**MASTER OF BUSINESS ADMINISTRATION (MBA)**

The Telfer School of Management offers the following graduate programs: Master of Business Administration (MBA), Master of Health Administration (MHA), Master of Science (MSc) in Management, Master of Science (MSc) in Health Systems as well as two combined programs: MBA-Juris Doctor, MBA-L.L.L. In addition, it is a partner in a number of interdisciplinary graduate programs, such as Engineering Management, Systems Science and E-Business Technologies. Each of these programs has its own section in the graduate calendar. All the programs are governed by the general regulations (http://www.grad.uottawa.ca/Default.aspx?tabid=1807) in effect for graduate studies.

The MBA program is conceived for candidates with at least three years of work experience. The program may be completed on a full-time basis over twelve (12) consecutive months. If the degree requirements are completed on a part-time basis, program duration is then normally twenty-four (24) months. The Telfer School of Management also offers an Executive MBA (EMBA) program which is designed for mid-career and senior level executives who seek a Global, Practical and Relevant experience while earning a graduate degree. For more information please refer to the EMBA website (http://www.telfer.uottawa.ca/embagen).

The program provides a strong foundation in all management disciplines, develops management and people skills, and refines the students’ ability to view and analyze issues, opportunities and situations from a strategic perspective, allowing them to become responsible agents of change. Emphasis is placed on the applications of relevant, contemporary management concepts, models and philosophies with an integrated approach to problem solving and an appreciation of all aspects of the organization.

The pedagogical approach stresses teamwork and managerial skills development. It allows the student to grapple with real-world challenges facing organizations through industry-based integrating projects that draw upon multiple disciplines.

The student population is drawn from around the world and brings to the program a variety of educational backgrounds as well as professional expertise from the private and public sectors.

The program combines academic excellence with a strong concern for the practical challenges facing modern managers. To this end, it makes significant use of practitioner-oriented teaching materials and business simulations, and allows students to become actively involved with organizations.

**NOTE:** Throughout this text, the terms "course" refers both to three-unit courses and to 1.5 unit modules.

**Program Delivery**

**Cohorts and Work Groups**

The MBA Program is designed to build on the academic and cultural diversity of its student body. A cohort environment allows students to work and learn together, benefiting from each other’s strengths, capabilities and experience. The program carefully creates work groups composed of students with different academic, cultural and professional profiles. Progressing through the program in these work groups provides students with an enriching learning experience and a unique opportunity to develop their ability to function within a culturally diverse environment.

The integrated MBA curriculum prepares students to become leaders in a technology-intensive global economy and as such is delivered around five major themes:

- Understanding Management Foundations and the Global Business Environment
- Developing a Strategic Perspective
- Integrating Business Functions
- Managing in a Technology-Intensive Global Economy
- Providing Value to the Business Community

**Courses**

Many of the program requirements consist of 3-unit courses, normally offered on the basis of three hours per week over twelve weeks during a university term. Each term has been divided into two blocks, allowing the program to also offer 1.5-unit courses, also known as modules. The 18-hour modules, normally offered over a six-week period, provide more variety in course offerings and allow flexibility in course delivery, as some modules may be offered in an intensive format such as over a 3-day weekend. Any given course is normally offered only once a year in a specific academic term or block. Multiple sections (day and evening) of each course may be scheduled in the same term or block, given the program structure and based on enrollment figures; some courses are offered only in the evenings. The Telfer School of Management may choose not to offer a course for which the demand is too low.

The Telfer School of Management offers graduate courses under four different course codes. The course codes identify to which student population the course is open, as summarized below. All students must have the appropriate prerequisites.

- **MBA 5XXX, MBA 6XXX:** Courses specifically designed for the MBA program. Access to these courses is normally limited to MBA students, to graduate exchange students coming to the Telfer School of Management, to graduate students on letter of permission, and to alumni of the MBA, MHA or Executive MBA programs. Some sections of some MBA courses are also open to students in the Master’s of Engineering Management (EMP) program. All MBA 5000-level courses are compulsory for all MBA students.
- **MAH 6XXX:** Courses specifically designed for the MHA program. These courses are open to all MHA students, as well as to other University of Ottawa graduate students. Exchange graduate students, graduate students on letter of permission, as well as alumni of the MBA, MHA or Executive MBA programs may also enroll.
- **ADM 5YYY, ADM 6YYY:** Courses specifically designed for the multi-disciplinary programs in which the Telfer School of Management is involved. These courses are open to all students enrolled in a University of Ottawa graduate program, and in particular the Master’s in Engineering Management Program (EMP), and the Graduate Diploma Programs. Exchange graduate students, graduate students on letter of permission, as well as alumni of the MBA, MHA or Executive MBA programs may also enroll.
- **ADX ZZZZ:** Courses that are exclusively offered to the Telfer School of Management Executive MBA (EMBA) students and alumni. See the EMBA web page for more details (www.emba.uottawa.ca (http://www.emba.uottawa.ca)).
Computer Facilities
The Telfer School of Management offers students well-equipped computer facilities. Hardware and software common in business are available. Computers are also used as a main teaching tool in the many multimedia classrooms available on campus.

The MBA program fosters the development of its students’ computer skills by providing them with continuous access to the most current suite software, to financial databases, to specialized business software, as well as to the Internet and electronic mail. It also makes available computer and multimedia equipment for the preparation of assignments and class presentations required by the program. Twelve study rooms have been set aside for the exclusive use of MBA students: each room is equipped with two PCs, one white board, one work table and six chairs and are ideal for group work and discussions.

In addition to those tools and services provided by the Telfer School of Management, students can access computer, communication and multimedia services provided to all University students. Some of these services are available by dial-in access outside the campus.

Career Services
The Telfer School of Management has an internal career service that supplements the services offered by the Career and Employment Centre on campus. Our Career Centre offers a large variety of free services to the Telfer School of Management students and alumni. Our mission is to provide a service that builds, develops and maintains successful partnerships between students and employers by: creating employment opportunities, enhancing student value and facilitating the employers’ recruitment process.

Students can take advantage of our MBA Career Development program. This four stage program consists of a series of workshops covering multiple topics ranging from resume building to career planning. Some of our other services include: career testing, several networking events, employer panels, the MBA student trip, our Career Navigator, and our resource centre.

All of our services are designed to complement the students’ academic knowledge with self-understanding and career development tools that will lead them to establish a meaningful and successful career.

www.telfer.uOttawa.ca/careercentre (http://www.telfer.uOttawa.ca/careercentre)
carrieres@telfer.uottawa.ca

Admission Requirements
For the most accurate and up to date information on application deadlines, language tests and other admission requirements, please visit the specific requirements (http://www.uottawa.ca/graduate-studies/programs-admission/apply/specific-requirements) webpage.

Entry into the MBA program takes place in the fall (full-time and part-time students). Classes normally start at the beginning of the last week of August. The deadline for the receipt of completed admission applications is May 15 of the year of potential entry.

Due to immigration requirements, all applications other than those from Canada, the United States and Europe must be received no later than February 1. Late applications may be considered but only at the discretion of the Telfer School of Management.

In the application to the MBA program, students must elect to study in English or in French and are placed, once admitted, in a cohort/study group accordingly.

Admission Criteria
Admission to the program is competitive and the number of candidates admitted is limited. Admission will be granted only to those who clearly demonstrate a high promise of success in the MBA program.

Admission to the master of business administration program is open to candidates:

• Holding a Canadian baccalaureate degree or its equivalent with minimum standing of B, or a 70 per cent overall average. The Faculty of Graduate and Postdoctoral Studies will determine the equivalency of qualifications for applicants from non-Canadian institutions. All post-secondary studies are considered at the time of admission, with the most recent studies being considered in the first instance. In addition, a limited number of candidates may be considered for admission on the basis of substantial managerial or professional training and experience (at least 10 years), provided there is strong evidence of management responsibilities and career progression, even if they do not hold a university degree or do not meet the minimum academic requirements.

• Having acquired a minimum of three years full-time work experience. In general, preference is given to those applicants who have greater work experience, particularly when there is evidence of management responsibilities and career progression. Co-op placements and work internships completed to meet the requirements of a postsecondary academic program will be viewed favorably at the time of admission, but do not constitute a replacement for the full-time work experience requirement.

• Having achieved at least a 50th percentile score on the Graduate Management Admission Test (GMAT), with strong standing for each individual test component, including at least a 4.5 score on analytical essay writing. Applications for the GMAT can be obtained from Educational Testing Service, Box 966-R, Princeton, New Jersey, USA, 08540; consult www.mba.com (http://www.mba.com) for more details.

Candidates whose mother tongue is neither English nor French are required to provide evidence of proficiency in one of these languages. Candidates applying to the English MBA must submit one of the following to the FGPS to confirm their English proficiency (the test scores cannot be more than two years old as of September 1 of the year of potential entry into the MBA program):

• A score of at least 250 on the Test of English as a Foreign Language (TOEFL), with a score of at least 5 on the Test of Written English (TWE) and a score of at least 50 on the Test of Spoken English (TSE). The TOEFL is administered by Educational Testing Service, Box 899, Princeton, New Jersey, USA, 08540; see also www.toelf.org (http://www.toelf.org).

• A score of at least 7 in at least three of the four International English Language Testing System (IELTS) tests (Reading, Listening, Writing, Speaking) and at least 6 in the fourth. The IELTS is administered by the British Council: www.ielts.org (http://www.ielts.org).

• A score of at least 14 on the CANTEST, administered by the University of Ottawa, with no individual test score below 4.0, along with a score of 4.5 on the oral component of the test.
candidates applying to the French MBA must submit one of the following to confirm their French proficiency:

- A score of at least 14 on the TESTCAN, administered by the University of Ottawa, with no individual test score below 4.0, along with a score of 4.5 on the oral component of the test.
- Proof of completion within the last five years, of a previous degree program in a French language university.
- Proof of recent prolonged residence and exercise of a profession in a French-speaking country (normally at least four years over the last six years).

It is recommended to students opting for the French cohort to have passive knowledge of English (ability to read and understand spoken English).

Recognition of Courses
Exemptions, Retained Units and Advanced Standing
At the time of admission, students may be granted exemptions, retained units or advanced standing for graduate courses in management previously completed as a regular student in a Canadian MBA program or similar program accredited by the AACSB International or equivalent.

Exemptions, retained units and advanced standing may also be granted for graduate courses previously completed in a University of Ottawa interdisciplinary program in which the Telfer School of Management is involved.

The maximum number of units that can be granted as exemption, retained units or advanced standing is 24, and all students must complete a minimum of 30 units of MBA or ADM courses following admission to be granted the degree. No exemption or advanced standing will be granted for courses completed more than five years previously or for which the grade was lower than B (70 per cent). Retained units and advanced standing are granted only for 5000-level MBA courses.

Computer Skills
Students must be proficient in the use of computers and basic applications related to management, such as word processing, spreadsheets, presentation software, internet browsers and email.

Program Requirements
MBA Full-Time Studies
To obtain the MBA degree, students must successfully complete fifty-four (54) graduate level units consisting of:

- 34.5 units of 5000-level MBA courses.
- 13.5 units of elective 6000-level MBA, ADM or MHA courses.
- 6 units for the Management Consulting Project (MCP), namely MBA 6269 (1.5 units) and MBA 6499 (4.5 units).

As described below, part-time students who complete 12 units in international exchange are exempted from the 6-unit MCP requirement.

The courses for the full-time MBA students are offered in a specific sequence over twelve (12) months. Full-time sections of courses are normally offered between 8:30 am and 5:30 pm on weekdays. However, in the case of low enrollment, the full-time and part-time cohorts may be combined for some courses offered in the evening (between 4:00 pm and 10:00 pm). The schedule of courses for full-time students appears on the Full-Time Studies Master Schedule on the MBA program website.

Summary of Course Requirements
Understanding Management Foundations and the Global Business Environment (13.5 units)
This set of courses introduces the tools and skill sets needed by senior managers and provides a good understanding of the context in which businesses operate. The MBA program begins with a period dedicated to management skills development (MBA 5235). This is normally scheduled during the last two weeks of August for full-time students.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA 5235</td>
<td>Management Skills I</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5236</td>
<td>Leadership and Management</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5241</td>
<td>Managerial Accounting Information and Decisions</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5300</td>
<td>Data Analysis</td>
<td>3</td>
</tr>
<tr>
<td>MBA 5340</td>
<td>Financial Accounting Information and Decisions</td>
<td>3</td>
</tr>
<tr>
<td>MBA 5355</td>
<td>Economics for the Global Manager</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>13.5</strong></td>
</tr>
</tbody>
</table>

Developing a Strategic Perspective (7.5 units)
This set of courses focuses on strategic thinking. Scheduled during the last week of August, the module "The World of the General Manager and of Strategic Management" sets the stage for the continuous integration of the strategic perspective throughout the curriculum. This perspective also permeates the coverage of the business functions. Students must apply models of performance and value in strategic management on the basis of their underlying understanding of all management disciplines and functions, and their relative strategic role and importance.

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA 5211</td>
<td>Corporate Governance and Ethics</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5237</td>
<td>Change Management</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5260</td>
<td>The World of the General Manager and of Strategic Management</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5360</td>
<td>Strategy Formulation and Implementation</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>7.5</strong></td>
</tr>
</tbody>
</table>

Understanding and Integrating Business Functions (10.5 units)
This set of courses presents the strategic importance of the major functions of the firm. Models of integration of the business functions through information technology and the tools of the new economy are explored.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA 5280</td>
<td>Operations Management</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5320</td>
<td>Strategic Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>MBA 5330</td>
<td>Organization Behaviour and Human Resources Management</td>
<td>3</td>
</tr>
<tr>
<td>MBA 5350</td>
<td>Corporate Financial Management</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>10.5</strong></td>
</tr>
</tbody>
</table>

Managing in a Technology-Intensive Global Economy (3 units)
The common core includes courses which present the methods and processes, with regard to the management of technology, used by...
organizations in establishing and using performance management systems to achieve strategic success. Moreover, the program offers a variety of elective courses that address technological issues faced daily by managers in today’s fast-paced highly competitive economy, such as technology strategies, information management, management of innovation and R&D activities and growth management. As the globalization of markets and technology and the growth of the Internet and of e-business push firms of all sizes to develop and pursue growth strategies beyond national boundaries, it is important for students to develop a strategic vision as well as the tools needed to become the next leaders in a technology-intensive global economy.

MBA 5265 Performance Management 1.5 Units
MBA 5270 Knowledge and Information Management 1.5 Units
Total: 3 Units

12 units of 6000 level courses (MBA, ADM, HAH)
See titles and description in the Courses section of the calendar.

Providing Value to the Business Community (6 units)
In partnership with the Canadian Association of Management Consultants (CAMC), the MBA program allows students to learn about and apply best practices in management consulting. Under the joint supervision of a faculty member, of an executive from the client organization, and of a practicing and experienced Certified Management Consultant, students address an issue or a problem of importance being faced by a private or public organization. Client organizations gain access to motivated, experienced and talented MBA candidates for addressing real-time organizational needs and challenges. Students get to apply newly acquired knowledge and skills as well as recognized consulting practices and gain relevant practical experience through exposure to concrete managerial challenges.

MBA 6269 Management Consulting 1.5 Units
MBA 6499 MBA Consulting Project 4.5 Units
Total: 6 Units

MBA Part-Time Studies
Part-time students may choose to complete the entire program on campus, or to participate in one of the School’s intensive International Exchange Programs (see the International Summer Intensive Programs section for more details). In both cases, students must complete all 5000-level courses, (for a total of 34.5 units) as well as 19.5 units of 6000-level courses. The compulsory MBA orientation and management skills development (MBA 5235) period for part-time students normally takes place in the last weekend of August.

Part-time students completing the entire program on campus can meet the degree requirements within twenty-four (24) months. To complete the program in 24 months, all part-time students must follow the same cohort sequence (see the MBA program web site). Exceptions will increase program duration, as most courses are offered once annually. Students must apply in writing to the graduate program’s office for permission to deviate from the set sequence.

Students who deviate from the cohort sequence will take longer to complete the program. All degree requirements must, however, be completed within five (5) years. Courses for part-time MBA students are normally offered one weekday evening and all day every other Saturday. Some courses are offered in an intensive format over a week or a three-day weekend, and occasionally on Sundays (see the MBA program website for further details).

International Summer Intensive Exchange Program

This program is currently under review.

Part-time students have an opportunity to complete up to twelve (12) units of the program requirements through the intensive International Summer Exchange Program. The program is offered in English at the École Supérieure de Commerce de Reims (France). Students may complete two courses (6 units) over two weeks, or four courses (12 units) over four weeks, normally in June or July. In both cases they must complete a research project on a topic set by the MBA program, to be submitted prior to their departure. Selection is competitive. Interested students should contact the International Exchange Office early in the program for more details regarding the exchange.

Students must complete the four-week Exchange Program, and must enroll to three week-long intensive courses offered in Ottawa in the Spring/Summer term (the list of courses offered in an intensive format may vary from year to year).

Four-Week Option
Students who choose to enroll in the four-week Exchange Program must complete the following 6000-level courses (3 units each):

MBA 6165 International Exchange Courses I 3 Units
MBA 6166 International Exchange Courses II 3 Units
MBA 6167 International Exchange Courses III 3 Units
MBA 6168 International Exchange Courses IV 3 Units

• In addition to completing these four courses, students will be required to submit a 20- to 25-page report on an International Business issue to be determined by the program. A grade of S (Satisfactory) or NS (Not Satisfactory) will be granted for this paper. However, students must obtain the S (Satisfactory) grade on the paper to be granted the 12 units.
• Student must take at least three units from any of the 6000-level elective courses beginning with the code MBA, HAH or ADM.
• Students participating in the four-week exchange program are exempted from the Management Consulting course (MBA 6269) and project (MBA 6499).

Two-Week Option
Students who choose to enroll in only two weeks of the Exchange Program must complete the following 6000-level courses:

MBA 6165 International Exchange Courses I 3 Units
MBA 6166 International Exchange Courses II 3 Units

• In addition to completing these two courses, students will be required to submit a 15- to 20-page report on an International Business issue to be determined by the program. A grade of S (Satisfactory) or NS (Not Satisfactory) will be granted for this paper. However, students must obtain the S (Satisfactory) grade on the paper to be granted the 6 units.
• Students participating in the two-week exchange program must complete the Management Consulting course (MBA 6269) and project (MBA 6499) (6 units)
• At least 3 units from any 6000-level course beginning with the code MBA, HAH or ADM.
• In addition to the Reims exchange program, part-time students may also take part in the two-week exchange program (6 units) in collaboration with the École de Management de Nantes (Audencia). The first-week session, offered in French, will take place in Nantes and Brussels (between blocks 1 and 2) while the second week, offered in English, will take place in Ottawa during the Spring term (beginning of block 5). This program will be followed with the Executive MBA students from Audencia. For additional details pertaining to this unique opportunity, consult the Graduate Secretariat.

Language of Instruction
In their application to the MBA program, students must choose between English and French as their language of instruction. Students opting for the French cohort must have at least a passive knowledge of English (ability to read and understand spoken English). All 5000-level courses will be taught in the chosen language of instruction. At the 6000-level, priority will be given to students from the English cohorts for courses offered in English, and to students in the French cohorts for courses offered in French. Students wishing to take a 6000-level course given in a language other than that of their cohort will have to show evidence of proficiency.

Change of Classification
Students wishing to change their registration classification from full-time status to part-time status, and vice versa, must consult an academic advisor, who will assist in planning their course schedule. A full analysis of the courses completed at the time of the change of classification request will determine the exact remaining program requirements and expected time to completion. All requests for change in registration status are subject to approval.

Evaluation and Promotion
The term "courses" refers both to 3-unit courses and to 1.5-unit modules. Grades are awarded according to the following scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>90 - 100%</td>
<td>10 points Exceptional</td>
</tr>
<tr>
<td>A</td>
<td>85 - 89%</td>
<td>9 points Excellent</td>
</tr>
<tr>
<td>A-</td>
<td>80 - 84%</td>
<td>8 points Excellent</td>
</tr>
<tr>
<td>B+</td>
<td>75 - 79%</td>
<td>7 points Very Good</td>
</tr>
<tr>
<td>B</td>
<td>70 - 74%</td>
<td>6 points Very Good</td>
</tr>
<tr>
<td>C+</td>
<td>65 - 69%</td>
<td>5 points Good</td>
</tr>
<tr>
<td>C</td>
<td>60 - 64%</td>
<td>4 points</td>
</tr>
<tr>
<td>D+</td>
<td>55 - 59%</td>
<td>3 points</td>
</tr>
<tr>
<td>D</td>
<td>50 - 54%</td>
<td>2 points</td>
</tr>
<tr>
<td>E</td>
<td>40 - 49%</td>
<td>1 point</td>
</tr>
<tr>
<td>F</td>
<td>0 - 39%</td>
<td>0 point</td>
</tr>
</tbody>
</table>

ABS-EIN*
* ABS - (absent, no work submitted): Awarded to a student who has not attended the course and has not informed the academic unit in writing, within two weeks of the start of the course. This symbol is equivalent to a failing grade (F).

EIN - (incomplete): Awarded when at least one of the compulsory elements of evaluation have not been provided. This symbol is equivalent to a failing grade (F).

Dropping Courses
Given the integrative nature of the program delivery, full-time and part-time students are not allowed to drop 5000-level courses; however, they may drop 6000-level courses, but only during the first two weeks of classes.

Transfer of Units
Under certain circumstances, students enrolled in the program may take courses in another faculty or at another university and have the units transferred towards the requirements of the degree. Arrangements for registration in such courses must be approved in advance by the Telfer School of Management and completed by the closing date for registration in the MBA program in the term concerned.

Students who intend to take courses at Ontario universities must complete in advance the form entitled Ontario Visiting Graduate Student Application, available at the secretariat of the School. Students who intend to take courses at a university outside of Ontario must obtain in advance a Letter of Permission from the School.

The combined maximum number of units allowed in retained units, advanced standing or in transferred units is 24. The regular rules of evaluation and promotion apply to all courses taken for transfer.

Change of Grade on Record
Revision
Students wishing to request a review of any marked assignments returned while the course is in progress must do so within one week of receipt of the marked assignment from the professor. Students wishing to request a review of final examinations and term work returned after the end of a course must do so within one week following the posting of grades by the graduate programs secretariat.

The request must be made in writing to the graduate programs secretariat using the special form available for this purpose. A copy of the student’s request will be forwarded to the professor, who will submit his decision to the director of the MBA program, using the Change of Grade Report. The graduate programs secretariat will inform the student of the decision.

Appeal Process
A student who is not satisfied with the professor’s decision, and who wishes to proceed with a formal review, must submit a written request to the graduate programs secretariat within one week of communication of the professor’s decision. The Director of the MBA program will proceed with a reevaluation according to the procedure approved by the Senate of the University, a copy of which can be found at the graduate programs secretariat. One or two professors qualified in the discipline and appointed by the director of the MBA program will re-assess the assignment, test or examination in question and will submit their decision to the Director of the MBA program, who will communicate the decision to the student.

A student who disagrees with this decision may, within a week of communication of the Telfer School of Management decision, submit a written appeal to the dean.
Graduate Diploma in Business Administration

The Graduate Diploma is awarded only to students already enrolled in the MBA or MHA programs who are not continuing in these programs.

In order to receive the Graduate Diploma, candidates must:

- Be admitted and enrolled in either the MBA or the MHA program;
- Have completed at least 27 units of MBA or MHA or ADM courses with satisfactory performance (normally with a 6.0 cumulative grade point average), including at least 12 units of MBA 5000-level courses from the following list:

<table>
<thead>
<tr>
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<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA 5211</td>
<td>Corporate Governance and Ethics</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5235</td>
<td>Management Skills I</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5236</td>
<td>Leadership and Management</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5237</td>
<td>Change Management</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5241</td>
<td>Managerial Accounting Information and Decisions</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5260</td>
<td>The World of the General Manager and of Strategic Management</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5265</td>
<td>Performance Management</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5270</td>
<td>Knowledge and Information Management</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 5300</td>
<td>Data Analysis</td>
<td>3</td>
</tr>
<tr>
<td>MBA 5320</td>
<td>Strategic Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>MBA 5330</td>
<td>Organization Behaviour and Human Resources Management</td>
<td>3</td>
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<tr>
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Combined Programs

Two different combined programs — MBA-JD, MBA-LLL, and MBA-LLL.M. (droit notarial) — offer students the possibility of completing the MBA degree in conjunction with a degree in law. The total time required is shorter than if the degrees are completed separately.

These programs are described below.

Combined MBA-Juris Doctor / MBA-LLL Program

Jay Hennick MBA-Juris Doctor / MBA-LLL

The Telfer School of Management and the Faculty of Law jointly offer a combined MBA-Law program.

This program allows the student a choice between the two areas of study in Canadian law. The student may obtain a combination of the MBA and JD (Juris Doctor) degrees or the MBA and LLL (licentiate in law) degrees within 40 months on a full-time basis.

This program is intended for individuals who wish to acquire the skills and knowledge of the two major disciplines, management and law, which are becoming increasingly valuable in modern business, in government and in the practice of law.

Objectives

The primary objective of this program is to enable students to acquire a set of skills and knowledge which is extremely important in today’s market.

Another objective of this program is to foster interdisciplinary studies, which will enrich both faculties, and to encourage inter-faculty cooperation in teaching and research.

Admission

Only students enrolled in the first year of either program may apply. Candidates must hold a baccalaureate degree and satisfy the admission requirements of both programs. Those interested should consult the MBA calendar and the appropriate section of the Faculty of Law calendar (common law or droit civil).

Students starting with the MBA program must apply for admission to the Common Law Section prior to November 1 or to the Section de droit civil by March 1. Candidates requesting admission to the MBA program must apply by April 1.

Promotion

In order to be admitted to the combined program, the student must successfully complete one year of the first chosen program (Program 1) with a minimum cumulative grade point average of 6.5. The student will generally spend the second year in the other faculty to complete one year of Program 2.

Promotion in the following years will be subject to the regulations of each faculty (see calendars).

Additional Requirements

In its evaluation of applicants, the admission committee will identify those who lack mathematical background and will strongly recommend that they complete four Quantitative Analysis for Business Modules (namely “Basic Mathematics”, “Spreadsheet for Statistics”, “Mathematics for Finance”, and “Calculus for Microeconomics”) offered in an hybrid delivery mode (on-line with some one-on-one tutorials with a professor the modules can be done completely on-line for students who cannot attend live tutorials).

Furthermore, all students admitted will be invited to complete these four modules to refresh their quantitative analysis skills.

For students in the combined program, the MBA requirements are 48 units as follows:

- All thirty-four point five (34.5) units of 5000-level MBA courses
- Seven point five (7.5) units of elective 6000-level MBA, ADM or MHA courses
- Six (6) units for the Management Consulting Project (MCP), namely MBA 6269 Management Consulting (1.5 units) and MBA 6499 MBA Consulting Project (4.5 units)

Candidates are asked to consult the MBA guidelines on recognition of courses taken outside the program.

MBA-Juris Doctor / MBA-LLL Curriculum

Students who wish to follow the combined program may choose to begin either with the first year of the Juris doctor or LLL program or with the MBA program. However, students are strongly encouraged to begin with
the Law program. The program requires students to complete 48 units within the MBA program, and 82 units within the Law program.

First year – All requirements of the first year of the Law program.

Second year – All requirements of the MBA program, for a total of 48 units. This can be achieved over twelve (12) consecutive months on a full-time basis.

Third and fourth years – In the third and fourth years of the combined program, students must take all remaining courses to meet the Law degree requirements (including all remaining courses required for the Law program, and the required number of electives).

Minimum Standards
Students must meet the following requirements throughout their program:

- **Minimum cumulative grade point average and probation period**
  Students must maintain a cumulative grade point average (CGPA) of 6.0 throughout the program and their overall CGPA upon completion of all requirements must be 6.0 in order to qualify for graduation. Those who fail to maintain an average of 6.0 at the time of the periodic review are placed on probation. All courses, passed and failed, are included in the calculation of the CGPA.

  The CGPA of full-time students will be reviewed at the end of each academic term. Part-time students’ performance will be reviewed at the end of Block 6 for the first year of the program. Thereafter, their performance will be evaluated upon completion of each additional 12 units. Students who fail to qualify for removal from probation at the next review must withdraw from the program.

Duration of Program

Full-Time
The MBA program may be completed on a full-time basis. The curriculum and full-time course sequencing have been designed to support the high level of coordination and integration across courses that make it possible to deliver the program over twelve (12) consecutive months. This in turn allows students to return quickly to the work force upon completion of their MBA studies.

The MBA program is also offered on a part-time basis for students who wish to complete MBA studies while maintaining full-time employment. It can be completed within twenty-four (24) consecutive months but students must fulfill the degree requirements in a maximum of five (5) years. Moreover, students may choose to accelerate their studies by participating in the intensive International Summer Exchange Program in Europe.

Graduation
Upon successful completion of the requirements for the combined program, the Faculty of Law and the Telfer School of Management will each grant its own degree in recognition of its requirements being met.

Students who have chosen to withdraw from the combined program at any time, or who do not meet the promotion requirements for the combined program, may complete the law or MBA degrees separately, according to the regular degree requirements.

Research

Research Fields & Facilities
Located in the heart of Canada’s capital, a few steps away from Parliament Hill, the University of Ottawa is among Canada’s top 10 research universities.

uOttawa focuses research strengths and efforts in four Strategic Areas of Development in Research (SADRs):

- Canada and the World
- Health
- e-Society
- Molecular and Environmental Sciences

With cutting-edge research, our graduate students, researchers and educators strongly influence national and international priorities.

Research at the Telfer School of Management
For more information, consult the Professors by area of expertise (http://www.telfer.uottawa.ca/en/directory/professors-by-area-of-expertise) page.

Courses

Explanation of Course Codes
MBA: courses specifically designed for the MBA program opened selectively to non-MBA students

ADM: courses specifically designed for Interdisciplinary programs in which the Telfer School of Management is involved

1st digit:
- 5000 level: required courses (for all MBA students)
- 6000 level: advanced courses

2nd digit:
- 1: Exchange program courses
- 2: 1.5-unit courses in English
- 3: 3-unit courses in English
- 4: 4.5-unit courses in English
- 5: Exchange program courses
- 6: 1.5-unit courses in French
- 7: 3-unit courses in French
- 8: 4.5-unit courses in French
- 9: Bilingual courses

3rd digit:
- 0: Data Analysis, Statistics
- 1: Governance, Corporate governance
- 2: Marketing
- 3: Organizational Behaviour, Human Resources
- 4: Accounting
- 5: Finance, Economics
- 6: Business Policy, International Management, High Technology
- 7: Information Systems
- 8: Management Decision Models, Operation Management
- 9: Directed Readings, Seminars, Projects
MBA 5100 Foundations in Statistics: Describe and Convince (1.5 units)
Data analysis as used to support performance based decision-making and in dealing with change. Understanding of how to analyse data and the limitations of said analysis. Introduction to the role of data analysis in doing business, including the summary and presentation of data. Use of statistical and probability tools for business and the treatment of data as well as the mastery of widely available statistical software. Interpretation of concepts and basic techniques in data analysis. MBA 5100 and MBA 5101, together, are equivalent to MBA 5300.

Course Component: Lecture

MBA 5101 Statistical Inference: Predictions and Decisions (1.5 units)
Analysis of data as decision support tools within the different functions of an organisation. Analysis of questionnaires and human resources and in marketing. Correct interpretation of results, in particular in the context of performance-based management. Ability to draw conclusions based on samples and to recognize and capitalize on the relationship between two variables.

Course Component: Lecture
Prerequisite: MBA 5100. MBA 5100 and MBA 5101, together, are equivalent to MBA 5300.

MBA 5120 Strategic Marketing Management I (1.5 units)
Issues in marketing management. Differences between product and service types. Pricing policy. Distribution and logistics. Electronic marketing and communication. Understanding of key strategic marketing concepts, including tools and procedures, analysis of market opportunities, and establishing performance objectives. MBA 5120 and MBA 5125, together, are equivalent to MBA 5320.

Course Component: Lecture

MBA 5125 Strategic Marketing Management II (1.5 units)
Practical applications, using case studies, of key concepts in strategic marketing management. Development of a marketing plan, including its implementation using a simulation in order to satisfy targets in an ethical manner.

Course Component: Lecture
Prerequisite MBA 5120. MBA 5120 and MBA 5125, together, are equivalent to MBA 5320.

MBA 5131 Organizational Behaviour (1.5 units)
Determining the key organizational factors (e.g. structure, culture) influencing organizational performance. Understanding and application of principles favoring motivation, workplace satisfaction and mobilization of teams; understanding of human diversity and its impact on decision-making. Understanding the notions of power and politics underpinning management decisions.

Course Component: Lecture
Prerequisite: MBA 5235. MBA 5131 and MBA 5132, together, are equivalent to MBA 5330.

MBA 5132 Human Resources Management (1.5 units)
Understanding the strategic importance of human resources and their impact on organizational performance; acquisition of skills related to employee selection, performance evaluation and managing individual and team performance. Differentiate recognition strategies which foster equity and workplace performance. Differentiate features of human resource management in an international context.

Course Component: Lecture
Prerequisite: MBA 5131. MBA 5131 and MBA 5132, together, are equivalent to MBA 5330.

MBA 5140 Financial Accounting Information and Decisions I (1.5 units)
Use of accounting information in decision-making by internal users. The role of accounting in the evaluation, control, and decision-making of business managers. Using ratio analysis, performing a business diagnostic in terms of management, profit, liquidity and solvency. The relationship between cost structures and profit (profit threshold, cost-volume-profit analysis). Use of appropriate costs in making performance-driven decisions. Understanding budgets for planning purposes. Differentiate different types of budget. Gap analysis in budgetary control. MBA 5141 and MBA 5142, together, are equivalent to MBA 5340.

Course Component: Lecture

MBA 5141 Financial Accounting Information and Decisions II (1.5 units)

Course Component: Lecture
Prerequisite: MBA 5140. MBA 5140 and MBA 5141, together, are equivalent to MBA 5340.

MBA 5161 Strategy Formulation (1.5 units)
Develop the skills and competencies to drive an analysis for strategy development. Describe the value chain of the organization in order to identify potential sources of competitive advantage as well as product and market selection, which characterize the group strategy. Integration within the global perspective of strategic management, diverse functional knowledge bases.

Course Component: Lecture
Prerequisite: All 5000-level MBA courses associated with the student's delivery method. MBA 5161 and MBA 5162, together, are equivalent to MBA 5360.

MBA 5162 Strategy Implementation and Contemporary Issues (1.5 units)
The goal of this course is understanding the levers involved in strategy implementation. It also studies the context of the modern business including emerging strategy, systemic thinking, strategy and learning and internet businesses. Organizational processes and strategy. Value stream mapping and process management. The Six Sigma approach and the performance of business processes.

Course Component: Lecture
Prerequisite: MBA 5161. MBA 5161 and MBA 5162, together, are equivalent to MBA 5360.

MBA 5211 Corporate Governance and Ethics (1.5 units)
Introduction to Corporate Governance, Accountability and Ethics; Shareholder Interests - Accountability and Governance Alignment; Technology & Ethics - Security and Privacy in an Online World; Managing When Agendas Collide - Making Ethical Business Decisions; Governance & Growth - Balancing Uncertainty, Scrutiny & Transparency.

Course Component: Lecture

MBA 5235 Management Skills I (1.5 units)
Development of increased skills and understanding of participant preferences for the management of interpersonal and team-based issues and processes in a work environment. Special focus on diversity and ethics in a team environment. Effective business communications, including skills for delivery of high quality business presentations; exposure to common business software for inclusion in the student's professional toolbox.

Course Component: Lecture
MBA 5236 Leadership and Management (1.5 units)
Leadership versus management; participatory leadership; transactional leadership; transformational leadership; reciprocity and mutual influence between leaders and followers; leading up (followership); situational determinants of effective leadership; cross-cultural leadership; virtual leadership. Course delivery involves class discussions, experiential exercises, guest speakers and case studies.
Course Component: Lecture
Prerequisite: MBA 5330

MBA 5237 Change Management (1.5 units)
Development of skills in the effective conceptualization, planning, implementation and evaluation of change interventions in human systems. Behavioral science frameworks explaining and guiding the practice of change in an organizational context. Systemic nature of change and intervention practice, including the generation and management of resistance to change. Organizational change processes at the levels of individual, team, and overall organizational design including the necessary system conditions that underlie effective human system intervention efforts. Cross-cultural change, knowledge based organizations, socio-technical change processes, system vs. cultural change.
Course Component: Lecture

MBA 5241 Managerial Accounting Information and Decisions (1.5 units)
This course focuses on the role of the accounting function internal to the organization. It takes a broad view of managerial accounting, introducing students to various costing systems, cost behaviour patterns and cost structures. It demonstrates the use of accounting for the evaluation of product, managerial and divisional performance thus helping students to understand what accounting can do for decision makers and how accounting choices affect decisions. Emphasis on the strategic importance of aligning accounting systems with firm technologies and goals. Current issues in management accounting and internal reporting are discussed.
Course Component: Lecture

MBA 5250 Introduction to Corporate Finance (1.5 units)
Course Component: Lecture
Prerequisite: MBA 5340

MBA 5260 The World of the General Manager and of Strategic Management (1.5 units)
Understanding the role of the general manager in setting direction, creating competitive advantage, allocating resources, integrating operations and projects, framing the organizational infrastructure and context and managing change. Introduction to the concept of strategy and alternative models of strategic making.
Course Component: Lecture

MBA 5265 Performance Management (1.5 units)
The focus will be on learning about business intelligence and performance management approaches at operational levels in the organization. Frameworks such as the Balanced Score Card and Quality Management will be covered, as well as the use of business intelligence to explore performance problems.
Course Component: Lecture

MBA 5270 Knowledge and Information Management (1.5 units)
Role of information in organizations. Overview of systems used to capture, transform and disseminate information to managers. Linkages between information and knowledge management. The process of knowledge creation and application within and among organizations.
Course Component: Lecture

MBA 5280 Operations Management (1.5 units)
Strategic issues and long-term planning in manufacturing and service operations. Concepts, problem solving and quantitative techniques commonly used in decision making and in monitoring production systems. Operational strategy, forecasting, aggregate planning, enterprise resource planning and material requirements planning, supply chain and inventory management, lean operations and quality management. Sustainability issues as they relate to operations management as well as the challenges associated with integrating new technologies.
Course Component: Lecture
Prerequisite: MBA 5300. Courses MBA 5280 and MBA 5380/ADX 5380 cannot be combined for credits.

MBA 5300 Data Analysis (3 units)
Introduction to statistical data analysis. Basic concepts important to management: problem-solving and decision-making using data. Application of univariate and bivariate methods to various datasets. Use of software and the interpretation of statistical output. Models and tools to assist students in collecting, organizing, understanding, analyzing, presenting and communicating data. MBA 5100 and MBA 5101, together, are equivalent to MBA 5300.
Course Component: Lecture

MBA 5320 Strategic Marketing Management (3 units)
Overview of the Marketing process: key concepts, tools and procedures, in the context of a technology-intensive global economy. Definition of Marketing, the Marketing Concept and Marketing Management, and the significance of operating in a technology-intensive global economy. Analyzing market opportunities, setting performance goals, formulating marketing and implementation plans to meet those goals. Introduction to e-marketing management and some of the e-marketing tools available. MBA 5120 and MBA 5125, together, are equivalent to MBA 5320.
Course Component: Lecture

MBA 5330 Organization Behaviour and Human Resources Management (3 units)
The strategic advantage of understanding and integrating organizational behaviour (OB) frameworks in designing and implementing effective human resource (HR) activities (namely attraction, development, maintenance and retention of employees), in measuring performance and in achieving high-performance outcomes in various global organizational contexts. OB topics covered include motivation, rewards, leadership, group dynamics, organizational politics, job and organization design, and culture.
Course Component: Lecture
Prerequisite: MBA 5235 for MBA students only. MBA 5131 and MBA 5132, together, are equivalent to MBA 5330.
MBA 5340 Financial Accounting Information and Decisions (3 units)
This course focuses on the role of the accounting function external to the organization. It takes a broad view of financial accounting, encompassing a wide range of external financial and economic information, both national and international. The orientation will help students to understand what accounting can do for decision makers and how accounting and ethical choices affect decisions. Current issues in financial accounting and reporting are discussed. MBA 5140 and MBA 5141, together, are equivalent to MBA 5340.
Course Component: Lecture

MBA 5350 Corporate Financial Management (3 units)
Course Component: Lecture
Prerequisite: MBA 5340

MBA 5355 Economics for the Global Manager (3 units)
Course Component: Lecture

MBA 5360 Strategy Formulation and Implementation (3 units)
Understanding how to assess the performance of a business, what determines performance, how to conduct a strategic audit and to develop a specific course of action to deal with strategic issues. Enhancing value by aligning strategy and organizational infrastructure. Implementing change in order to enhance competitiveness. Developing general management abilities that integrate prior knowledge and skills acquired in other courses. MBA 5161 and MBA 5162, together, are equivalent to MBA 5360.
Course Component: Lecture
Co-requisite: all 5000-level MBA courses of the student’s mode of delivery. MBA 5161 and MBA 5162, together, are equivalent to MBA 5360.

MBA 5500 Fondements statistiques : Décrire et convaincre (1.5 crédits)
Volet : Cours magistral

MBA 5501 Statistiques avancées : Prévoir et décider (1.5 crédits)
L’analyse des données comme outils de support à la prise de décisions dans les différentes fonctions d’une organisation. Analyse de questionnaires en ressources humaines et en marketing. Interprétation correcte des résultats en particulier en contexte de gestion axée sur la performance. Tirer des conclusions à partir d’échantillons et reconnaître et exploiter les relations entre deux variables.
Volet : Cours magistral
Préalable: MBA 5500. MBA 5500 et MBA 5501 constituent une équivalence à MBA 5700.

MBA 5520 Gestion stratégique de marketing I (1.5 crédits)
Volet : Cours magistral
Préalable : MBA 5520. MBA 5520 et MBA 5525 constituent une équivalence à MBA 5720.

MBA 5531 Comportements organisationnels (1.5 crédits)
Déterminer les facteurs organisationnels (p. ex. structure, culture) clés influençant la performance organisationnelle; comprendre et appliquer les principes qui favorisent la motivation, satisfaction au travail et la mobilisation des groupes de travail; développer une capacité à comprendre la diversité humaine et sa prise en compte dans la prise de décision. Comprendre les notions de pouvoir et les dimensions politiques qui influencent les décisions de gestion.
Volet : Cours magistral
Préalable : MBA 5235. MBA 5531 et MBA 5532 constituent une équivalence à MBA 5730.

MBA 5532 Gestion des ressources humaines (1.5 crédits)
Comprendre l’importance stratégique des ressources humaines et de son impact sur la performance de l’organisation; acquérir des compétences à choisir ses employés, à évaluer leur rendement et à gérer les performances individuelles et d’équipe. Distinguer les différentes stratégies de reconnaissances qui favorisent l’équité et la performance au travail. Distinguer les particularités de la gestion des ressources humaines dans un contexte international.
Volet : Cours magistral
Préalable : MBA 5531. MBA 5531 et MBA 5532 constituent une équivalence à MBA 5730.

MBA 5540 Information comptable et décision I (1.5 crédits)
Le cours permet aux étudiants de comprendre l’utilité de l’information comptable dans la prise de décisions des utilisateurs externes. Il aborde le processus de production de l’information financière, le contenu général des états financiers en contexte national et international et l’analyse financière. MBA 5540 et MBA 5541 constituent une équivalence à MBA 5740.
Volet : Cours magistral
MBA 5541 Information comptable et décision II (1.5 crédits)
Le cours permet aux étudiants d'aborder des sujets particuliers en comptabilité financière et d'intégrer différentes notions de comptabilité financière, de stratégie et de gouvernance pour réaliser un diagnostic approfondi de la performance d'une entreprise.
Volet : Cours magistral
Préalable : MBA 5540. MBA 5540 et MBA 5541 constituent une équivalence à MBA 5740.

MBA 5561 Formulation de la stratégie (1.5 crédits)
Le but du cours est de développer chez les étudiants des aptitudes et des compétences pour piloter un processus d'analyse menant à la formulation de stratégies. Il vise aussi à décrire le fonctionnement de la chaîne de valeur de l'entreprise en vue d'y identifier les sources potentielles de création d'avantages concurrentiels ainsi que les choix de produits et marchés, qui décrivent la stratégie de groupe. Enfin il constitue l'occasion pour intégrer dans la perspective globale du gestion stratégique les diverses connaissances fonctionnelles. Préalable : tous les cours de niveau 5000 associés au mode de livraison suivi.
Volet : Cours magistral
Préalable : Tous les cours de niveau 5000 associés au mode de livraison suivi. MBA 5561 et MBA 5562 constituent une équivalence à MBA 5760.

MBA 5562 Déploiement de la stratégie et thématiques modernes (1.5 crédits)
Le but du cours est de comprendre les leviers impliqués dans le déploiement de la stratégie. Il vise aussi l'étude des contextes de l'entreprise moderne incluant stratégie émergente, pensée systémique, stratégie et apprentissage et business webs. Processus organisationnels et stratégie organisationnelle. / Value stream mapping et gestion des processus. L'approche Six Sigma et la performance des processus d'affaires.
Volet : Cours magistral
Préalable : MBA 5561. MBA 5561 et MBA 5562 constituent une équivalence à MBA 5760.

MBA 5611 Gouvernance d'entreprise et éthique (1.5 crédits)
Introduction à la gouvernance d'entreprise; Responsabilisation et éthique; Intérêts des actionnaires-Responsabilisation et harmonisation des pratiques de gouvernance; Technologie et éthique-Sécurité et protection des renseignements confidentiels dans un monde en ligne; Gestion de priorités concurrentes Prise de décisions éthiques; Gouvernance et croissance-Equilibre entre incertitude, enquête minutieuse et transparence.
Volet : Cours magistral
Préalable : MBA 5561. MBA 5561 et MBA 5562 constituent une équivalence à MBA 5760.

MBA 5635 Habilîtés de gestion (1.5 crédits)
Développer une connaissance de soi ainsi que les habiletés interpersonnelles nécessaires à la gestion des relations interpersonnelles et au sein d’équipes en milieu de travail. Accent porté sur la diversité et l'éthique dans le travail d'équipe. Formation en communication et présentations efficaces dans les affaires. Aperçu de logiciels informatiques pour professionnels en milieu d'affaires.
Volet : Cours magistral
Préalable : MBA 5570

MBA 5637 Gestion du changement (1.5 crédits)
Gérer le changement organisationnel planifié et non planifié. Développer chez les gestionnaires des compétences clés en gestion du changement. Permettre aux gestionnaires d'initier, de gérer et d'évaluer le changement dans leur organisation. Adresser les thématiques de base suivantes : la nature du changement; le rôle de l'agent de changement; l'importance des attitudes et comportements; la résistance aux changements; le diagnostic organisationnel; la collecte et l'analyse des données de diagnostics; les stratégies et processus d'intervention applicables aux individus, groupes et systèmes.
Volet : Cours magistral

MBA 5641 Comptabilité et stratégie (1.5 crédits)
Le cours permet aux étudiants de comprendre l'utilité de l'information comptable dans la prise de décision des utilisateurs internes. Il aborde le rôle de la comptabilité dans l'évaluation, le contrôle et la prise de décision des gestionnaires de l'entreprise.
Volet : Cours magistral

MBA 5650 Introduction à la gestion financière (1.5 crédits)
Rôle des marchés financiers. La notion de rendement-risque. Calcul actuariel. Modèles d'évaluation des actions ordinaires et privilégiées, des obligations. Sources de financement des entreprises.
Volet : Cours magistral
Prerequisite: MBA 5740

MBA 5660 L'univers du directeur général et le management stratégique (1.5 crédits)
Le but du cours est d'introduire les étudiants au monde de la haute direction. Il vise l'identification des défis auxquels fait face le directeur général, ainsi que la présentation des modèles et grilles d'analyse de base, quand vient le moment de choisir une orientation stratégique, de rechercher des avantages concurrentiels, d'allouer les ressources, d'intégrer les opérations et les projets, de se donner les moyens pour la mise en œuvre des stratégies arrêtées et de gérer le changement.
Volet : Cours magistral

MBA 5665 Gestion de la performance (1.5 crédits)
Il s'agit de l'apport de la détermination de la performance et de la gestion de la performance au niveau opérationnel en entreprise. On verra les concepts tels que le tableau de bord équilibré et la gestion de la qualité, ainsi que l'emploi de la veille économique pour explorer des défaillances de la performance.
Volet : Cours magistral

MBA 5670 Gestion de l'information et des connaissances (1.5 crédits)
Rôle de l'information dans les organisations. Aperçu des systèmes pour acquérir, traiter et diffuser l'information aux gestionnaires. Liens entre la gestion de l'information et des connaissances. Processus de création et d'application des connaissances au sein des organisations et entre celles-ci.
Volet : Cours magistral
MBA 5680 Gestion des opérations (1.5 crédits)
Enjeux stratégiques et planification à long terme des opérations dans les secteurs manufacturiers et des services. Méthodes appliquées de résolution de problèmes visant à soutenir la prise de décisions opérationnelles et le contrôle des systèmes de production. Stratégie opérationnelle; méthodes de prévision, planification intégrée, planification des ressources d'entreprise et planification des besoins en matières, gestion de la chaîne d'approvisionnement et des inventaires, souplesse et économie des opérations, gestion de la qualité. Enjeux de développement durable relatifs aux opérations et intégration des nouvelles technologies dans la gestion des opérations.
Volet : Cours magistral
Préalable : MBA 5700. MBA 5680, MBA 5380 et ADX 5380 ne peuvent être combinés pour l'obtention de crédits.

MBA 5700 Analyse de données en gestion (3 crédits)
L'analyse des données comme support dans le processus de prise de décisions, dans l'évaluation de l'information véhiculée quotidiennement à travers les rapports d'organismes, les articles de presse, etc., et pour faire face aux changements. Interprétation des concepts et techniques de base utilisés en analyse des données. Développement de la compréhension de ce que l'on peut tirer d'une analyse statistique, ainsi que des limitations de cette même analyse. Interprétation correcte des résultats en particulier en contexte de globalisation ou de gestion des entreprises de haute technologie. Initiation au rôle de la statistique dans la conduite des affaires. Résumé et présentation des données complexes. Traitement d'ensembles de données réalisés à l'aide de l'ordinateur et de maîtrise d'un logiciel statistique d'usage courant. Interprétation des concepts et techniques de base utilisées dans l'analyse des données. Tirer des conclusions à partir d'échantillons et reconnaître et exploiter les relations entre deux variables. MBA 5500 et MBA 5501 constituent une équivalence à MBA 5700.
Volet : Cours magistral

MBA 5720 Gestion stratégique de marketing (3 crédits)
Vue d'ensemble de la fonction de marketing : concepts clés du marketing, les outils et les procédures, le tout dans un contexte d'économie mondialisée axée sur la technologie. Définition du marketing, concepts et gestion du marketing, et implications d'opérer dans une économie mondiale axée sur la technologie. Analyse des opportunités du marché, fixation des objectifs de performance, et développement d'un plan marketing incluant sa mise en œuvre de façon à rencontrer les objectifs fixés. Introduction à la gestion de l'e-marketing et à quelques-uns des outils de l'e-marketing disponibles. MBA 5520 et MBA 5525 constituent une équivalence à MBA 5720.
Volet : Cours magistral

MBA 5730 Comportements organisationnels et gestion des ressources humaines (3 crédits)
Volet : Cours magistral
Préalable : MBA 5635 pour étudiants MBA seulement. MBA 5531 et MBA 5532 constituent une équivalence à MBA 5730.

MBA 5740 Information comptable et décision (3 crédits)
Le rôle de ce cours est de traiter de la comptabilité comme source d'information aux décideurs de l'entreprise. Le cours adopte une vision élargie de la comptabilité qui couvre une grande variété d'informations de nature financière et économique, nationale et internationale. Cette orientation permettra aux étudiants de comprendre le rôle que peut jouer la comptabilité auprès des décideurs internes et externes. MBA 5540 et MBA 5541 constituent une équivalence à MBA 5740.
Volet : Cours magistral

MBA 5750 Gestion financière d'entreprise (3 crédits)
Volet : Cours magistral
Préalable : MBA 5740.

MBA 5755 Principes d'économie pour les gestionnaires d'entreprise internationales (3 crédits)
Volet : Cours magistral

MBA 5760 Formulation et déploiement de la stratégie (3 crédits)
Le but du cours est de développer chez les étudiants des aptitudes et des compétences pour piloter un processus d'analyse menant à la formulation de stratégies et à leur mise en œuvre. Il vise aussi à décrire le fonctionnement de la chaîne de valeur de l'entreprise en vue de d'identifier les sources potentielles de création d'avantages concurrentiels. Ce cours sera également l'occasion pour intégrer dans la perspective globale du gestion stratégique les diverses connaissances fonctionnelles. MBA 5561 et MBA 5562 constituent une équivalence à MBA 5760.
Volet : Cours magistral
Concomitants : tous les cours MBA de niveau 5000 de la liste de livraison de l'étudiant. MBA 5561 et MBA 5562 constituent une équivalence à MBA 5760.

MBA 6101 Financial Modelling (3 units)
Applications in MS Excel in corporate finance and investments. Problem-solving using spreadsheets and functions; time value of money, NPV analysis, valuation, cost of capital, corporate financial planning, risk and return, CAPM, optimization, option pricing.
Course Component: Lecture

MBA 6120 Marketing in the 21st Century (1.5 units)
Marketing’s place in society and in business. Overview of the marketing function: creating value for consumers, the organization and society, all within the global economic context, centered on technology and sustainable development. Measurement and performance factors in marketing. Types of competition in the marketplace and their impact on the organization's marketing strategy. Consumer and corporate buying behavior, market analysis and demand. Market segmentation and positioning. Relationship between marketing management and organizational strategy.
Course Component: Lecture
MBA 6138 Management Skills II (1.5 units)
Understanding and development of the management skills required to manage people and processes in an organizational setting. Conflict resolution, negotiation, problem-solving, team development and applied emotional intelligence.
Course Component: Lecture
Prerequisite: MBA 5235 or permission of the MBA program director.

MBA 6142 Managerial Accounting II (1.5 units)
This course allows students to discover specific topics in managerial accounting. It focuses on the management of processes, evaluation and performance and accounting issues related to sustainable development.
Course Component: Lecture
Prerequisite: MBA 6241.

MBA 6155 Financial Risk Management (1.5 units)
Role of financial markets. Understanding the relationship between return and risk of financial securities. Introduction to diversification of financial risk and portfolio management techniques. Use of derivatives in the coverage of financial risk.
Course Component: Lecture
Prerequisite: MBA 5350.

MBA 6156 Performance Management: Business Process Modelling (1.5 units)
This course will build on the functional knowledge students have gained in the program thus far to explore the use of business intelligence at strategic levels in the organization. Core concepts will include strategy mapping, business modelling, firm-level analytics and decision models as well as the contribution of key business processes to organizational performance across a variety of different industries.
Course Component: Lecture

MBA 6165 International Exchange Courses I (3 units)
Courses offered through the intensive Summer International Exchange Program in Reims, France. Focus on issues in international management. The specific topic of each of these courses changes from year to year. Students must complete a research project defined by the program prior to departure to obtain the units: see section "6000-Level Course Requirements for Part-Time Students in the Exchange Program" for details.
Course Component: Lecture

MBA 6166 International Exchange Courses II (3 units)
Courses offered through the intensive Summer International Exchange Program in Reims, France. Focus on issues in international management. The specific topic of each of these courses changes from year to year. Students must complete a research project defined by the program prior to departure to obtain the units: see section "6000-Level Course Requirements for Part-Time Students in the Exchange Program" for details.
Course Component: Lecture

MBA 6168 International Exchange Courses IV (3 units)
Courses offered through the intensive Summer International Exchange Program in Reims, France. Focus on issues in international management. The specific topic of each of these courses changes from year to year. Students must complete a research project defined by the program prior to departure to obtain the units: see section "6000-Level Course Requirements for Part-Time Students in the Exchange Program" for details.
Course Component: Lecture
Prerequisite: MBA 6198. Together, MBA 6198 and MBA 6199 are equivalent to previous course MBA 6499.

MBA 6198 MBA Consulting Project I (1.5 units)
Preparation for the Consulting project. General and substantive analysis of the organization and its competitive environment using such tools as a PESTLE, the Porter’s five forces and SWOT; participation in co-development sessions. Courses MBA 6499, MBA 6198 cannot be combined for units.
Course Component: Lecture
Exclusion: MBA 6499

MBA 6199 MBA Consulting Project II (3 units)
Definition of the issue, diagnostic, analysis and proactive recommendations in the context of a company or organisation. Under the supervision of an MBA program professor, the project will address a problem related to performance management. The focus will be on implementation of the consulting project.
Course Component: Lecture
Prerequisite: MBA 6198. Together, MBA 6198 and MBA 6199 are equivalent to previous course MBA 6499.

MBA 6210 Business Government Relations (1.5 units)
Course Component: Lecture

MBA 6220 Managing Customer Relations (1.5 units)
Introduction to management of customer relations, special issues in a technology-driven global context. Building long-term relationships from pre-sales to repeat business. Gathering and analyzing information about the customer. Converting information to value-added product and service. Measuring the effect on corporate sales and profits. Demonstration and workshop with a software decision support tool.
Course Component: Lecture

MBA 6226 New Product Development (1.5 units)
How to develop new products for high-tech applications in an environment of global competition and shrinking cycle times. Topics include creating the climate, generating ideas, screening ideas, product portfolio selection, team building, managing the formal gating process, testing, killing. New product launch. Product migration strategies.
Course Component: Lecture
Prerequisite: MBA 6225.
MBA 6232 International Human Resource Management (1.5 units)
Introduction to international HR strategy; examining strategic business objectives to identify human resource staffing needs. Global staffing: identifying qualified candidates for international assignments. Cross-cultural training: preparing those candidates for the overseas experience. Appraisal of international employees: appraising the performance of international employees at a distance. Development of the careers of international employees: managing relocation issues surrounding the movement of dual career couples and repatriating international employees in a manner that maximizes the internationally-acquired competencies and minimizes post-return turnover. Procedural justice and other international labour relations issues for the international workforce (includes compensating the international assignee and managing pay-equity issues among an international workforce, as well as attending to other ethical issues such as child labour).
Course Component: Lecture

MBA 6250 International Corporate Financial Policy (1.5 units)
Managing foreign exchange risk by corporate treasurers. Financial management of multinational firms. Determination of a corporation's transaction and operating exposures. Use of foreign exchange derivatives, such as currency futures, options, and swaps to hedge foreign exchange risk. International portfolio and direct investments. International capital structure and cost of capital of multinational firms. Capital budgeting techniques used for foreign operations.
Course Component: Lecture
Prerequisite: MBA 5350.

MBA 6262 Entrepreneurship (1.5 units)
Creating, growing, and sustaining or exiting a new firm in a technology-intensive industry. Issues important to the technology (the scope and nature of technological knowledge and intellectual property protection), financing (seed capital, venture capital, and initial public offerings), and inter-firm relationships (spin-offs, alliances and equity alliances, and acquisitions). The course is practically oriented and will draw upon local expertise to enhance its pertinence and appeal.
Course Component: Lecture

MBA 6266 Principles of Negotiation for the Global Manager (1.5 units)
Course Component: Lecture

MBA 6267 Multinational Corporations and Strategies (1.5 units)
Study of the different types of strategies being used by multinational corporations, including global, transnational, etc. Organizational and management leadership and coordination issues that arise from instituting these various strategies. Implementation is a constant focus throughout this module.
Course Component: Lecture

MBA 6269 Management Consulting (1.5 units)
Introduction to management consulting: the five phase consulting process, and the various business models associated with managing a consulting practice. Principles of project management. Case study format: students work in teams on a comprehensive case receiving feedback on their presentations from the course instructor and from practicing consultants invited as external presenters. The course draws heavily on analytical skills learned in other MBA courses, and prepares students to undertake the MBA Consulting Project.
Course Component: Lecture

MBA 6271 Enterprise Modeling for E-Business (1.5 units)
Information requirements - ERP, CRM, SCM. Integration issues: IT platforms, inter-organizational, Enterprise Application Integration. e-Project Management: Processes to be introduced to enable transformation to e-business. Process design with UML (Unified Modelling Language). e-Business Strategic implications and e-Blueprint formulation. Organization entities and models.
Course Component: Lecture

MBA 6280 Performance and Operations Management (1.5 units)
Frameworks and models for improving operations management, defining and testing core business processes, and designing performance improvement strategies. Corporate performance management methodologies, analytic concepts, and use of business intelligence.
Course Component: Lecture
Prerequisite: MBA 5280

MBA 6291 Directed Readings in Management I (1.5 units)
Advanced study in an area of management. Students may propose topics and, if approved, investigate the area under the guidance of a professor. A major paper is expected from the student. Enrolment is subject to approval by the administration of the MBA program. Normally, students must show evidence of superior performance - minimum CGPA of 7.0/ B+ or equivalent - in their previous studies. Students on probation are ineligible.
Course Component: Research

MBA 6292 Directed Readings in Management II (1.5 units)
Advanced study in an area of management. Students may propose topics and, if approved, investigate the area under the guidance of a professor. A major paper is expected from the student. Enrolment is subject to approval by the administration of the MBA program. Normally, students must show evidence of superior performance - minimum CGPA of 7.0/ B+ or equivalent - in their previous studies. Students on probation are ineligible.
Course Component: Research

MBA 6293 Directed Readings in Management III (1.5 units)
Advanced study in an area of management. Students may propose topics and, if approved, investigate the area under the guidance of a professor. A major paper is expected from the student. Enrolment is subject to approval by the administration of the MBA program. Normally, students must show evidence of superior performance - minimum CGPA of 7.0/ B+ or equivalent - in their previous studies. Students on probation are ineligible.
Course Component: Research

MBA 6294 Directed Readings in Management IV (1.5 units)
Course Component: Research

MBA 6295 Seminar in Management I (1.5 units)
The seminars focus on current issues and topics in management. The focus of these seminars may change from year to year.
Course Component: Seminar

MBA 6296 Seminar in Management II (1.5 units)
The seminars focus on current issues and topics in management. The focus of these seminars may change from year to year.
Course Component: Seminar

MBA 6297 Seminar in Management I (1.5 units)
The seminars focus on current issues and topics in management. The focus of these seminars may change from year to year.
Course Component: Seminar
MBA 6298 Mobilizing Seminar in Management II (1.5 units)
The seminars focus on current issues and topics in management. The focus of these seminars may change from year to year.
Course Component: Seminar

MBA 6365 High Performance Organizations Operating in Europe (3 units)
History of European integration, European institutions, innovation and European competitiveness, corporate strategy and European integration, corporate governance and performance management from a European perspective.
Course Component: Lecture
Prerequisite: MBA 5265

MBA 6396 Integrative Cases and Team Management (3 units)
In a team-taught, multi-disciplinary setting, the course integrates management concepts, principles and tools seen in program courses to date. Using the case study approach as well as team presentations, students understand the multifunctional links required to arrive at a sound managerial decision. The inherent characteristics of effective teams and the creative power of high performance teams are integrated via constructive feedback, conflict resolution and the team’s self-assessment.
Course Component: Lecture
Prerequisite: MBA 5235.

MBA 6397 Integrative Cases and Strategy Simulation (3 units)
Integrates content from the previous courses in strategy by exposing students to its formulation and implementation cycle in a simulated competitive environment. Integrates knowledge in marketing, finance, production and operations management, and human resources management, by means of a learning tool calling on multidisciplinary knowledge.
Course Component: Lecture

MBA 6499 MBA Consulting Project (4.5 units)
Problem definition, diagnosis, analysis and recommendations for solution/action within a selected business organization. Normally to be completed in groups of four or five students. Supervision by MBA program faculty and MBA Project Mentor from the Canadian Association of Management Consultants. Regular progress reports submitted by e-mail or Internet, or in person. Evaluation by MBA program faculty taking into account feedback received from host organization and MBA Project Mentor. Prerequisite: successful completion of 30 units within the MBA program, and acceptance of a project proposal by a review committee composed of the supervisor, the MBA program director and a representative of the business organization. Students must register to MBA 6269 Management Consulting in order to register to the MBA Consulting Project. A maximum of two consecutive University sessions is allowed to complete the project.
Course Component: Research
Prerequisite: successful completion of 30 units within MBA program acceptance of a project proposal by a review committee composed of the supervisor, MBA program director a representative of the business org. MBA 6269 is co-requisite to MBA 6499.

MBA 6501 Modélisation financière (3 crédits)
Utilisation de MS Excel pour la finance d'entreprise et les investissements. Utilisation des fonctions et des capacités de résolution de problèmes; la valeur dans le temps de l'argent, l'analyse de la VAN, évaluation, coût du capital, planification de la finance d'entreprise, risque et rendement, MEDAF, optimisation, fixation des prix en fonction de la valeur d'option.
Volet : Cours magistral

MBA 6520 Marketing au 21e siècle (1.5 crédits)
Volet : Cours magistral

MBA 6538 Habiletés de gestion II (1.5 crédits)
Compréhension et développement des habiletés nécessaires à la gestion des individus et des processus en contexte organisationnel. Résolution des conflits et des problèmes, négociation, développement des équipes, et application de l'intelligence émotionnelle.
Volet : Cours magistral
Préalable : MBA 5635 ou permission du directeur du programme de MBA.

MBA 6542 Comptabilité et stratégie II (1.5 crédits)
Ce cours permet aux étudiants d'aborder des sujets particuliers en comptabilité de management. Il aborde la gestion des activités et des processus, l'évaluation de la performance et les enjeux comptables liés au développement durable.
Volet : Cours magistral
Préalable : MBA 5241

MBA 6555 Gestion du risque financier (1.5 crédits)
Rôle des marchés financiers. Comprendre la relation entre le rendement et le risque des titres financiers. Introduction aux techniques de base de diversification du risque financier et de gestion de portefeuille. Utilisation des produits dérivés pour la couverture contre le risque financier.
Volet : Cours magistral
Préalable : MBA 5750

MBA 6556 Gestion de la performance : Modélisation des processus de gestion (1.5 crédits)
Ce cours approfondira les connaissances fonctionnelles acquises dans le programme dans le but d'exploiter la veille économique aux niveaux stratégiques en entreprise. Parmi les concepts clés citons la cartographie des stratégies, l'établissement de modèles, l'analytique et le modèle décisionnel à l'échelle de l'entreprise, ainsi que la contribution de procédés opérationnels clés à la performance du rendement organisationnel dans une variété d'entreprises.
Volet : Cours magistral

MBA 6565 Cours du programme d'échange international I (3 crédits)
Cours offerts dans le cadre du programme intensif d'échange international d'été à Reims, en France. L'accent est mis sur les questions de gestion internationale. Les sujets particuliers de chacun de ces cours changent d'une année à l'autre. Les étudiants doivent terminer un projet de recherche dont le sujet est déterminé par le programme avant leur départ pour obtenir les crédits : consultez la section « Exigences relatives aux cours optionnels (niveau 6000) pour les étudiants à temps partiel qui participent au programme d'échange » pour obtenir davantage de renseignements.
Volet : Cours magistral
MBA 6566 Cours du programme d’échange international II (3 crédits)
Cours offerts dans le cadre du programme intensif d’échange international d’été à Reims, en France. L’accent est mis sur les questions de gestion internationale. Les sujets particuliers de chacun de ces cours changent d’une année à l’autre. Les étudiants doivent terminer un projet de recherche dont le sujet est déterminé par le programme avant leur départ pour obtenir les crédits : consultez la section « Exigences relatives aux cours optionnels (niveau 6000) » pour les étudiants à temps partiel qui participent au programme d’échange » pour obtenir davantage de renseignements.
*Volet : Cours magistral*

MBA 6567 Cours du programme d’échange international III (3 crédits)
Cours offerts dans le cadre du programme intensif d’échange international d’été à Reims, en France. L’accent est mis sur les questions de gestion internationale. Les sujets particuliers de chacun de ces cours changent d’une année à l’autre. Les étudiants doivent terminer un projet de recherche dont le sujet est déterminé par le programme avant leur départ pour obtenir les crédits : consultez la section « Exigences relatives aux cours optionnels (niveau 6000) » pour les étudiants à temps partiel qui participent au programme d’échange » pour obtenir davantage de renseignements.
*Volet : Cours magistral*

MBA 6568 Cours du programme d’échange international IV (3 crédits)
Cours offerts dans le cadre du programme intensif d’échange international d’été à Reims, en France. L’accent est mis sur les questions de gestion internationale. Les sujets particuliers de chacun de ces cours changent d’une année à l’autre. Les étudiants doivent terminer un projet de recherche dont le sujet est déterminé par le programme avant leur départ pour obtenir les crédits : consultez la section « Exigences relatives aux cours optionnels (niveau 6000) » pour les étudiants à temps partiel qui participent au programme d’échange » pour obtenir davantage de renseignements.
*Volet : Cours magistral*

MBA 6598 Projet MBA de consultation I (1.5 crédits)
Préparation au projet de consultation. Analyse générale substantielle de l’entreprise et de son environnement compétitif en utilisant des outils tel STEEPLED, les 5 forces de Porter ainsi qu’un SWOT; participation à des sessions de codéveloppement. Les cours MBA 6499, MBA 6598 ne peuvent être combinés pour l’obtention de crédits.
*Volet : Recherche*
*Exclusion: MBA 6499*

MBA 6599 Projet MBA de consultation II (3 crédits)
*Volet : Recherche*
*Préalable : MBA 6598. Ensemble MBA 6598 et MBA 6599 sont équivalents à l’ancien cours MBA 6899.*

MBA 6610 Relations entre les entreprises et le gouvernement (1.5 crédits)
*Volet : Cours magistral*

MBA 6620 Gestion de la relation client (1.5 crédits)
*Volet : Cours magistral*

MBA 6650 Politique de gestion financière internationale (1.5 crédits)
*Volet : Cours magistral*
*Préalable: MBA 5750*

MBA 6662 Entrepreneurship (1.5 crédits)
Création, croissance, maintien et sortie d’une nouvelle entreprise dans un secteur industriel intensivement technologique. Questions importantes en matière de technologie (la portée et la nature des connaissances technologiques et de la protection de la propriété intellectuelle), de financement (capitaux d’amorçage, capital de risque et placement initial de titres) et de relations interentreprises (entreprises dérivées, alliances et alliances avec participation en capitaux et acquisitions). Le cours est axé sur la pratique et mise sur l’expertise locale pour accroître sa pertinence et son attrait.
*Volet : Cours magistral*

MBA 6666 Principes de négociation pour les gestionnaires d’entreprises internationales (1.5 crédits)
*Volet : Cours magistral*
MBA 669 Consultation en gestion (1.5 crédits)
Introduction à la consultation en gestion : le processus de consultation en cinq phases et les différents modèles d'entreprises associés à la gestion d'un volet de consultation. Principes de gestion de projets.
Format d'études de cas : les étudiants travaillent en équipe sur un cas global et reçoivent des commentaires sur leurs présentations de la part de l'instructeur du cours et de consultants en exercice invités en tant que présentateurs externes. Le cours mise beaucoup sur les aptitudes d'analyse acquises dans d'autres cours du programme de M.B.A. et prépare les étudiants à entreprendre des projets de consultation dans le cadre du programme de MBA.
**Volet : Cours magistral**

MBA 6671 Modèles d'entreprises en affaires électroniques (1.5 crédits)
**Volet : Cours magistral**

MBA 6680 La gestion de la performance et des opérations (1.5 crédits)
Cadres et modèles pour améliorer la gestion des opérations, pour définir et mettre à l'essai des processus d'affaires de base, et pour développer des stratégies d'amélioration de la performance. Méthodologies de gestion de la performance corporative, concepts analytiques et utilisation de l'intelligence des affaires.
**Volet : Cours magistral**
**Préalable : MBA 5680**

MBA 6691 Lectures dirigées en gestion I (1.5 crédits)
Étude approfondie dans un domaine des sciences administratives. Les étudiants proposent leur sujet d'études et, après acceptation de leur proposition, l'approfondissent sous la direction d'un professeur. Ils fourniront à la fin de ces modules un rapport écrit substantiel (l'inscription à ce module est sujette à l'approbation du programme du M.B.A.). Normalement, il faut avoir un rendement supérieur - MPC de 7,0 / B+ ou l'équivalent dans les études antérieures. Les étudiants en probation ne sont pas admissibles aux lectures dirigées.
**Volet : Recherche**

MBA 6692 Lectures dirigées en gestion II (1.5 crédits)
Étude approfondie dans un domaine des sciences administratives. Les étudiants proposent leur sujet d'études et, après acceptation de leur proposition, l'approfondissent sous la direction d'un professeur. Ils fourniront à la fin de ces modules un rapport écrit substantiel (l'inscription à ce module est sujette à l'approbation du programme du M.B.A.). Normalement, il faut avoir un rendement supérieur - MPC de 7,0 / B+ ou l'équivalent dans les études antérieures. Les étudiants en probation ne sont pas admissibles aux lectures dirigées.
**Volet : Recherche**

MBA 6693 Lectures dirigées en gestion III (1.5 crédits)
Étude approfondie dans un domaine des sciences administratives. Les étudiants proposent leur sujet d'études et, après acceptation de leur proposition, l'approfondissent sous la direction d'un professeur. Ils fourniront à la fin de ces modules un rapport écrit substantiel (l'inscription à ce module est sujette à l'approbation du programme du M.B.A.). Normalement, il faut avoir un rendement supérieur - MPC de 7,0 / B+ ou l'équivalent dans les études antérieures. Les étudiants en probation ne sont pas admissibles aux lectures dirigées.
**Volet : Recherche**

MBA 6694 Lectures dirigées en gestion IV (1.5 crédits)
Étude approfondie dans un domaine des sciences administratives. Les étudiants proposent leur sujet d'études et, après acceptation de leur proposition, l'approfondissent sous la direction d'un professeur. Ils fourniront à la fin de ces modules un rapport écrit substantiel (l'inscription à ce module est sujette à l'approbation du programme du M.B.A.). Normalement, il faut avoir un rendement supérieur - MPC de 7,0 / B+ ou l'équivalent dans les études antérieures. Les étudiants en probation ne sont pas admissibles aux lectures dirigées.
**Volet : Recherche**

MBA 6695 Séminaire en gestion I (1.5 crédits)
Ces séminaires mettront l'accent sur des sujets d'actualité en gestion; les sujets traités dans ces séminaires peuvent changer d'une année à l'autre.
**Volet : Séminaire**

MBA 6696 Séminaire en gestion II (1.5 crédits)
Ces séminaires mettront l'accent sur des sujets d'actualité en gestion; les sujets traités dans ces séminaires peuvent changer d'une année à l'autre.
**Volet : Séminaire**

MBA 6697 Séminaire mobilisateur en gestion I (1.5 crédits)
Ces séminaires mettront l'accent sur des sujets d'actualité en gestion; les sujets traités dans ces séminaires peuvent changer d'une année à l'autre.
**Volet : Séminaire**

MBA 6698 Séminaire mobilisateur en gestion II (1.5 crédits)
Ces séminaires mettront l'accent sur des sujets d'actualité en gestion; les sujets traités dans ces séminaires peuvent changer d'une année à l'autre.
**Volet : Séminaire**

MBA 6765 Entreprises à performance élevée opérant en Europe (3 crédits)
Histoire de l'intégration européenne, institutions européennes, innovation et compétitivité européennes, stratégie globale et intégration européenne, gouvernance d'entreprise et gestion de la performance dans une perspective européenne.
**Volet : Cours magistral**
**Préalable : MBA 5665.**

MBA 6796 Cas fédérateurs et gestion d'équipe (3 crédits)
Animés par une équipe de professeurs, ce cours, à caractère multidisciplinaire, vise à intégrer les divers concepts, principes et outils de gestion vus dans les cours des sessions précédentes. Par l'entremise d'analyse de cas et de présentations en équipe, les étudiants sont amenés à réaliser les liens multifonctionnels nécessaires à une prise de décision intelligente en gestion. La rétroaction constructive, la gestion des conflits, l'auto diagnostic de l'équipe permettent d'intégrer les principes des équipes efficaces et de réaliser le pouvoir créatif d'une équipe de haute performance.
**Volet : Cours magistral**
**Préalable : MBA 5635.**

MBA 6797 Cas fédérateurs et simulation en stratégie (3 crédits)
Le but du cas fédérateur II et de la simulation est d'intégrer les notions de stratégies appris dans les trois cours de stratégie en exposant l'élève au cycle de la formulation et du déploiement stratégique dans un environnement concurrentiel simulé. Intégration des connaissances fonctionnelles comme le marketing, la finance, la gestion de la production et des opérations, la gestion des ressources humaines au moyen d'un véhicule d'apprentissage faisant appels à des connaissances multidisciplinaires.
**Volet : Cours magistral**
MBA 6900 Stage / Internship (6 crédits / 6 units)
Stage de travail en entreprise ou un autre milieu de travail sous la direction d'un représentant de l'entreprise et un professeur de programme. Le rapport de stage sera évalué S (satisfaisant) ou NS (non satisfaisant) par le professeur en consultation avec l'autre directeur. / Internship in a company or other work setting under the direction of a company representative and a professor from the program. Report to be graded S (Satisfactory) / NS (Not satisfactory) by the professor with input from the other supervisor.
Valeurs / Course Component: Recherche / Research

ADM 6260 Project Management I (1.5 units)
Project management methods based on standards, including the Guide to Project Management Body of Knowledge (PMBOK) of the Project Management Institute (PMI); project success and stakeholders; project charter and project plan; managing a project throughout its life cycle (identification, design, planning, realization and close-out). Students will have hands-on experience using MS Project.
Course Component: Lecture

ADM 6261 Project Management II (1.5 units)
Focus on projects that have incomplete and/or unstable requirements such as IT projects or software development projects. Topics covered include: portfolio management; risk management; determining requirements and solutions; quality management; communication management; design methods (Quality Function Deployment, Value Analysis); iterative and adaptive project management; fast tracking and concurrent methods of project management.
Course Component: Lecture

ADM 6271 Business Telecommunications Systems (1.5 units)
Concepts of voice, data, image and video communications and their integration into local and long distance networks. Business communication systems examples.
Course Component: Lecture

ADM 6274 International E-Business Strategies (1.5 units)
International trends in the global economy together with assessment of risks, and associated international e-business opportunities. Strategies for translating international opportunities into e-businesses, including localizing international web-based content, developing international supply networks, international crowdsourcing, international payments and international collaboration. How to address local laws on privacy, intellectual property and business contracts.
Course Component: Lecture
Pre requisite: MBA 5270 (for EMP, MBA and MHA students).

ADM 6275 Business Intelligence Technologies and Big Data Analytics (1.5 units)
Business Intelligence (BI) as a concept; review of major BI tools and methods; identification of the right types of BI for different types of decision making environments; introduction to Big Data; business applications of Big Data; review of the supporting technologies such as data bases and data warehouses and Big Data Platforms for integrating structured and unstructured data including Hadoop, sandbox analytics; streaming analytics, and advances in data warehousing appliances that accelerate analytics.
Course Component: Lecture
Pre requisite: MBA 5270 (for EMP, MBA and MHA students). Courses ADM 6275, ADM 6287 cannot be combined for units.

ADM 6276 Enterprise Resource Planning Systems Management (1.5 units)
Course Component: Lecture

ADM 6277 E-Business Energy Management (1.5 units)
Reduction of e-business power requirements by locating data centres in areas with low cost electricity and where cold outside air can be used for cooling, e.g. British Columbia, Québec, Finland, Iceland and Sweden. Reduction of power requirements in other industries, e.g. using smart grid, smart buildings and smart cities. Calculation of energy requirements for specific e-business services, e.g. e-banking, e-newspapers, media download, media streaming and web-based advertising. Review of current international standardization work on sustainability for and by IT.
Course Component: Lecture

ADM 6279 Socio-Technical Change (1.5 units)
This course explores the structural-, cultural- and process-based organizational change management challenges facing business strategists during new technology implementation initiatives. Toward this, the course draws upon management frameworks, support tools and best practices for the joint optimization of technology and social subsystems within organizations. Adopting a complex adaptive system viewpoint of the organization, the course will highlight issues of technological and social embeddedness, and illustrate the use of configuration modeling and analysis tools for enterprise engineering and strategy models to facilitate change sustainability and continuity.
Course Component: Lecture

ADM 6281 Supply Chain Management (1.5 units)
Introduction to supply chain management; overview of its role in the organization as an operational, a strategic, and a competitive tool; role of information systems and technology in supply chain management; managing the flow of materials, and inventory management across the supply chain; developing and maintaining supply chain relationships; future challenges including sharing risks in inter-organizational relationships, managing the global supply chain and design for supply chain management.
Course Component: Lecture
Pre requisite: MBA 5380 or equivalent for MBA students or EMP 5101 for EMP students.

ADM 6286 International E-Business Strategies for EBT (1.5 units)
International trends in the global economy together with assessment of risks, and associated international e-business opportunities. Strategies for translating international opportunities into e-businesses, including localizing international web-based content, developing international supply networks, international crowdsourcing, international payments and international collaboration. How to address local laws on privacy, intellectual property and business contracts. Courses ADM 6274, ADM 6286 cannot be combined for units.
Course Component: Lecture
Exclusion: ADM 6274
ADM 6287 Business Intelligence Technologies and Big Data Analytics for EBT (1.5 units)
Business Intelligence (BI) as a concept; review of major BI tools and methods; identification of the right types of BI for different types of decision making environments; introduction to Big Data; business applications of Big Data; review of the supporting technologies such as data bases and data warehouses and Big Data Platforms for integrating structured and unstructured data including Hadoop, sandbox analytics; Streaming Analytics, and advances in data warehousing appliances that accelerate analytics. Courses ADM 6275, ADM 6287 cannot be combined for units.
Course Component: Lecture
Exclusion: ADM 6275

ADM 6395 Seminar in Administration III (3 units)
Every year the University of Ottawa competes in several national and international MBA Case Competitions. This course prepares students for participation in these competitions. Entry into this course is limited and students will compete for placements. Only students who participate in the mini-case competitions schedule early September and are selected by the judges will be able to register to the course.
Course Component: Lecture
The mini-case competition is the only entry point to the course! Consult the MBA office for further information.

ADM 6420 Electronic Marketing (1.5 units)
Fundamentals of using the Internet for marketing tasks. Strategic implications of the Internet for Marketing models for Electronic Commerce. Customer retention, customization, value-based pricing, branding, advertising in the context of Electronic Commerce. WWW and the pricing, promotion and distribution of goods.
Course Component: Lecture

ADM 6660 Gestion de projet I (1.5 crédits)

ADM 6661 Gestion de projet II (1.5 crédits)
Concentration sur des projets ayant des besoins incomplets et/ou instables, tels des projets en TI ou des projets en développement de logiciel. Sujets touchés incluent : gestion d’un portefeuille de projets; gestion du risque; détermination des besoins et des solutions; gestion de la qualité; gestion de la communication; méthodes de conception (déploiement des fonctions qualité, analyse de la valeur); gestion de projet itérative et adaptative; gestion de projet en mode accélérée et méthode concourante de gestion de projet. Volet : Cours magistral

ADM 6677 Gestion de l’énergie pour les affaires électroniques (1.5 crédits)
Réduction des besoins en énergie pour les affaires électroniques en localisant les centres de données dans les zones avec de l’électricité à faible coût ou bien dans un endroit où l’air froid de l’extérieur peut être utilisé pour le refroidissement, par exemple, la Colombie-Britannique, le Québec, la Finlande, l’Islande et la Suède. Réduction des besoins en énergie dans d’autres secteurs, par exemple, en utilisant un réseau intelligent, les bâtiments intelligents et les villes intelligentes. Calcul des besoins d’énergie pour les services des affaires électroniques spécifiques, par exemple, e-banking, e-journaux, des téléchargements multi-médias et de la publicité sur le Web. Examen des travaux actuels de normalisation à l’échelle internationale sur la durabilité pour et par les TI. Volet : Cours magistral

ADM 6776 Systèmes d’information pour la prise de décision (3 crédits)
Principaux systèmes avancés d’information situés aux différents niveaux de décision de l’organisation : systèmes d’exécution, systèmes stratégiques (inter-organisationnels, coopératifs), systèmes d’aide à la décision, systèmes de décision de groupe, systèmes experts. Exemples d’applications pratiques dans les entreprises et au gouvernement. Volet : Cours magistral
Préalable : ADM 5770

ADM 6795 Séminaire en administration III (3 crédits)
Ce séminaire met l’accent sur les sujets d’actualité dans les sciences administratives; les sujets traités dans ce séminaire peut changer d’une année à l’autre. Volet : Cours magistral

ELECTIVES OUTSIDE THE TELFER SCHOOL OF MANAGEMENT: Students may take courses or modules outside the Telfer School of Management as electives. To do so, they must receive permission of the School. Normally this would involve providing a description of the proposed course along with a rationale as to why this course is relevant to the student’s program of study.

The School reserves the right to refuse such requests, particularly when a student is on academic probation. Students may take graduate level courses in any discipline recognized by graduate studies. For more information on these courses, please consult the relevant program calendars that are available at the graduate programs secretariat.