most important ideas and practices used by organizations to design and implement competitive processes. This includes six sigma lean, supply chain management, project management and the adoption of new technology. This also involves consideration of the role of customers, employees and suppliers. The goal is safer, greener, more cost effective and better quality products and services.

SB/MSTM 5220 3.00 **Managerial Finance**

Students learn about investment and financing in this course. The investment decision allocates scarce resources, while the financing decision chooses sources of cash for 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.

SB/MSTM 5260 3.00 Managerial Accounting

Managers need tailor-made accounting measurements for decisions affecting their organizations' specific operational and strategic needs. Financial reports prepared for external users on the basis of Generally Accepted Accounting Principles have little usefulness for internal management. In this course, students will learn to develop measurements tailored for internal decisions such as managing costs, pricing special orders, determining service levels, and evaluating performance.

SB/MSTM 5300 3.00 Strategic Thinking

Provides students will tools and methodologies that will enable students to manage situations effectively and efficiently. Specifically, it will teach them how to formulate problems in turbulent environments, develop and evaluate alternative solutions to this problem, and craft a comprehensive implementation strategy. Students also will learn how to communicate their solutions to stakeholders in an impactful manner.

SB/MSTM 6000 3.00 Enterprise Consulting Project

The Enterprise Consulting Project (ECP) combines academic learning with practical experience. The project will require students to apply classroom knowledge to real world management issues. During the ECP, students will use the management foundations studied in the first two terms of the Master of Management program to develop actionable recommendations for the client organization.

Prerequisites: The course is restricted to students enrolled in the MGMT program.

SB/ORGS 5100 3.00 Organizational Behaviour

The purpose of this course is to develop 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.

SB/SUST 5050 3.00 Management and Sustainability

Previously MSTM 5050 3.00

Explores how organizations respond to increasing expectations to deliver sustainable performance at the economic, social and environmental level. Students grasp different ways in which companies can respond to growing pressures to adopt sustainability and study strategies of how companies can lead the way forward by developing practical solutions to some of society's most challenging problems.

Course Credit Exclusion: SB/MSTM 5050 3.00

SB/SUST 6151 3.00 Innovating for Sustainable Impact

The purpose of this course is to explore how social innovation can be used to build more sustainable and impactful solutions to social and environmental challenges. Despite the incredible progress in the overall level of human development over the past century, and more recent efforts to address growing ecological threats, a number of significant global challenges persist in both developed and developing countries, including generational poverty, discrimination, corruption, and climate change. This is primarily a project-based course with a focus on working on-site with a large social enterprise in Costa Rica to help identify improvements to their existing business model in order to generate greater environmental and social impact.

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2023-24

CONNECT:

Student Services &
International Relations

studentservices@schulich.yorku.ca
SSB W263 | 416-736-5303

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