

# MBA

Master of Business Administration

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## 2021-2022

Academic Handbook



Student Services & International Relations

[studentservices@schulich.yorku.ca](mailto:studentservices@schulich.yorku.ca)

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## 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	<a href="http://schulich.yorku.ca">schulich.yorku.ca</a>	Program Information, Financial Aid, International Opportunities, Career Development Centre, MySchulich student portal
Schulich Current Graduate Students page	<a href="http://schulich.yorku.ca/current-students/graduate-students">schulich.yorku.ca/current-students/graduate-students</a>	Important Dates, Course Offerings, Wait List, Upcoming Events, Enrolment Details, Academic Petitions and Appeals
Student Services GradBlog	<a href="http://gradblog.schulich.yorku.ca">gradblog.schulich.yorku.ca</a>	Student stories, Regular updates about courses, important dates, enrolment and events
York Online Services	<a href="http://currentstudents.yorku.ca">currentstudents.yorku.ca</a>	Enrolment & fees, Housing & Transportation, Academic Regulations & Grade Reports
Student Accessibility Services	<a href="http://accessibility.students.yorku.ca">accessibility.students.yorku.ca</a>	Academic accommodations and support for students with temporary or permanent disabilities
Student Counselling and Development	<a href="http://counselling.students.yorku.ca">counselling.students.yorku.ca</a>	Resources for academic and personal development, individual and group counselling, Learning Skills Workshops
Graduate Business Council	<a href="http://gbcschulich.com">gbcschulich.com</a>	Mission statement, executive reps, student clubs, services and events

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# 2021-2022 Sessional Dates



## Fall 2021

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 13	Sept 13	Nov 1
Class End Date	Dec 10	Oct 25	Dec 10
Reading Week	Oct 26-29	n/a	n/a
Examinations	Dec 11-17	Oct 26-29	Dec 11-17
Last date to enrol without permission	Sept 17	Sept 17	Nov 5
Last date to enrol with permission	Sept 24	Sept 24	Nov 12
Last date to drop courses without academic penalty	Nov 12	Oct 8	Nov 26



## Winter 2022

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 28
Class End Date	Apr 8	Feb 18	Apr 8
Reading Week	Feb 22-25	n/a	n/a
Examinations	Apr 16-22	Feb 22-25	Apr 16-22
Last date to enrol without permission	Jan 14	Jan 14	Mar 5
Last date to enrol with permission	Jan 21	Jan 21	Mar 12
Last date to drop courses without academic penalty	Mar 4	Feb 4	Mar 26



Find important dates online!

[schulich.yorku.ca/current-students/graduate-students/key-dates](https://schulich.yorku.ca/current-students/graduate-students/key-dates)

# 2021-2022 Important Dates

Date	Reminder
early September	Ineō Orientation
September 6	Labour Day, University closed
September 10	Last day to pay Fall 2021 fees without financial penalty
September 13	Fall 2021 classes begin
September 18-19	Fall 2021 weekend classes begin (FP term)
October 11	Thanksgiving, University closed
Mid-October	October 2021 convocation (date TBA)
October 26-29	Reading Week. No classes, University open
October 26-29	Examination Week, Term A classes
December 10	Last day of Fall 2021 classes
December 11-17	Examination Week, Term F2, M and FP
TBA	Winter Break, University closed
December 31	Deadline to apply for June 2022 Convocation
January (first week)	Mandatory Orientation for new Winter students
January 10	Last day to pay Winter 2022 fees without financial penalty
January 10	Winter 2022 classes begin
January 22-23	Winter 2022 weekend classes begin (WP Term)
February 21	Family Day, University closed
February 22-25	Reading Week. No classes, University open
February 22-25	Examination Week, Term C classes
April 8	Last day of Winter 2022 classes
April 15	Good Friday, University closed
April 16-22	Examination Week, Term W2, WP and N
Late June	June 2022 convocation (date TBA)
July 31	Deadline to apply for October 2022 convocation



## Please Note (2021):

In light of recent COVID-19 public health sanctions and changes to operations, certain academic policies, student services and curricular information in the handbook may be subject to change. Please refer to your Schulich e-mail and your academic advisor for updated information related to accommodations, services and study options.

For updates related to campus operations: <https://yubettertogether.info.yorku.ca>

Schulich's COVID-19 response: <https://schulich.yorku.ca/covid-19-response>

# 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](http://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](http://currentstudents.yorku.ca). Enrolment access start dates are posted on the Registrar's Office website [registrar.yorku.ca](http://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](http://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](mailto: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](http://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

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

**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](http://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 Co-requisite elective courses are specified, students are free to select their MBA elective(s) from the list of electives in this handbook. Note that not all courses are offered in any given term. Students should refer to the Schulich Course Offerings site to see which electives are available.

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](http://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](http://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)*

- Core Foundation Courses
- Electives
- 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	
	OMIS 5110 1.50 INFORMATION SYSTEMS	OMIS 5120 1.50 QUANTITATIVE METHODS
Term 4	MGMT 5260 3.00 MANAGING FOR VALUE CREATION	
	FINE 5200 3.00 MANAGERIAL FINANCE	
Term 5	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

#### Ashwin Joshi

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

### CORE COURSES

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

#### 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

### 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

### 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](http://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)  
Managing Director  
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.

### EXCHANGE

IMBA students can apply to study abroad for one term on a full- or part-time basis in year 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.



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

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



# 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.

Director, MBA/MFA and MBA/MA Programs

**Kenneth Rogers BA (Emerson), MA & PhD (NYU)**

Associate Professor

Co-Director, 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 or [ampd.yorku.ca/money-matters/](http://ampd.yorku.ca/money-matters/).

For information about financial support through Schulich, visit [schulich.yorku.ca/financialaid](http://schulich.yorku.ca/financialaid) or contact [finaid@schulich.yorku.ca](mailto: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](http://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 in the fall semester of their first year.)

##### 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	
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	
	SCHULICH ELECTIVE (3.00 CREDITS)	
	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](http://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)	

## 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.

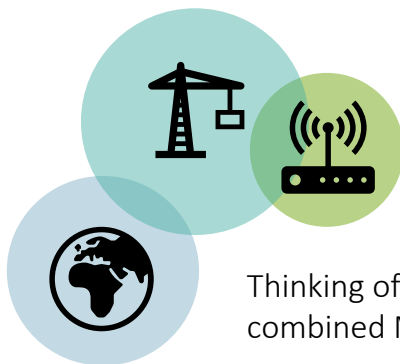
## GRADUATION REQUIREMENTS

- 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](https://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](https://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.

Director MBA/JD Program

**Peter Macdonald**

LLB (Osgoode), of the Bar of Ontario

Adjunct Professor of Strategic Management / Policy

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

[osgoode.yorku.ca](http://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 and Osgoode upper year 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:
  - successful completion of the Joint MBA/JD Seminar in the final year of the Joint Program;
  - upper year legal research and writing requirement (Osgoode)
  - Indigenous & Aboriginal Law Requirement
  - at least one course or program with an experiential practicum component ("Praxicum")
- 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 or higher on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE) is recommended. The GMAT requirement will be waived for applicants who have been accepted to and enrolled in the JD Program at Osgoode Hall Law School. Candidates wishing to take advantage of this GMAT waiver must send a request to Osgoode's Admissions Office to have their LSAT scores transferred to the Schulich School of Business.

### 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 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](https://schulich.yorku.ca/financialaid) and in the Schulich Awards and Financial Support brochure.
- For further information, please contact the Schulich Financial Aid Office at [finaid@schulich.yorku.ca](mailto:finaid@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](mailto: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) upper 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](https://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 and Osgoode upper year 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) upper 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 (“Praxicum”)
- 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 PRXICUM REQUIREMENT	

□ Core Foundation Courses    ■ Electives

# Joint York/Laval Degrees

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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](https://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

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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](http://schulich.yorku.ca/programs/pdam)



## 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

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

#### Alexey Kuznetsov

MSc (Moscow State University); PhD  
(Toronto)  
Associate Professor of Mathematics  
and Statistics

#### Andrew Aziz

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

#### Augustine Wong

BSc (Toronto); MA (York); PhD  
(Toronto)  
Professor of Mathematics and  
Statistics

#### Eliezer Z. Prisman

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

#### Hongmei Zhu

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

#### Huaxiong Huang

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

#### Hyejin Ku

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

#### Man-wah Wong

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

#### Pauline Shum Nolan

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

#### Yisong Tian

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

### 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
FINE 6850 3.00	Fixed Income Securities
FNEN 6820 3.00	Advanced Derivative 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](https://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 metals and minerals 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

**V. Umashanker Trivedi**  
BSc (Andhra, India); PhD (Arizona)  
Associate Professor of Accounting  
Program Director, Master of Accounting

**Marisa Morriello**  
BBA (York); CPA, CA (Ontario)  
Adjunct Professor of Accounting  
Associate Program Director, Master of Accounting

**Marcia Annisette**  
BSc (WI, Trinidad & Tobago); MSc (UMIST, UK); PhD (Manchester, UK); FCCA (UK), CPA, CGA  
Professor of Accounting  
Associate Dean, Academic

**Matt Bamber**  
BA, MA (Swansea, UK), PhD (Exeter, UK), FCA (ICAEW, UK), FHEA (UK)  
Associate Professor of Accounting

**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  
Professor Emeritus of Accounting

**Jeffery Everett**  
BComm (Calgary); MNRM (Manitoba); PhD (Calgary)  
Professor of Accounting CPA, CGA

**Elizabeth Farrell**  
BA & BPHE (Queen's); MBA (York); FCCA, 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  
Professor of Accounting  
Ron Binns Chair in Financial Reporting, Banking and Governance  
Associate Dean, Students; Student Services and International Relations

**Amin Mawani**  
BComm (Alberta); MA (Toronto); LLM (York); PhD (Waterloo); FCCA, FCMA, CFP, Fellow of FPSC  
Associate Professor of Accounting  
Director, Health Industry Management  
Graduate Diploma Coordinator, Health Industry Management Program

**Beppino Pasquali**  
BBA (York); CPA, CA (Ontario)  
Adjunct Professor

**Joelle Pokrajac**  
BA (McMaster); MBA (Wilfrid Laurier); CPA, CMA (Ontario)  
Adjunct 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)  
Associate Professor of Accounting

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

**Alla Volodina**  
iBBA (York), MBA (Queen's), CPA, CA (Ontario)  
Sessional Lecturer of Accounting

**Faghya Shafiq**  
CPA, CA (Ontario); MACC (York); BBA (York)  
Sessional Lecturer of Accounting

**Moe Romero**  
BCom (Ryerson); MBA (York)  
Sessional Lecturer of Accounting

**Haroon Khan**  
BBA (Toronto); CPA, CA (Ontario); CPA (USA)  
Sessional Lecturer of Accounting

**Supinder Babra**  
BBA (York); MBA (Warwick Business School); CPA, CMA  
Sessional Lecturer of Accounting

**Pritpal Gill**  
MBA (York); CFA, CPA, CGA, FCCA.  
Sessional Lecturer of Accounting

**Alex Garber**  
BBA (York); CPA, CA (Ontario), MTax  
Sessional Lecturer of Accounting

## 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

## ACCOUNTING SPECIALIZATION REQUIREMENTS

	General Stream	Financial Accounting Stream
Requirements	12.00 credits total: <ul style="list-style-type: none"> <li>• 3.00 credits of required courses</li> <li>• 9.00 credits of elective courses</li> </ul>	12.00 credits total: <ul style="list-style-type: none"> <li>• 3.00 credits of required courses</li> <li>• 9.00 credits of elective courses*</li> </ul>
Required Courses	ACTG 6120 3.00 Intermediate Financial Accounting I	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 6160 3.00 Advanced Financial Accounting* ACTG 6250 3.00 Financial Reporting and Analysis ACTG 6350 1.50 Advanced Cost and Management Accounting ACTG 6550 1.50 Advanced Management Accounting ACTG 6600 3.00 Auditing Standards and Applications ACTG 6610 3.00 Advanced Auditing ACTG 6650 3.00 Strategic Performance Evaluation 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**



Explore this specialization online!  
[schulich.yorku.ca/specializations/accounting](https://schulich.yorku.ca/specializations/accounting)

# 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 Co-Directors:

**Kenneth Rogers**  
BA (Emerson); MA & PhD (NYU)  
Associate Professor  
Co-Director, 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

**Douglas Barrett**  
BA (York); MSc (Syracuse); LLB  
(Dalhousie)  
Adjunct Professor

**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**  
Former President & CEO  
Toronto Symphony  
Orchestra

**Claire Hopkinson**  
Director & CEO  
Toronto Arts Council  
Toronto Arts Foundation

**David Mirvish**  
Mirvish Productions

**Laura Michalchyshyn**  
Chief Creative Officer, Co President  
Content at Blue Ant Media.  
Producer/Executive Producer

**Paul Lewis**  
Conference Director  
World Congress of Science and  
Factual Producers

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

\*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](http://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 and Urban Change 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

### Geoffrey M. Kistruck

BA (Western); MBA (McMaster); PhD (Western)  
Professor & RBC Chair in Social Innovation and Impact

### Robert Phillips

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

### Jonathan Hera

BA (McGill); MBA (Schulich)  
Part-time Instructor

### Klaudia Watts

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

### Mina Milwani

BA (York); MHS (Toronto)  
Part-time Instructor

### Owen Charters

BA (Western); MBA (Schulich)  
Part-time Instructor

## ADVISORY COUNCIL

### Bill White (Chair)

Partner, CBW Associates Inc.

### Bob Mann

Chief Operating Officer,  
Sustainalytics

### Christian Haub

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

### David Clarry

Vice President, Corporate Social Responsibility  
Hudbay Minerals Inc.

### Dave Frederickson

Executive Vice President, Sales and Strategic Business Solutions, Long View Systems

### Frances Edmonds

Head, Sustainable Impact,  
Hewlett-Packard (Canada) Co.

### John Coyne

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

### Paul Klein

Founder and CEO, Impakt

### Sarah Winterton

Former Leader, Strong Nature Strong Economy  
World Wildlife Fund

### 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)  
Director of Sustainability  
Northland Power Inc.



Explore this specialization online!  
[schulich.yorku.ca/specializations/business-sustainability](https://schulich.yorku.ca/specializations/business-sustainability)

## BUSINESS AND SUSTAINABILITY SPECIALIZATION REQUIREMENTS

	General Stream	Graduate Diploma in Business and the Environment
<b>Requirements</b>	<p>12.00 credits total:</p> <ul style="list-style-type: none"> <li>6.00 credits of required courses</li> <li>3.00- 6.00 credits of elective courses</li> <li>up to 6.00 credits of additional courses</li> </ul> <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"> <li>6.00 credits of required courses</li> <li>6.00 credits of elective courses</li> </ul> <p>Additional requirements:</p> <ul style="list-style-type: none"> <li>Students normally complete a 12-week internship in an approved organization</li> <li>MGMT 6100 3.00 at a site approved by the Program Director</li> <li>Taken concurrently with an MBA or MES degree*</li> <li>Diploma must be completed within one term of completing the graduate program degree requirements.</li> </ul> <p>*Students must satisfy both Graduate Diploma (above) and MBA or MES requirements.</p>
<b>Required Courses</b> <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>
<b>Elective Courses</b>	<p><b>Schulich School of Business (Recommended Electives):</b></p> <p>BSUS 6200 3.00 Managing Ethics &amp; 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 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>GMMM 6100 3.00 Strategies for Wealth Creation in the Metals &amp; Minerals Industry</p> <p>GMMM 6300 3.00 Stakeholder Collaboration for Responsible Mineral Development &amp; Use</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 6200 3.00 Leadership in Social Sector Management</p> <p>SOCM 6400 3.00 Social Purpose Investing and Finance</p>	<p><b>Other Electives:</b></p> <p><b>Faculty of Environmental Studies</b></p> <p>ENVS 6115 3.00 Ecological Economics</p> <p>ENVS 6148 3.00 Environmental Negotiation and Mediation</p> <p>ENVS 6164 3.00 Environmental Law</p> <p>ENVS 6179 3.00 Climate Change: Science and Policy</p> <p>ENVS 6186 3.00 Impact Assessment</p> <p><b>Osgoode Hall Law School:</b></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 4880 3.00 International Environmental Law: Protection of the Global Environment</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

**Kostas Tsambourlianos**

BA Hons (York); EMBA (Kellogg-Schulich);

PMP (Project Management Professional)

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](mailto: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.

## 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](https://schulich.yorku.ca/specializations/business-consulting)

# Digital Transformation

Digital transformation in the world of business is well underway. While in some industries, digital products have rendered physical goods near obsolete, in others it serves as an invaluable complement to the production and movement of physical goods. This specialization is designed to teach students how to:

- Assess the benefits and costs of undertaking digital transformations of products and businesses to determine whether this is the appropriate course of action in specific instances;
- Establish the pathways that need to be traversed to effect the digital transformation of products and businesses; and
- Execute the digital transformation process to create smart, connected products and businesses.

## FACULTY

Faculty members teaching in the Digital Transformation specialization 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.

### M. Johnny Rungtusanatham

Canada Research Chair in Supply Chain Management (Tier 1); Professor of Operations Management and Information Systems; Area Coordinator, Operations Management and Information Systems

### Murat Kristal

Associate Professor of Operations Management and Information Systems; Director, Centre of Excellence in Analytics & AI Leadership, Schulich Executive Education Centre; Special Advisor, AI & Business Analytics

### David Elsner

Adjunct Professor, Master of Management in Artificial Intelligence (MMAI) Program and Master of Business Analytics (MBAN) Program; President, DHE Consulting; Managing Partner, illuminaite

### Hjalmar Turesson

Deloitte Data Scientist; Lecturer, Master of Business Analytics and Master of Management in Artificial Intelligence

## 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](mailto:career@schulich.yorku.ca)



Explore this area of study online!  
[schulich.yorku.ca/specializations/digital-transformation/](https://schulich.yorku.ca/specializations/digital-transformation/)

## DIGITAL TRANSFORMATION SPECIALIZATION REQUIREMENTS

General Stream	
Requirements	<p>12 credits of required courses:</p> <p>OMIS 6610 3.00      Digital Transformation in Services</p> <p>MBAN 5140 3.00      Visual Analytics and Modelling</p> <p>MBAN 6200 3.00      Realizing Value from AI and Analytics in Organizations</p> <p>MBAN 6500 3.00      Artificial Intelligence in Business I</p>
Elective Courses	<p>OMIS 6610 3.00      Digital Transformation in Services</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 6500 3.00      Interpersonal Managerial Skills</p> <p>ORGS 6560 3.00      Negotiations</p> <p>ORGS 6650 3.00      The Art of Science and Leadership</p> <p>ORGS 6720 3.00      Managing Team Dynamics</p> <p>SGMT 6250 3.00      Strategy Execution</p>



Explore this area of study online!  
[schulich.yorku.ca/specializations/digital-transformation/](https://schulich.yorku.ca/specializations/digital-transformation/)

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

### Alexander Coutts

BA (British Columbia); MA (Queens);  
MPhil (New York U); PhD (New York),  
Assistant Professor of Economics

### Graeme Deans

BSc (Queen's); MBA (Amos Tuck  
School at Dartmouth College)  
Adjunct Professor of Economics

### M. Mokhles Hossain

BS (North South at Dhaka); MA (York);  
PhD (ABD) (York)  
Sessional Lecturer in Economics

### 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)  
Professor of Economics and  
Sustainability

### Theodoros Tolias

BA (Aristotle); MA (Toronto); PhD  
(ABD) (Manitoba)  
Adjunct Professor of Economics

### 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  
Adjunct Professor of Economics  
Director, International Business  
Designation

### Mauricio Zelaya

BCom (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](http://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)  
Executive Director, Schulich Office of Innovation & Entrepreneurship

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

**Yuval Deutsch**  
BA & MA (Hebrew); PhD (British Columbia)  
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

**Geoffrey M. Kistruck**  
BA (Western); MBA (McMaster); PhD (Western)  
Professor & RBC Chair in Social Innovation and Impact

**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

**Dan Tzotzis**  
BBA & MBA (York)  
Sessional Lecturer in Entrepreneurial Studies



Above: Determined to make a difference in the food industry, Schulich Alumna Richa Gupta launched her organic food B Corporation in late 2013. Inspired by the One for One model of Toms (which she learned in-class at Schulich), Gupta implemented Buy One, Feed One. She has fed over 250,000 people to date by donating to Akshaya Patra Foundation and Food Banks Canada.

## 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](https://schulich.yorku.ca/specializations/entrepreneurial-studies)



## ENTREPRENEURIAL STUDIES SPECIALIZATION REQUIREMENTS

	General Stream	
Requirements	12.00 credits total: <ul style="list-style-type: none"> <li>12.00 credits of elective courses</li> </ul>	
Elective Courses	ENTR 6400 3.00 ENTR 6605 3.00 ENTR 6645 3.00 ENTR 6655 3.00 ENTR 6910 3.00 ENTR 6960 6.00 HIMP 6180 3.00 MGMT 6800 3.00 MGMT 6810 3.00 MKTG 6440 3.00 MKTG 6570 3.00 OMIS 6700 3.00 SGMT 6050 3.00 SGMT 6060 3.00 SGMT 6400 3.00 SGMT 6800 3.00 MECH 6503 3.00	Field Study: Innovating with Entrepreneurs Entrepreneurship and New Firm Creation Corporate Entrepreneurship Social Entrepreneurship Venture Capital and Private Equity Mentorship Match: Learning to Innovate with Venture Leaders Entrepreneurship and Innovation in Healthcare Innovation through Technology and Design Creativity & Innovation: Techniques for a Rapidly Changing World New Products Strategic Professional Selling Managing New Technology Mergers and Acquisitions The Art of the Deal Strategic Thinking and Action in Turbulent Environments Strategic Management of Technology-Based Firms Disruptive & Exponential Technology Innovations*

\*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 Executive Director, Schulich Office of Innovation & Entrepreneurship 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

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.



**Above:** Co-Founders Gaurav Madani (MBA '19) and Arunabha (Arnab) Dastidar (MBA '19) of Soulrooms Inc. Inspired by their challenges finding an apartment in the downtown core after graduating from their MBAs, Schulich alumni Gaurav Madani (MBA '19) and Arunabha (Arnab) Dastidar (MBA '19) launched SoulRooms in 2019. The co-living property management startup uses a combination of matchmaking and strategic partnerships to find young professionals an affordable place to live. Isolation and disorientation of finding a place in a new city is an experience both Madani and Dastidar know all too well having moved from India to Toronto to do their MBAs at Schulich. The pair met in the MBA program and were eager to solve this problem together. SoulRooms has been an active company in the Schulich Startups Community.



**Above:** The Schulich Startups Podcast Team with Alumni Guest Wyatt Shaw (MBA '14), Co-Founder of Portl Media. **Podcast Link:** [youtu.be/DkG-0IWIJ4c](https://youtu.be/DkG-0IWIJ4c)

# 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

#### Aleksandra Rzeznik

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

#### Ambrus Kecskés

BCom & PhD (Toronto)  
Associate Professor of Finance

#### Eliezer Prisman

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

#### George M. Klar

BSc (Toronto); MBA (York); CFA  
Sessional Lecturer in Finance

#### Gregory Pau

BBA & MBA (Schulich)  
Adjunct Professor in Finance

#### Melanie Cao

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

#### Ming Dong

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

#### Kirk Vandezande

BSc (University of Northern Colorado); PhD Finance and Mathematics, New York University  
Sessional Lecturer in Finance

#### Lilian Ng

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

#### 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

#### Pauline Shum Nolan

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

#### Pouyan Foroughi

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

#### Supinder Babra

BBA (York); MBA (Warwick Business School)  
CPA, CMA & CCP  
Sessional Lecturer in Finance

#### Yelena Larkin

BA, MA & MBA (Hebrew, Israel); PhD (Cornell)  
Assistant 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	<b>12.00 credits total:</b> <ul style="list-style-type: none"> <li>12.00 credits of elective courses</li> </ul>	<b>12.00 credits total:</b> <ul style="list-style-type: none"> <li>6.00 credits of required courses</li> <li>6.00 credits of recommended elective courses** (Indicated with a double asterisk)</li> </ul>
Required Courses	No required courses for the General Stream.	FINE 6100 3.00 Financial Management FINE 6150 3.00 Advanced Corporate Finance
Elective Courses	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 6280 3.00 Fintech: Digital Transformation of Financial Services 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 6800 3.00 Options, Futures and Other Derivative Securities FINE 6880 3.00 Sustainable Finance and Impact Investing  <i>**Recommended course for Financial Management Stream</i>	
	Investment Management Stream	Private Wealth Management Stream
Required Credits	12.00 credits total: <ul style="list-style-type: none"> <li>6.00 credits of required courses</li> <li>6.00 credits of elective courses</li> </ul>	12.00 credits total: <ul style="list-style-type: none"> <li>6.00 credits of required courses</li> <li>6.00 credits of elective courses</li> </ul>
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	FINE 6310 3.00 Econometrics of Financial Markets FINE 6500 3.00 Behavioural Finance FINE 6875 3.00 Alternative Investments	FINE 6500 3.00 Behavioural Finance FINE 6800 3.00 Options, Futures, and Other Derivatives MKTG 6300 3.00 Service Marketing

## 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](https://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.

### 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	<b>12.00 credits total:</b> <ul style="list-style-type: none"> <li>• 9.00 credits of required courses</li> <li>• 3.00 credits of elective courses</li> </ul>	
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 FINE 6850 3.00	Econometrics of Financial Markets Advanced Derivative Securities Fixed Income Securities



Explore this specialization online!  
[schulich.yorku.ca/specializations/financial-risk-management](https://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

### Bernard Hyams

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

### Lois Tullo

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

### Christine Helsdon Tekker

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

### Andrew Lin

BSc (Waterloo); MBA (York); CFA;  
PEng  
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](http://schulich.yorku.ca/specializations/financial-services)

## FINANCIAL SERVICES SPECIALIZATION REQUIREMENTS

	General Stream	
Requirements	12.00 credits total: <ul style="list-style-type: none"> <li>• 1.50 credits of required courses</li> <li>• 3.00 credits of recommended courses**</li> <li>• 7.50 credits of elective courses</li> </ul> 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.	
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 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 Metals and Minerals Management

The Schulich MBA Specialization in Global Metals and Minerals Management (“GMM”) is a unique program that creates a relevant and practical learning environment through a dynamic mix of active industry involvement by senior industry leaders and in-class experience.

Our vision is to develop leaders who will ensure the responsible development and use of metals and minerals globally. We seek to provide a world-class business education that is globally accessible to current and future leaders in companies where metals and minerals play an important role.

Our curriculum focuses on analyzing and assessing the critical role that metals and minerals play in the global economy by following the value chain from mineralization in the ground to end consumer products that contain metal and minerals as critical components. Our students develop leadership skills that drive wealth creation while ensuring the responsible development and use of metals and minerals for the benefit of all stakeholders.

Our graduates have gone on to key roles not just in metals and minerals companies but also consulting organizations, financial institutions, NGOs, governments and suppliers to the mineral industry.

## FACULTY

Our faculty includes instructors from a range of disciplines as well as over 40 guest speakers from the minerals industry. Our core GMM team consists of:

### Specialization Director

#### Richard Ross

B.Comm (Toronto), CPA,  
CA (Ontario)  
Inmet Chair in Global Metals  
and Minerals Management

### Associate Director

#### Claudia Mueller

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

## CAREER OPPORTUNITIES

The Global Metals and Minerals 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](https://schulich.yorku.ca/specializations/global-mining-management)

## GLOBAL METALS AND MINERALS MANAGEMENT SPECIALIZATION REQUIREMENTS

General Stream											
Requirements	<p>13.50 credits total:</p> <ul style="list-style-type: none"> <li>13.50 credits of required courses; choice of 9.00 credits of required courses for IMBA</li> </ul> <p>Additional notes:</p> <ul style="list-style-type: none"> <li>No prior experience in metals and minerals is required and students do not have to be part of the Global Metals and Minerals Management specialization to enrol.</li> </ul>										
Required Courses	<table> <tr> <td>GMMM 5100 1.50</td> <td>Metals and Minerals in the Global Economy</td> </tr> <tr> <td>GMMM 6100 3.00</td> <td>Strategies for Wealth Creation in the Metals &amp; Minerals Industry</td> </tr> <tr> <td>GMMM 6200 3.00</td> <td>Financing Mineral Development</td> </tr> <tr> <td>GMMM 6300 3.00</td> <td>Stakeholder Collaboration for Responsible Mineral Development &amp; Use</td> </tr> <tr> <td>GMMM 6400 3.00</td> <td>Organizational Excellence in the Metals and Minerals Industry</td> </tr> </table>	GMMM 5100 1.50	Metals and Minerals in the Global Economy	GMMM 6100 3.00	Strategies for Wealth Creation in the Metals & Minerals Industry	GMMM 6200 3.00	Financing Mineral Development	GMMM 6300 3.00	Stakeholder Collaboration for Responsible Mineral Development & Use	GMMM 6400 3.00	Organizational Excellence in the Metals and Minerals Industry
GMMM 5100 1.50	Metals and Minerals in the Global Economy										
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GMMM 6200 3.00	Financing Mineral Development										
GMMM 6300 3.00	Stakeholder Collaboration for Responsible Mineral Development & Use										
GMMM 6400 3.00	Organizational Excellence in the Metals and Minerals Industry										

## GLOBAL METALS AND MINERALS MANAGEMENT: ADDITIONAL AREAS TO EXPLORE

Other Recommended Elective Courses	
<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.</i></p> <p><i>NOTE: These courses are suggested additions only and do not count toward the Global Metals and Minerals Management specialization.</i></p> <p><b>Electives:</b></p> <p>GMMM 6500 3.00    Applying Strategy in the Metals &amp; Minerals Industry</p> <p><b>Strategy and Management Electives:</b></p> <p>ORGS 6350 3.00    Managing Human Resources</p> <p>SGMT 6050 3.00    Mergers and Acquisitions</p> <p>SGMT 6060 3.00    The Art of the Deal</p> <p>SGMT 6240 3.00    Managing Strategic Alliances and Joint Ventures</p> <p>SGMT 6400 3.00    Strategic Thinking and Action in Turbulent Environments</p> <p><b>Finance Electives:</b></p> <p>ACTG 6250 3.00    Financial Reporting and Analysis</p> <p>FINE 6100 3.00    Financial Management</p> <p><b>Sustainability Electives:</b></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 Strategy for Sustainability</p>	<p><b>Electives of Interest</b></p> <p><i>These courses are suggested additions only and do not count toward the Global Metals and Minerals 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, Loblaws, 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 and Information  
Systems; George Weston  
Research Chair in Sustainable  
Supply Chains; Program Director,  
Master

## 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](https://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"> <li>• 9.00 credits of required courses</li> <li>• 3.00 credits of elective courses</li> </ul>	
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 healthcare industry includes sectors as diverse as pharmaceuticals, medical device manufacturers, biotech companies, long term care facilities, eHealth, health charities and related support services such as consulting and health insurance. The health industry is complex due to the often competing goals of the providers, policy makers, administrators, consumers and citizens.

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 understand health sectors and the interactions among them. Regardless of the role one plays in the industry, understanding others' objectives, criteria and values can enhance success in the 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 mainly from industry and other academic disciplines who work with healthcare applications.

### Joseph Mapa

BA, BEd, DHA & MBA (Toronto)  
Executive-in-Residence  
Executive Director – Krembil  
Centre in Health Management and  
Leadership

### Amin Mawani

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

### Saeid Babaei

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

### Azi Boloorch

BSc, MSc, MBA (Toronto)  
Sessional Lecturer in HIMP

### Neil J. Buckley

BArts Sc (McMaster); MA (Queen's); PhD  
(McMaster)  
Associate Professor- LAPS

### Adam Diamant

B.Sc (Toronto); M.Sc (Boston); PhD  
(Toronto)  
Associate Professor of Operations  
Management and Information Systems

### Sylvia Hsu

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

### David Johnston

BBA, MBA, PhD (Western)  
Professor of Operations  
Management and Information  
Systems; George Weston  
Research Chair in Sustainable  
Supply Chains; Program Director,  
Master

### Aditya Pai

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

### Kevin Tasa

B.Comm (Saskatchewan); M.Sc  
(Toronto); PhD (Toronto)  
Associate Professor and Program  
Director, Master of Management,  
Associate Professor of Organization  
Studies; Area Coordinator,  
Organization Studies

### 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"> <li>• Minimum 9.00 credits of HIMP elective courses</li> <li>• 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</li> </ul>	<p>Successful completion of 12.00 credits total, consisting of the following:</p> <ul style="list-style-type: none"> <li>• 3 courses (9.00 credits) from the current four HIMP elective courses</li> </ul> <p>AND one of the following options:</p> <ul style="list-style-type: none"> <li>• One related course (3.00 credits) from the Additional Electives list</li> <li>• With a letter of approval, up to 3.00 credits of relevant graduate level course from other York Faculties</li> <li>• An approved Independent Studies Course (HIMP 6900 3.00) in the Healthcare Sector</li> <li>• A fourth course from the four current HIMP courses offered</li> </ul> <p><b>Additional Requirements:</b></p> <ul style="list-style-type: none"> <li>• Must be taken concurrently with a Schulich MBA*</li> <li>• The diploma must be completed within one term of completing graduate program degree requirements</li> <li>• All students must take a minimum of 9.00 credits of HIMP elective courses from the four recommended courses list</li> <li>• 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</li> </ul>
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](https://schulich.yorku.ca/specializations/health-industry-management)

# 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

**Grant Packard**  
Program Director, Master of Marketing; Associate Professor of Marketing

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

**Ashwin Joshi**  
BAS Hons (Trent); PhD (Queen’s)  
Director, MBA Program  
Director, MBA in India Program  
Associate Professor of Marketing

**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

**Nicole Mead**  
PhD (Florida)  
Associate Professor 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](https://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 Area specialization offers courses to improve information, operational, and supply chain processes, focusing on efficiency, effectiveness, and sustainability. Students elect to take (i) problem-driven courses deepening their understanding of problems and challenges facing information, operational, and supply chain processes and/or (ii) quantitative courses strengthening their ability to analyze data and model processes. Graduates with this specialization work for mature and entrepreneurial, for-profit and non-profit, and manufacturing and service organizations in roles including process improvement consultants, buyers, inventory analysts, business analysts, systems analysts, and logistics coordinator.

## FACULTY

The Operations Management and Information Systems Area faculty have doctorate degrees in management information systems, engineering, management science, or operations and supply chain management. They conduct theory-driven, methodologically appropriate research to help organizations overcome process and information integrity problems while achieving sustainable organizational goals. OMIS Area faculty members (i) publish in prestigious journals on an on-going basis, (ii) have successfully obtained numerous research grants, (iii) are recognized with research and teaching excellence awards, and (iv) engage regularly with business and the community to better both Canadian and global enterprises and society.

### Area Coordinator

**M. Johnny Rungtusanatham**  
BS (Birmingham-Southern College) & Ph.D. (Minnesota)  
Canada Research Chair in Supply Chain Management  
Professor of Operations Management and Information Systems

### 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)  
Professor of Operations Management and 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  
Acting Program Director, Master of Business Analytics  
Acting Program Director, Master of Management of Artificial Intelligence

### Guangrui (Kayla) Li

BSc (Peking University, China); MPhil (HKUST); PhD (HKUST)  
Assistant Professor of Operations Management and Information Systems

### 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 and Information Systems

### 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

### 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

### J. Scott Yeomans

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

### Raha Imanirad

BSc (York); MBA (Schulich); PhD (Harvard)  
Assistant Professor of Operations Management and Information Systems

### Vibhuti Dhingra

BA (Delhi, India); MSc (Delhi, India); PhD (British Columbia)  
Assistant Professor of Operations Management and 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](https://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,  
Associate Professor and Program Director, Master of Management

### 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

### Ivona Hideg

BA & MA Sc (Waterloo); PhD (Toronto)  
Associate Professor of Organization Studies  
Ann Brown Chair in Organization Studies

### Brent Lyons

BSc (Queen's); MA & PhD (Michigan)  
Associate 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

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

### 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)  
Professor Emeritus of Organization Studies

### Luke Zhu

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

### Stephen Friedman

BA Psych (York); MA Psyc (Laurier)  
Adjunct Professor of Organization Studies

### Tom Medcof

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

## 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"> <li>12.00 credits of elective courses</li> </ul>																				
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Explore this specialization online!  
[schulich.yorku.ca/specializations/organization-studies](https://schulich.yorku.ca/specializations/organization-studies)

# 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 effected 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 intuitions, 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"> <li>• 6.00 credits of required courses</li> <li>• 6.00 credits of elective courses</li> </ul>
Required Courses	PROP 6100 3.00 Real Estate Finance and Investment PROP 6200 3.00 Development Prototypes
Elective Courses	PROP 6350 3.00 Investing in Infrastructure PROP 6500 3.00 Infrastructure Delivery and Finance 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 6780 3.00 Case Studies in Infrastructure



Explore this specialization online!  
[schulich.yorku.ca/specializations/real-estate-infrastructure](https://schulich.yorku.ca/specializations/real-estate-infrastructure)

# 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

#### Willow Sheremata

BSc (McGill); MSc (Toronto); MBA (Pennsylvania); MPh & PhD (New York)

Associate Professor of Strategic Management/Policy

#### 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

#### 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 Emeritus

#### Majid Majzoubi

Bcom (Iran); MBA (North Carolina); PhD (Washington)  
Assistant Professor

#### 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

#### 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

#### 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	12.00 credits total from the list of Elective courses below <sup>1</sup> <ul style="list-style-type: none"> <li>a minimum of 6.00 credits of recommended courses**</li> </ul>																																																														
Elective Courses	<table border="0"> <tr><td>BSUS 6200 3.00</td><td>Managing Ethics &amp; Social Responsibility</td></tr> <tr><td>BSUS 6500 3.00</td><td>Business Strategies for Sustainability</td></tr> <tr><td>ECON 6210 3.00</td><td>Economic Forecasting and Analysis</td></tr> <tr><td>ENTR 6605 3.00</td><td>Entrepreneurship and New Firm Creation</td></tr> <tr><td>ENTR 6625 3.00</td><td>Managing Venture Growth and Transition</td></tr> <tr><td>ENTR 6645 3.00</td><td>Corporate Entrepreneurship</td></tr> <tr><td>FNSV 6970 3.00</td><td>Competitive &amp; Organizational Strategies for Financial Services Firms</td></tr> <tr><td>FNSV 6985 1.50</td><td>The Canadian Life Insurance Industry and International Competition</td></tr> <tr><td>FNSV 6990 1.50</td><td>Enterprise Risk Management and Strategy</td></tr> <tr><td>HIMP 6130 3.00</td><td>Strategy in Healthcare</td></tr> <tr><td>IBUS 6410 3.00</td><td>Introduction to International Business</td></tr> <tr><td>IBUS 6430 3.00</td><td>International Business Strategy</td></tr> <tr><td>IBUS 6490 3.00</td><td>International Negotiations: Analysis, Strategy and Practice</td></tr> <tr><td>MECH 6503 3.00</td><td>Disruptive &amp; Exponential Technology Innovations*</td></tr> <tr><td>MGMT 6200 3.00</td><td>Business Administration and the Law</td></tr> <tr><td>MGMT 6300 3.00</td><td>Case Analysis and Presentation Skills</td></tr> <tr><td>MGMT 6700 3.00</td><td>Project Management</td></tr> <tr><td>MGMT 6960 3.00</td><td>Management Consulting</td></tr> <tr><td>GMMM 6100 3.00</td><td>Strategies for Wealth Creation in the Metals &amp; Minerals Industry</td></tr> <tr><td>MKTG 6650 3.00</td><td>Strategic Market Planning</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 6150 3.00</td><td>The Board of Directors and the Governance of Public Corporations**</td></tr> <tr><td>SGMT 6200 3.00</td><td>Strategy, Technology and Organization**</td></tr> <tr><td>SGMT 6240 3.00</td><td>Managing Strategic Alliances and Joint Ventures**</td></tr> <tr><td>SGMT 6250 3.00</td><td>Strategy Execution**</td></tr> <tr><td>SGMT 6400 3.00</td><td>Strategic Thinking and Action in Turbulent Environments**</td></tr> <tr><td>SGMT 6700 3.00</td><td>Strategic Capability Development**</td></tr> <tr><td>SGMT 6720 3.00</td><td>Managing Globally: Past, Present, Future**</td></tr> <tr><td>SGMT 6800 3.00</td><td>Strategic Management of Technology-Based Firms**</td></tr> <tr><td>SGMT 6970 3.00</td><td>Restructuring and Turnaround Management**</td></tr> </table>	BSUS 6200 3.00	Managing Ethics & Social Responsibility	BSUS 6500 3.00	Business Strategies for Sustainability	ECON 6210 3.00	Economic Forecasting and Analysis	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	MECH 6503 3.00	Disruptive & Exponential Technology Innovations*	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	GMMM 6100 3.00	Strategies for Wealth Creation in the Metals & Minerals Industry	MKTG 6650 3.00	Strategic Market Planning	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 6800 3.00	Strategic Management of Technology-Based Firms**	SGMT 6970 3.00	Restructuring and Turnaround Management**
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\* This course is offered by the Lassonde School of Engineering

\*\* Indicates a recommended course.

<sup>1</sup> All students specializing in Strategic Management, including those from the MBA/JD program, must complete a minimum of 6.00 credits of recommended courses. Students may not count any credit obtained during any non-MBA Schulich Master program toward an MBA specialization.

Explore this specialization online!  
[schulich.yorku.ca/specializations/strategic-management](https://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. Refer to the Credit Requirements section in the Graduate Policy Handbook (page 17).

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 Schulich exchange term abroad in their upper year Summer term. For details, see the section "Exchange Program" on the MBA/JD program page in this handbook. Interested students are encouraged to connect with the Graduate International Program Coordinator in International Relations early to discuss their options.

Accelerated students, Schulich India MBA, MBA/MFA and MBA/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 information can be found online at [schulich.yorku.ca/grad-exchange-abroad](https://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](https://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](https://schulich.yorku.ca/financialaid).



Find Exchange Opportunities Online!  
[schulich.yorku.ca/grad-exchange-abroad](https://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, Vienna	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	N	Y	N	English
United Kingdom	Alliance Manchester Business School, University of Manchester, Manchester	Y	N	N	English
United Kingdom	Imperial College Business School, London	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
Venezuela	Instituto de Estudios Superiores de Administración, Caracas	Y	Y	N	English/Spanish

\*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.



## 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. Students will meet, learn from, and exchange ideas with business and government leaders.

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](http://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. Issues including sustainability and ethics are incorporated in class discussions and cases.

#### 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. In arriving at managerial decisions, all stakeholder interests are considered, including socially responsible decision making around key issues. Note that SB/ACTG 5210 1.50 or SB/ACTG 5220 3.00, but not both courses, may be taken for credit. 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, and an understanding of some of the analytical tools which economists use to solve business, economic, environmental and social problems. Key concepts and ideas from microeconomics, macroeconomics, environmental and international economics are introduced. Topics relevant to real-world issues and problems are discussed.

#### FINE 5200 3.00 Managerial Finance

Provides an opportunity to learn about investment and financing decisions. The investment decisions involve asset valuation, capital budgeting, risk management, working capital management and performance assessment. The financing decisions include the choice of capital structure and financial instruments, the risk-return trade-off, financial planning and cost of capital. Ethical, environmental, and corporate governance considerations are integrated into investment and financing decisions.

#### MGMT 5150 3.00 Skills for Leadership

This course develops thinking and reflective skills required for leadership in a complex world. Drawing on complexity theory and a multiple-perspectives framework that embraces sustainability, ethics, history, and diversity & inclusion, the course advances students' ability to think creatively, analytically, and strategically. Students learn to identify and reframe complex problems more effectively, and to develop and communicate innovative solutions compellingly.

#### MGMT 5260 3.00 Managing for Value Creation

This course provides the analytic tools and foundations that managers need for strategic analysis. It focuses on the development and application of economic and policy knowledge that inform strategy-making. Strategic analysis is the first phase of the strategic management process and focuses on understanding a firm's environment and stakeholders in order to formulate and implement strategy.

Prerequisites: All 5100-series required core courses (ACTG 5100 3.00, ECON 5100 3.00, MGMT 5150 3.00, OMIS 5110 1.50, OMIS 5120 1.50 and ORGS 5100 3.0)

Co-requisites: All 5200-series required core courses (ACTG 5210 1.50, FINE 5200 3.00, MKTG 5200 3.00 and OMIS 5210 1.50)

#### **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 applies these concepts to profit, not-for-profit, new, mature, service, product-based, domestic and international organizations. It develops specific skills such as problem-solving, verbal presentation, business writing and group work. Marketing ethics and sustainability issues are integrated into the course.

#### **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.

#### **SGMT 5800 3.00 Economic and Policy Foundations for Strategic Analysis**

This course provides the analytic tools and foundations that managers need for strategic analysis. It focuses on the development and application of economic and policy knowledge that inform strategy-making. Strategic analysis is the first phase of the strategic management process and focuses on understanding a firm's environment and stakeholders in order to formulate and implement strategy. Prerequisites: All 5100-series required core courses

### **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.

**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 Co-requisite:** 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 SGMT 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. Students must enrol in this course concurrently with SGMT 6000 3.00 Strategic Management.

Full-time students planning to study abroad on an exchange program: Successful completion of all 5000-series Required Foundations of Management Core Courses (MBA students) and SGMT 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

**NOTE:**

1. 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](https://yuoffice.sharepoint.com/sites/MGMT6100-StrategyFieldStudy)
2. 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.
3. The MGMT 6100 course is integrated with the IMBA course, see "IMBA Core Courses."
4. 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.
5. 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.
6. 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.
7. 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.
8. 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 Reanati 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](mailto: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

\*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](https://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 Co-requisite 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.

- Students cannot take electives until MBA 1 5100-series Required Foundations of Management Core Courses have been completed.
- Most electives have either Co-requisite 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).

## NOTE



## 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 6160 3.00	Advanced Financial Accounting
ACTG 6250 3.00	Financial Reporting and Analysis
ACTG 6550 1.50	Advanced Management Accounting
ACTG 6600 3.00	Auditing Standards and Applications
ACTG 6610 3.00	Advanced Auditing
ACTG 6650 3.00	Strategic Performance Evaluation
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

FINE 6050 3.00	Personal Financial Management
FINE 6100 3.00	Financial Management
FINE 6150 3.00	Advanced Corporate Finance

FINE 6200 3.00  
FINE 6280 3.00

FINE 6310 3.00  
FINE 6400 3.00  
FINE 6500 3.00  
FINE 6600 3.00  
FINE 6800 3.00  
FINE 6880 3.00  
FNEN 6820 3.00

#### MANAGEMENT

BSUS 6200 3.00  
MGMT 6200 3.00  
MGMT 6300 3.00  
MGMT 6350 3.00  
MGMT 6600 3.00  
  
MGMT 6700 3.00  
MGMT 6800 3.00  
MGMT 6810 3.00  
  
MGMT 6960 3.00

#### MARKETING

MGMT 6800 3.00  
MGMT 6810 3.00  
  
MKTG 6050 3.00  
MKTG 6100 3.00  
MKTG 6150 3.00  
MKTG 6155 3.00  
  
MKTG 6226 3.00  
MKTG 6250 3.00  
MKTG 6300 3.00  
MKTG 6321 3.00  
MKTG 6325 3.00  
MKTG 6326 3.00  
MKTG 6360 3.00  
MKTG 6400 3.00  
MKTG 6440 3.00  
MKTG 6480 3.00  
MKTG 6550 3.00  
MKTG 6570 3.00  
MKTG 6650 3.00  
MKTG 6800 3.00

Investments  
Fintech: Digital Transformation of Financial Services  
Econometrics of Financial Markets  
International Financial Management  
Behavioural Finance  
Corporate Financial Analysis  
Options, Futures and Other Derivative Securities  
Sustainable Finance and Impact Investing  
Advanced Derivative Securities

Managing Ethics & Social Responsibility  
Business Administration and the Law  
Case Analysis and Presentation Skills  
Professional Development for Managers  
Social Innovation and the Structure of Global Poverty  
Project Management  
Innovation Through Technology and Design  
Creativity and Innovation: Techniques for a Rapidly Changing World  
Management Consulting

Innovation through Technology and Design  
Creativity and Innovation: Techniques for a Rapidly Changing World  
Marketing Research  
Strategic Market Communications  
Consumer Behaviour  
Consumer Insight: Qualitative Marketing Research  
Social Media for Marketing and Management  
Business Marketing  
Service Marketing  
Entertainment Culture and Marketing  
Retail Marketing Strategies  
Retail Analytics  
Marketing Metrics  
International Marketing  
New Products  
Nonprofit Marketing and Resource Development  
Brand Management  
Strategic Professional Selling  
Strategic Market Planning  
Customer Experience Design

#### OPERATIONS MANAGEMENT & INFORMATION SYSTEMS

BSUS 6300 3.00  
MGMT 6700 3.00  
OMIS 6000 3.00  
OMIS 6350 3.00  
  
OMIS 6500 3.00  
OMIS 6560 3.00  
OMIS 6700 3.00  
OMIS 6710 3.00  
OMIS 6955 3.00

Management Practices for Sustainable Business  
Project Management  
Models & Applications in Operational Research  
Advanced Spreadsheet Modelling & Programming for Business  
Global Operations and Information Management  
Supply Chain Management  
Managing New Technology  
Management Information Systems  
Service Operations Management

#### ORGANIZATION STUDIES

ORGS 6350 3.00  
ORGS 6400 3.00  
ORGS 6420 3.00  
ORGS 6500 3.00

Managing Change  
Power and Politics in Organizations  
Crisis Management  
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 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  
 GMMM 6100 3.00 Strategies for Wealth Creation in the Metals & Minerals Industry

### 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 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

GMMM 6100 3.00 Strategies for Wealth Creation in the Metals & Minerals Industry  
 GMMM 6300 3.00 Stakeholder Collaboration for Responsible Mineral Development & Use  
 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 6200 3.00 Leadership in Social Sector Management  
 SOCM 6400 3.00 Social Purpose Investing and Finance

#### FACULTY OF ENVIRONMENTAL AND URBAN CHANGE

ENVS 6115 3.00 Ecological Economics  
 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: Science and Policy  
 ENVS 6186 3.00 Theory and Methods of Environmental Impact Assessment

#### 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 4880 3.00 International Environmental Law: Protection of the Global Environment

#### BUSINESS ETHICS

BSUS 6200 3.00 Managing Ethics & Social Responsibility  
 BSUS 6950 1.50 Ethics and Finance

#### DIGITAL TRANSFORMATION

OMIS 6610 3.00 Digital Transformation in Services  
 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 of Science and Leadership  
 ORGS 6720 3.00 Managing Team Dynamics  
 SGMT 6250 3.00 Strategy Execution

#### ENTREPRENEURIAL STUDIES

ENTR 6400 3.00 Field Study: Innovating with Entrepreneurs, Unlocking New Venture Potential  
 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 6.00 Mentorship Match: Learning to Innovate with Venture Leaders  
 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
FINE 6850 3.00	Fixed Income Securities
FNEN 6820 3.00	Advanced Derivative 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 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 METALS AND MINERALS MANAGEMENT

GMMM 5100 1.50	Metals and Minerals in the Global Economy
GMMM 6100 3.00	Strategies for Wealth Creation in the Metals & Minerals Industry
GMMM 6200 3.00	Financing Mineral Development
GMMM 6300 3.00	Stakeholder Collaboration for Responsible Mineral Development & Use
GMMM 6400 3.00	Organizational Excellence in the Metals and Minerals Industry
GMMM 6500 3.00	Applying Strategy in the Metals & Minerals Industry

### 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

### REAL ESTATE AND INFRASTRUCTURE

PROP 6100 3.00	Real Estate Finance and Investment
PROP 6200 3.00	Development Prototypes
PROP 6350 3.00	Investing in Infrastructure
<b>PROP 6500 3.00</b>	<b>Infrastructure Delivery and Finance</b>
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 6780 3.00	Case Studies in Infrastructure

## ACTG – ACCOUNTING

Room S344K, SSB | Tel: 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 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.

Prerequisites: ACTG 6120 3.00 and ACTG 6140 3.00. Not available to exchange students visiting Schulich.

### 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 6550 1.50 Advanced Management Accounting

This course focuses on managerial planning, performance, and control systems in organizations that direct the behaviour of corporate officers and managers, in order to achieve a specific goal. Different tools and techniques are reviewed including methods of incentivizing employee productivity, compliance, and overall performance assessment. The course emphasizes decision-making through the analysis of case studies and discussions.

Prerequisite: ACTG 5211 3.00.

### 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 6650 3.00 Strategic Performance Evaluation

Strategic Performance Evaluation places an emphasis on strategic planning, performance assessment, and cost containment systems in organizations. Using an in-depth strategic planning case analysis approach, the course examines cost control methodologies, performance measurement and reward systems, governance and ethics in private and non-profit entities.

Prerequisite: ACTG 5211 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 SSB | Tel: 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.  
Recommended Prerequisite: SB/ARTM 6301 3.00.

### 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: G324, MB | Tel: 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 situates corporate activity within the wider context of Sustainability. In particular, it provides an overview of important management trends, tools and frameworks for integrating environmentally and socially progressive practices into organizational practice. The course also helps understand the interactions between stakeholders and the inherent issues related to their conflicting demands.

### 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

**ECON – ECONOMICS**

Room N205B SSB | Tel: 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 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 SSB | Tel: 416-736-2100, ext. 77960, Fax: 416-736-5762 | E-mail: ccarder@schulich.yorku.ca

**ENTR 6400 3.00 Field Study: Innovating with Entrepreneurs, Unlocking New Venture Potential**

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 5100-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 5100-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 four 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 6960 6.00 Mentorship Match: Learning to Innovate with Venture Leaders**

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 SSB | Tel: 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 SSB | Tel: 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 6280 3.00 Fintech: Digital Transformation of Financial Services**

This course is designed for students interested in the emerging and evolving field of Fintech and the digital transformation of financial services. Students will study the different verticals in the Fintech ecosystem, the current landscape, pain points of consumers, sources of financing and exit for Fintech start-ups, open banking, the disruption to incumbents, and computing technology for Fintech.

**Prerequisite:** FINE5200 3.00 or MFIN5100 3.00 or permission of the instructor.

**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.

**Co-requisite:** 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:** ACTG 5210 1.50, FINE 5200 3.00, and OMIS 5120 1.50 or equivalent (MBA or IMBA students); MFIN 5200 3.00 (MF students)

**Co-requisite:** 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 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:** MFIN 5600 3.00 (MF students)

**Co-requisite:** FINE 6200 3.00 (MBA and IMBA students)

**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 6850 3.00 Fixed Income Securities**

Provides an opportunity to learn the various features and unique characteristics of fixed income securities and markets, analyze and evaluate fixed income securities, and develop tools for managing interest rate risk and other applications. Computer assisted (e.g., Excel and VBA) applications are used throughout the course to enhance student learning experience, with both hands-on in-class exercises and assigned homework problems.

**MBA Prerequisite:** FINE 6200 3.00

**MFIN Prerequisite:** MFIN 5600 3.00

**MFIN Co-requisite:** FINE 6800 3.00

**FINE 6880 3.00 Sustainable Finance and Impact Investing**

This course covers diverse aspects of sustainable finance, including ESG measurement, socially responsible and impact investing, integrated reporting, and risk management, and provides rigorous training at the nexus of sustainability and

financial management. Students will gain insights into sustainable and responsible decision-making in finance and how corporations and investors respond to market forces and regulations requiring them to invest responsibly.

**Prerequisite:** FINE 5200 3.0, or MFIN 5100 3.0, or permission of the instructor.

**FNEN – FINANCIAL ENGINEERING**

Room N204 SSB | Tel: 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

**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 N205B SSB | Tel: 416-736-5068 | 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 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 Co-requisite:** SGMT 6000 3.00

### **HIMP – HEALTH INDUSTRY MANAGEMENT**

Room N305A SSB | Tel: 416-736-2100 ext. 77960  
Fax: 416-736-5687 | E-mail: [himp@schulich.yorku.ca](mailto: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

**Co-requisite:** 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 SSB | Tel: 416-736-5068,

E-mail: [ibus@schulich.yorku.ca](mailto: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**

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. **Prerequisites:** All IMBA first year required core courses

### **MGMT – MANAGEMENT**

Room N305A SSB | Tel: 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.

**Co-requisite:** SGMT 6000

#### **MGMT 6350 3.00 Professional Development for Managers**

This course is designed to help MBA students acquire skills and knowledge that will facilitate their professional development and increase their employability. The students (1) engage in self-assessment, (2) develop an awareness of the changing professional environment (3) learn how to interact with other professionals in different cultural and organizational settings, and (4) promote themselves in an efficient manner.

#### **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**

MBA students active in the York Consulting Group (YCG) for a minimum of two terms, may receive course credit for their experience. This experiential course will give participants a comprehensive understanding of management consulting through fieldwork, preparing proposals and completing client projects and participation in YCG business meetings, educational workshops and professional development events.

**GMMM – GLOBAL METALS AND MINERALS MANAGEMENT**

Room G324 MB | Tel: 416-736-2100 ext. 33700,  
E-mail GMM@schulich.yorku.ca

**GMMM 5100 1.50 Metals and Minerals in the Global Economy**

This course provides students with an understanding of the metals and minerals industry and its impact on the global economy. We examine the mining life cycle and the defining characteristics of the metals and minerals industry which address all aspects related to the discovery and production of metals and minerals. We also explore the materials life cycle which starts with metals as the raw materials for industries that produce products that are vital to society. We then explore the relationships between companies that produce metals and those that consume metals.

**GMMM 6100 3.00 Strategies for Wealth Creation in the Metals & Minerals Industry**

Using the GMM Strategy Framework, students analyze, assess and develop strategies that metals and minerals companies employ to create wealth over the long term for stakeholders.

**Prerequisite:** All 5000-series Required Foundations of Management Core Courses, GMMM 5100

**Co-Requisites:** GMMM 6200, GMMM 6300, GMMM 6400

**GMMM 6200 3.00 Financing Mineral Development**

Students analyze, assess and develop financing structures and strategies that metals and minerals companies employ to develop mineral properties.

**Prerequisites:** All 5000-series Required Foundations of Management Core Courses, GMMM 5100

**Co-Requisites:** GMMM 6100, GMMM 6300, GMMM 6400

**GMMM 6300 3.00 Stakeholder Collaboration for Responsible Mineral Development & Use**

Students analyze and assess the role that stakeholders have in determining the strategies of metals and minerals companies and the critical role of collaboration in seeking outcomes that benefit all stakeholders. Students learn responsible business practices, specifically focusing on the strategies, skills and methods used to bring together stakeholder groups with divergent views and values.

**Prerequisites:** All 5000-series Required Foundations of Management Core Courses, GMMM 5100

**Co-Requisites:** GMMM 6200, GMMM 6300, GMMM 6400

**GMMM 6400 3.00 Organizational Excellence in the Metals and Minerals Industry**

In this course, students learn to develop Organizational Excellence Models for metals and minerals companies. They learn to implement the strategic choices metals and minerals companies make through the development of key elements of Organizational Excellence. This includes the identification, development, and measurement of elements of Organizational Excellence in the metals and minerals industry as well as the creation of supporting organizational structures and governance mechanisms.

**Prerequisites:** All 5000-series Required Foundations of Management Core Courses, GMMM 5100

**Co-Requisites:** GMMM 6100, GMMM 6200, GMMM 6300

**GMMM 6500 3.00 Applying Strategy in the Metals & Minerals Industry**

This course is the integrative research project for students in the GMM specializations and diploma. It allows students to deepen their understanding of the subjects and methods learned in other GMM courses. Students gain firsthand, problem-focused experience on the application of the concepts taught in the GMM program. Projects vary widely in scope, nature, and topic depending on students' backgrounds and career ambitions. Students will be mentored by one of the GMM instructors to use the knowledge acquired in other GMM courses to develop insightful analysis and valuable recommendations.

**Prerequisites:** GMMM 5100, GMMM 6100, GMMM 6200, GMMM 6300, GMMM 6400

**MKTG – MARKETING**

Room N304A SSB | Tel: 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 analysing the relationship between the global marketplace and entertainment business decision-making; the determination of entertainment products, services, experiences, prices, channels and communications strategies for licensing, live concerts, sponsorship, entertainment brands, movies, prerecorded music, streaming, nightclubs, and live theatre.

**Prerequisite:** SB/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.

**Co-requisite:** 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**

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#### **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 marketspace, 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 ecommerce 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 6610 3.00 Digital Transformation in Services

Digital technologies are changing the way service organizations do business and interact with their customers. Students explore and learn the foundations of digital transformation and make the connection among strategy, technology, and implementation. The course will provide students with real-life business cases in which various trade-offs must be made according to the technology, the business strategy, and the service requirements.

### 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 3.00

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

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### 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**

Room G330, MB | Tel: 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

**Co-requisites:** 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

**Co-requisites:** PROP 6100 3.00 or permission of the instructor

#### **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 6500 3.00 Infrastructure Delivery and Finance**

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 rapidly expanding business and explores the various delivery and financing models that are employed to address social and economic infrastructure needs.

**Prerequisites:** All 5000-series Foundations Core Courses.

#### **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 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

### **SGMT – STRATEGIC MANAGEMENT**

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E-mail [sgmt@schulich.yorku.ca](mailto: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 Co-requisite:** SGMT 6000 3.00

#### **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 Co-requisite:** 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 Co-requisite:** SGMT 6000 3.00

#### **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

#### **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.

**Co-requisite:** SGMT 6000 3.00

#### **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

**Co-requisite:** SGMT 6000 3.00

#### **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 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.

**Co-requisite:** SGMT 6000 3.00

#### **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 Co-requisite:** SGMT 6000 3.00

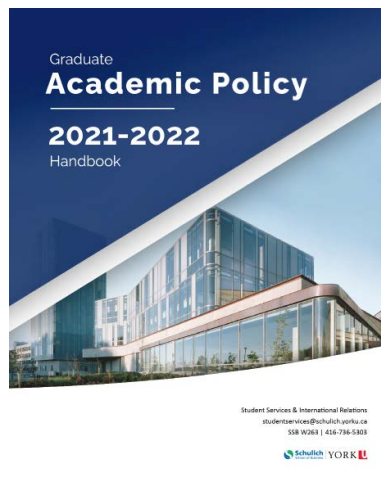
### **NOTE**

**Course offerings vary each term and are subject to change. To view currently active courses, visit the**

[Schulich Course Offerings Website](#)



Remember to review the [Graduate Policy Handbook!](#)



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 [Academic Resources Webpage](#)



## Contact Us

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