

11 Courses

All Management courses have limited enrolment. While most of the courses listed below will be available in the coming year, the University Timetable should be consulted for final information.

The course credit weight is given in parentheses (#) after the course title.

- Denotes courses not offered in 2000-01.

11.1 Freshman Courses

189-130A MATHEMATICS FOR MANAGEMENT I. (3) (3 hours lecture, tutorial sessions) (Not open to students who have taken/are taking 189-139, 189-140, 189-150.) Linear and quadratic models. Systems of linear equations, Gaussian reduction, matrices and determinants, independence of vectors. Symmetric matrices. Input-output analysis, Markov processes. Limits, continuity, differentiation, differentials, elasticity, marginal change. Log and exponential functions. Curve sketching, asymptotes. Related rates, business and economic models. Applications to modeling and optimization. (Offered by the Faculty of Science)

189-131B MATHEMATICS FOR MANAGEMENT II. (3) (3 hours lecture, tutorial sessions) (Prerequisite: 189-130 or 189-139, 189-140.) (Not open to students who have taken/are taking 189-141, 189-151.) Antiderivatives, definite integral, applications to business and economics. Improper integral, probability and density functions, double integrals. Infinite series. Taylor approximation and series. Partial derivatives. Min/max problems in management. Unconstrained and constrained optimization: Lagrange multipliers and their economic interpretation. Method of least squares. Applications. (Offered by the Faculty of Science)

11.2 Core Courses

154-295 MACROECONOMIC POLICY. (3) (Corequisite: 280-293) (Note: 154-230D or 154-250D do not exempt students from this course.) This applied macroeconomics course focuses on current and recurrent macroeconomic issues important in understanding the public policy environment in which firms make their decisions. Topics include national accounts; national income determination; economic growth and fluctuations; money, monetary policy and financial markets; international trade and finance related issues. (Offered by the Faculty of Arts)

280-211 INTRODUCTION TO FINANCIAL ACCOUNTING. (3) The role of financial accounting in the reporting of the financial performance of a business. The principles, components and uses of financial accounting and reporting from a user's perspective, including the recording of accounting transactions and events, the examination of the elements of financial statements, the preparation of financial statements and the analysis of financial results.

280-213 INTRODUCTION TO MANAGEMENT ACCOUNTING. (3) (Prerequisite: 280-211) An introduction to the role of management accounting information in manufacturing, service and not-for-profit organizations. The focus is on the activities performed to create value for customers. The course blends contemporary theory with practical applications to illustrate the demand for management accounting information in implementing organizational strategy. (Formerly 271-213)

280-222 ORGANIZATIONAL BEHAVIOUR. (3) Individual motivation and communication style; group dynamics as related to problem solving and decision making, leadership style, work structuring and the larger environment. Interdependence of individual, group and organization task and structure.

280-271 STATISTICS I. (3) (Prerequisite: 189-131 or equivalent) (Not open to students who have taken or are taking 189-323, 204-204, 154-227, 154-257.) Statistical concepts and methodology, their application to management problems. Topics include: descriptive statistics; probability theory, random variables, important

discrete and continuous probability distributions, sampling and sampling distributions, interval estimation and index numbers.

280-272 STATISTICS II. (3) (Prerequisite: 280-271) (Not open to students who have taken or are taking 189-324, 204-307, 154-227, 154-257.) Hypothesis testing and estimation, sampling procedures, nonparametric procedures, goodness-of-fit tests, analysis of variance, simple and multiple regression analysis, time series.

280-293 MANAGERIAL ECONOMICS. (3) The course focuses on the application of economic theory to management problems and the economic foundations of marketing, finance, and production. Attention is given to the following topics: price and cost analysis; demand and supply analysis, conditions of competition. (Formerly 280-393)

280-320 MANAGING HUMAN RESOURCES. (3) (Prerequisite: for B.Com. students only, 280-222) This course will address human resource management in the context of changing product and labour markets and the current organizational restructuring that firms are undertaking. Most of the material will be organized around the issues posed by restructuring: the competitive strategies available to firms, the role of human resource practices in new work systems, the obstacles to implementing change, and the impact of restructuring on firm performance and the lives and careers of employees.

280-331 INFORMATION SYSTEMS. (3) (Fall sections restricted to B.Com. students.) (Not open to students who have taken or are taking 308-100, 308-200, 308-208, 308-220, 308-250, 304-221.) Introduction to principles and concepts of information systems in organizations. Topics include information technology, transaction processing systems, decision support systems, database and systems development. Students are required to have background preparation on basic micro computer skills including spreadsheet and word-processing.

280-341 FINANCE I. (3) (Prerequisites: 280-271, 280-211 and 280-293) An introduction to the principles, issues, and institutions of Finance. Topics include valuation, risk, capital investment, financial structure, cost of capital, working capital management, financial markets, and securities.

280-352 MARKETING MANAGEMENT I. (3) Introduction to marketing principles, focusing on problem solving and decision making. Topics include: the marketing concept; marketing strategies; buyer behavior; Canadian demographics; internal and external constraints; product; promotion; distribution; price. Lectures, text material and case studies.

280-360 SOCIAL CONTEXT OF BUSINESS. (3) This course examines how business interacts with the larger society. It explores the development of modern capitalist society, and the dilemmas that organizations face in acting in a socially responsible manner. Students will examine these issues with reference to sustainable development, business ethics, globalization and developing countries, and political activity.

280-373 OPERATIONS RESEARCH. (3) (Prerequisite: 280-271) Topics include: introduction to decision analysis and risk attitudes, inventory control, linear programming and simulation. Emphasis on the formulation of problems and their solution by standard methods or by computer packages.

280-382 INTERNATIONAL BUSINESS. (3) An introduction to the world of international business. Economic foundations of international trade and investment. The international trade, finance, and regulatory frameworks. Relations between international companies and nation-states, including costs and benefits of foreign investment and alternative controls and responses. Effects of local environmental characteristics on the operations of multi-national enterprises. (Formerly 278-382)

280-423 ORGANIZATIONAL POLICY. (3) (Open to U3 students only) Focus on the primary functions of general management: the formation of a corporate strategy that relates the company's opportunities to its resources, competence, and leadership style. Measures to improve organization effectiveness. (Formerly 280-323)



280-472 OPERATIONS MANAGEMENT. (3) (Prerequisite: 280-271 or equivalent. Corequisite: 280-373) Introduction to decisions and trade-offs associated with production of goods and services. Topics include technology planning (production process), control issues (production planning and inventory control, MRP/JIT, scheduling, quality and reliability and distribution planning), design for manufacturability, management of new technology (FMS, group technology and robotics) and management of service operations.

455-205A,B COMMUNICATION IN MANAGEMENT I. (3) (Placement test required.) (Restricted to B.Com. students who have not taken 425-201 or 455-202.) Written and oral communication in management (in English); emphasis on strategies for identifying, analyzing and solving writing and speaking problems. Course work based on academic and professional communication in management. Attendance at first class is imperative.

455-305 COMMUNICATION IN MANAGEMENT II. (3) (Prerequisite: 455-205 or based on the results of Placement Test.) (Restricted to B.Com. students who have not taken 425-201 or 455-202.) Advanced course (in English) in professional communication in management. Assignments include résumés, business proposals, public relations documents and oral presentations. Students use a wide variety of communication technologies such as presentation software, video equipment, e-mail and the internet. Attendance at first class is imperative.

11.3 General Management Courses

270-364 BUSINESS LAW I. (3) An introduction to the legal system and basic legal principles affecting business. Tort negligence, contracts, forms of business organization, creditors' rights and bankruptcy.

270-368 BUSINESS LAW II. (3) (Prerequisite: 270-364) An outline of the application of law to professional negligence, product liability, competition, corporate governance and employment. Review of particular contracts; sale, agency, mortgages, lease, insurance.

270-391 INTERNATIONAL BUSINESS LAW. (3) (Prerequisite: 280-382) (Formerly 278-491) Introduction to the legal aspects of foreign trade and investment transactions. Forms and documentation of types of foreign trade contracts. Conflict avoidance, arbitration, and litigation arising from international transactions. Government regulation of foreign trade. Legal aspects of the international transfer of investments and technology. Conventions and institutions of international economic cooperation (e.g. GATT, ICC, IMF, etc.).

270-394 ASIA/PACIFIC MANAGEMENT. (3) (Prerequisite: 280-382) In-depth study of business relationships and management practices in the world's most dynamic region. Focus on the dominant Asian economy, Japan, with discussion also of China, Korea and ASEAN countries. Emphasis on underlying cultural differences and their influence on the structure and management of business activity.

270-395 EUROPEAN ECONOMIC & BUSINESS MANAGEMENT. (3) (Prerequisite: 280-382) An overview of current social, economic and trade developments in the rapidly-evolving European arena. Focus both on the integrating economies of the EU and on the emerging market economies of central and eastern Europe. Emphasis on the expanded opportunities and the challenges facing international managers.

270-399 INTERNSHIP PROJECT. (2) Upon completion of the internship, students must submit a paper on the integration of the applied and academic aspects of their B.Com. courses and the Internship experience.

270-400 INDEPENDENT STUDIES IN MANAGEMENT. (3) (U3 students only) Research reading or field projects, permitting independent study under the guidance of a Faculty member. Projects to be arranged individually with instructors. A detailed student proposal must be submitted to the instructor and the Associate Dean during the first week of term. CGPA of at least 3.00 required.

270-434 TOPICS IN MANAGEMENT. (3)

270-462 MANAGEMENT OF NEW ENTERPRISES. (3) (Prerequisite: 280-341) (270-462 and 270-465 cannot both be taken for credit.)

Evaluation of new business ventures, recognition and treatment of associated risks. Detailed consideration is given to sources of risk funds in the form of venture capital, public, private and government programs. Emphasis on the critical importance of the entrepreneur, the demands and the risks faced as well as the rewards and satisfactions.

270-464 MANAGEMENT OF SMALL ENTERPRISES. (3) (Prerequisite: 280-341) The distinctive characteristics, risks, opportunities and rewards inherent in the ownership and management of a small enterprise. It will assist students in judging the appropriateness of an entrepreneurial career and in selecting and timing a specific venture.

270-465 TECHNOLOGICAL ENTREPRENEURSHIP. (3) (Prerequisite: 306-310 or 280-341) (270-462 and 270-465 cannot both be taken for credit.) Concentrating on entrepreneurship and enterprise development, particular attention is given to the start-up, purchasing and management of small to medium-sized industrial firms in an environment that would appeal to Engineering students. The focal point is in understanding the dilemmas faced by entrepreneurs, resolving them, developing a business plan and the maximum utilization of the financial, marketing and human resources that make for a successful operation.

270-481 NORTH AMERICA IN THE GLOBAL MARKET. (3) (U2 and U3 students. Prerequisite: 280-382 or permission of instructor) (Formerly 278-481) Analysis of corporate strategies in the Canada-United States context. Emphasis on public policy impact of corporate decision-making and implications of alternative public policy options. Bilateral experience by major industrial sectors examined and compared with global corporate strategies. Theoretical and empirical literature combined with industrial histories and policy case studies.

270-493 GLOBAL ECONOMIC COMPETITIVENESS. (3) (Prerequisite: 280-382) How nations achieve and maintain competitiveness in the rapidly globalizing world economy. Studies the stages of evolution of world competitiveness in 46 nations, incorporating the latest practical business theories and case studies on the dynamics of effective globalization ventures.

11.4 Accounting Courses

271-311 FINANCIAL ACCOUNTING I. (3) (Prerequisite: 280-211) A detailed examination of the issues involved in the measurement, recording and reporting of assets and related revenues and expenses.

271-312 FINANCIAL ACCOUNTING II. (3) (Prerequisite: 271-311) A continuation of Financial Accounting I, examining the issues involved in the measurement, recording and reporting of liabilities and owner's equity.

271-313 MANAGEMENT ACCOUNTING I. (3) (Prerequisite: 280-213) Cost accounting, budgeting and budgetary control, standard costing, break-even analysis, variable costing, costs for decision-making.

271-351 INTERMEDIATE FINANCIAL ACCOUNTING I. (3) (Prerequisites: 280-211 and 280-213) (Open only to Accounting Honours students.) An examination of the theoretical foundation for financial reporting and revenue recognition. The tools of accounting, including a review of the accounting process and compound interest concepts. Asset recognition, measurement and disclosure. Partnership accounting.

271-352 INTERMEDIATE FINANCIAL ACCOUNTING II. (3) (Prerequisite: 271-351) (Open only to Accounting Honours students.) A continuation of Intermediate Financial Accounting I. An examination of liability recognition, measurement and disclosure, including leases, pension costs and corporate income tax. Shareholders' equity, dilutive securities and earnings per share. The statement of changes in financial position, basic financial statement analysis and full disclosure in financial reporting.

271-356 INTERNATIONAL ACCOUNTING. (3) (Prerequisites: 271-351 and 271-361) (Open only to Accounting Honours students.) Current international issues in financial and management accounting including different reporting models and standards, the Interna-

tional Accounting Standards Committee, international transfer pricing and control systems in multinationals

271-361 INTERMEDIATE MANAGEMENT ACCOUNTING I. (3) (Prerequisites: 280-211 and 280-213) (Open only to Accounting Honours students.) The role of management accounting information to support internal management decisions and to provide performance incentives.

271-362 INTERMEDIATE MANAGEMENT ACCOUNTING II. (3) (Prerequisite: 271-361) (Open only to Accounting Honours students.) An examination of a number of recurring issues in the area of decision-making and control, including cost allocation, alternative costing systems, and innovations in costing and performance measurement.

271-385 PRINCIPLES OF TAXATION. (3) (Prerequisite: 271-351) (Open only to Accounting Honours students.) An introduction to the concepts underlying the Canadian tax system and how they are applied in relation to the taxation of individuals and businesses.

271-415 MANAGEMENT ACCOUNTING II. (3) (Prerequisite: 271-313) A critical evaluation of accounting control systems and some related quantitative business controls. Conceptual and measurement problems in evaluating performance, including problems of decentralization. Control of the data-information flow.

271-417 TAXATION AND BUSINESS DECISIONS. (3) (Prerequisite: 280-211) An overview of the income tax system; emphasis on its impact on selected business decisions. Topics include: individual and corporate taxation, tax shelters, tax planning and international operations. Use of cases.

271-434 TOPICS IN ACCOUNTING. (3) (Open to advanced students only.) Topics will be selected from current issues in the Accounting Area.

271-453 ADVANCED FINANCIAL ACCOUNTING. (3) (Prerequisites: 271-352, 271-362 and 271-385) (Open only to Accounting Honours students.) Reporting relevant financial information subsequent to long term intercorporate investments. The preparation of consolidated financial statements with emphasis on their economic substance rather than legal form.

271-454 FINANCIAL REPORTING: STANDARDS & PRACTICES. (3) (Prerequisites: 271-352, 271-362 and 271-385) (Open only to Accounting Honours students.) An in-depth study of Canadian accounting standards and how Canadian corporations apply them in their financial reporting.

271-455 DEVELOPMENT OF ACCOUNTING THOUGHT. (3) (Prerequisites: 271-352, 271-362 and 271-385) (Open only to Accounting Honours students.) The conceptual underpinning of accounting thought, including its historical development and the modifications that have occurred over time. A review of accounting literature and its relevance to practice.

271-463 ADVANCED MANAGEMENT ACCOUNTING. (3) (Prerequisites: 271-352, 271-362 and 271-385) (Open only to Accounting Honours students.) The theoretical frameworks for the examination and evaluation of management accounting and control systems. The technical aspects of accounting along with behavioural issues of management control.

271-471 NON-PROFIT ACCOUNTING. (3) (Prerequisites: 271-352, 271-362 and 271-385) (Open only to Accounting Honours students.) The foundations and practices of non-profit accounting for organizations including government, volunteer, charitable, health care and educational. The framework to evaluate and understand emerging issues.

271-475 PRINCIPLES OF AUDITING. (3) (Prerequisites: 271-352, 271-362 and 271-385) (Open only to Accounting Honours students.) An introduction to basic auditing concepts and internal controls of an accounting system. Topics include current auditing standards, ethical conduct, legal liability, planning of an audit, sampling techniques, non-audit engagements, the study and evaluation of internal controls in an accounting system.

271-476 INTERNAL AUDITING. (3) (Prerequisites: 271-362, 271-385 and 271-475) (Open only to Accounting Honours students.) The

modern internal audit approach including operational and management audit practices within the internal audit framework. Topics include objectives of an internal audit, communication by internal auditors, planning audit projects, audit of EDP systems, audit testing, operational areas.

271-477 EXTERNAL AUDITING. (3) (Prerequisites: 271-362, 271-385 and 271-475) (Open only to Accounting Honours students.) The theory of auditing financial statements and the various complexities encountered in these audit environments. A thorough study of auditing standards, ethical conduct, communication by auditors, auditing in an EDP environment, audit of a small business, other reports and services provided by auditors and public accountants.

271-486 TAXATION II. (3) (Prerequisites: 271-352, 271-362 and 271-385) (Open only to Accounting Honours students.) A study of the Income Tax Account as it applies to the taxation of individuals and corporations, including capital cost allowances, capital gains, corporate reorganizations, trusts and partnerships and administrative regulations. A review of consumption taxes.

11.5 Organizational Behaviour Courses

272-321 LEADERSHIP POWER AND INFLUENCE. (3) Influence of personality, situational and cultural factors on strategic decision making. The role of power and political behaviour in organizational behaviour. Topics include: managerial style, superior-subordinate relationships, organizational stress, entrepreneurial behaviour patterns, power and politics in decision making.

272-380 CROSS-CULTURAL MANAGEMENT. (3) Cross-cultural awareness and communication skills necessary to manage in multicultural organizations. Focus on the relationship between cultural values and communication style as they affect inter and intra cultural communication of managers, personnel and clients of multinational and multicultural organizations. (Formerly 278-380)

● **272-409 ORGANIZATIONAL RESEARCH METHODS.** (6) (Prerequisite: 280-222) This course acquaints students with the basic principles of research design and methods of data collection and data analysis. The first semester involves lectures and class discussion. The second semester students carry out a small research project under the supervision of a professor knowledgeable about the particular research topic chosen.

272-420 GROUP DYNAMICS. (3) (Prerequisite: 280-222 or permission of Instructor) Theory, research, and applications relating to group dynamics and interpersonal dynamics. Teaching/learning methods include lecture and discussion, learning cells, and skill development exercises and training laboratories (group development and interpersonal sensitivity).

272-421 MANAGING ORGANIZATIONAL CHANGE. (3) (Prerequisite: 280-222 or permission of Instructor) Organizational change theory and techniques are examined with an emphasis on techno-structural interventions such as Quality-of-Work-Life approaches. Through simulations and case-studies, the course explores initiatives in organizational change, primarily in contemporary Canadian organizations. It also includes opportunities for "hands-on" experience in work and organization redesign.

● **272-424 EMPLOYMENT.** (3) (Prerequisites: 280-320, 280-271) Reviews in sequence all aspects of the hiring of employees. Topics covered will include manpower planning, recruiting, selection, placement orientation, retirement and de-hiring. Each area will be covered from legal, technical and theoretical perspectives.

● **272-426 HUMAN RESOURCE TRAINING AND DEVELOPMENT.** (3) (Prerequisite: 280-320) Planning, conceptualization, design, implementation and evaluation of training and career development programs. Review of the major techniques in each area. Training and development approached from a systems point of view.

● **272-428 ADVANCED SEMINAR IN WORK MOTIVATION.** (3) (Prerequisite: 280-222) The seminar will examine theories, topics, issues and techniques of motivating individuals, both ourselves and others at work. Participants will be encouraged to read about selected topics and issues, to discuss key points of agreement and

disagreement, and to utilize this knowledge in tackling motivational problems in the workplace.

272-429 O.B. FOR COURSE COUNSELLORS. (6) (Prerequisite: 280-222) Examination of behaviour in organizations, coupled with training in teaching methods, to prepare students to team teach a section of 280-222, Organizational Behaviour. Selection of course counsellors is made toward the end of the preceding winter term. Only students thus selected will be permitted to register for this course.

272-434 ADVANCED TOPICS IN O.B. (3) (Prerequisite: 280-222) This is an advanced course for students with a special interest in Organizational Behaviour. Topics will be selected from current issues or themes in literature.

272-435 WOMEN AS GLOBAL LEADERS AND MANAGERS. (3) (Prerequisite: 280-222) Women are assuming leadership roles in many fields heretofore almost exclusively led by men. Yet even in the 1990s, less than 5% of international managers are women and less than 3% of international business cases portray women in leadership roles. This seminar will review the major trends affecting women's power and influence in society in general and in organizations in particular. Participants will develop the vision, skills, and competencies needed for global leadership.

272-525 COMPENSATION MANAGEMENT. (3) (Prerequisite: 280-320) Compensation policies and practices, consistent with motivational theories, are examined. Topics include: design and evaluation of job evaluation systems, salary structures, and performance-based pay; compensation of special employee groups; and current pay equity laws. Projects and simulations provide "hands-on" experience in the use of compensation techniques.

11.6 Information Systems Courses

273-332 ACCOUNTING INFORMATION SYSTEM. (3) (Prerequisites: 280-331 and 280-211) Accounting cycles and information flows and the systems that manage those flows. Principals of systems development and data management as relates to accounting information. Relationship between accounting applications and transaction processing systems. Practical experience with accounting packages.

273-333 SYSTEMS ANALYSIS AND MODELLING. (3) (Prerequisite: 280-331) Techniques for conducting systems requirements analysis and project management using structured analysis for specifying both manual and automated systems. Focuses on the role of the analyst in investigating the current organizational environment, defining information system requirements, working with technical and non-technical staff, and making recommendations for system improvement. Analysis Project.

273-334 BUSINESS PROGRAMMING DEVELOPMENT. (3) (Prerequisite: 273-342) Program development in business. Emphasis on data processing application programs in COBOL using structured programming techniques. Topics include: table handling, sequential file processing, error controls, audit trails, control languages, testing and forms.

273-341 BUSINESS SYSTEMS DESIGN I. (3) (Prerequisite: 280-331) Principals of business systems design applied to a procedural language development environment. Emphasis on modularization and maintainability. Introduction to standard program structures including control, repetition, arrays, procedures and functions, and parameter passing. Hands on projects using a high level procedural language.

273-342 BUSINESS SYSTEMS DESIGN II. (3) (Prerequisite: 273-341) Continuation of 273-341. Emphasis on data structures and file design and management in business applications.

273-422 OBJECT ORIENTED DESIGN. (3) (Prerequisite: 273-342) (Not open to students having taken 308-202, 308-203.) Principals of the object oriented paradigm. Object technology, data management, and design principals related to business application development.

273-431 INFORMATION SYSTEMS DESIGN. (3) (Prerequisites: 273-333, 273-437, and 273-342) Principles of business systems design, organization structure, software design and systems theory.

Information system modelling techniques. Inter-organizational systems. Use of Computer Assisted Software Engineering tools. Design Project.

273-432 INFORMATION SYSTEMS ADMINISTRATION. (3) (Prerequisites: 273-333 and 273-437) This course covers the issues relating to managing information systems resources. A combination of lecture and case discussions covers topics such as the role of the Information Systems department within the corporation, staff organization and leadership, strategic systems, planning, end user computing, change management, and other areas of importance to information systems managers.

273-434 ADVANCED TOPICS. (3) (Prerequisite: 280-331) Topics covered will depend upon the lecturer. In the past subjects have included logic programming, expert systems, and Decision Support Systems.

273-436 TELECOMMUNICATIONS MANAGEMENT. (3) (Prerequisites: 280-331 and 273-333) This course addresses the challenges and issues managers face in delivering telecommunications and data networking services to their organizations. Using case studies and lectures, it explores technical and managerial aspects of data communications; local, wide-area and wireless networks; network protocols; Internet/intranets; client/server computing; network security and management.

273-437 DATA AND DATABASE MANAGEMENT. (3) (Prerequisite: 273-333) Focus on the management of organizational data and database management systems. Practice in database design. Examination of different models of representing data with emphasis on the relational model. Practice in simple and complex queries with emphasis on SQL. Overview of implementation issues, distributed database systems, and roles and responsibilities of data management personnel. Students are encouraged to take this course as early as possible in their program.

273-438 GRAPHICAL DEVELOPMENT ENVIRONMENTS. (3) (Prerequisite: 273-341. Corequisite: 273-342) An in depth study of practical and theoretical design and development principles in an event driven development environment. Comparative analysis with other models of system design and generation.

273-444 DECISION SUPPORT SYSTEMS. (3) (Prerequisites: 273-333 and 273-437) Decision support as an area of business information systems development and application. Data warehouse, data integration, relationship between operational systems and information for decision making. DSS data storage and manipulation techniques. Introduction to data mining and expert systems applications in business.

11.7 Finance

274-342 FINANCE II. (3) (For Finance Concentration) (Prerequisites: 280-341 and 280-272) (Only one of 274-342 or 274-343 can be counted for credit.) A second course in Finance for students pursuing the Finance Concentration. In depth study of corporate finance, risk, diversification, portfolio analysis, and capital market theory.

274-343 MANAGERIAL FINANCE. (3) (For Non-Finance Concentration) (Prerequisite: 280-341) (Only one of 274-342 or 274-343 can be counted for credit.) A second course in Finance for students not pursuing the Finance Concentration. Topics include short and long term asset and liability management, risk and diversification, and the nature of capital markets. Cases, lectures, projects and discussions.

274-345 MARKETING AND NEGOTIATION OF REAL ESTATE. (3) (For Non-Finance Concentration) (Prerequisite: 280-352) This course deals with the marketing of the real estate asset, specifically differentiated from traditional product-oriented marketing, and focusing on non-residential real estate assets and transactions. It will cover aspects of the negotiations of a real estate transaction: service transaction versus product transaction, strategies of negotiation, managing the negotiation process.

274-434 TOPICS IN FINANCE. (3) Topics will be selected from current issues in the Finance Area.

274-441 INVESTMENTS AND PORTFOLIO MANAGEMENT. (3) (Prerequisite: 274-342) Application of investment principles and security analysis to the selection and comparison of equity and fixed income securities in the current economic and financial environment. Also covered are: determinants of stock prices, growth models and portfolio diversification.

274-442 CAPITAL MARKETS AND INSTITUTIONS. (3) (Prerequisite: 280-341) (Only one of 274-442 or 154-302 can be counted for credit.) Functions of the capital market through flow of funds analysis and an examination of portfolio activities of financial intermediaries. Also covered are: securities regulations and ethical considerations, the term structure of interest rates and risk and rates of return in debt and equity markets.

274-443 APPLIED CORPORATE FINANCE. (3) (Prerequisite: 274-342) Concepts and techniques are applied to problems faced by managers in Corporate Finance, such as working capital management, capital budgeting, capital structure, dividend policy, cost of capital, and mergers and acquisition. Application of theory and techniques through case studies.

274-444 RISK MANAGEMENT AND INSURANCE. (3) (Prerequisite: 280-341) Risk exposures of the individual and the firm. A wide variety of techniques for reducing risk exposure are studied including Life, Property and Casualty Insurance. In addition, the course treats the problems faced by insurers such as re-insurance and investment policy.

274-445 REAL ESTATE FINANCE. (3) Prerequisite: 280-341 Fundamentals of mortgages from the viewpoint of both consumer and the firm. Emphasis on legal, mathematical and financial structure, provides a micro basis for analysis of the functions and performance of the mortgage market, in conjunction with the housing market. A weekly series of one-hour tutorials are mandatory for the first six weeks of class.

274-446 REAL ESTATE INVESTMENT ANALYSIS. (3) (For Non-Finance Concentration) (Prerequisite: 274-445) Risk and return in real estate investment. Analysis of investment measurement techniques, financial combinations, ownership patterns and tax strategy are analyzed on a risk-return relationship. Use of a micro computer to build investment models and compare them to those available on large main frame computers.

274-447 REAL ESTATE VALUATION. (3) (For Non-Finance Concentration) (Prerequisite: 274-445) Valuation theories are analyzed and tested empirically, recognizing that forces from international to neighbourhood level impact value. Use of micro and macro computer systems are utilized in a regression analysis of real property.

274-448 OPTIONS AND FUTURES. (3) (Prerequisites: 274-342 and 274-441 or consent of instructor) The course will concentrate on both the analytical and practical aspects of investments in options and futures. The first part of the course concentrates on option and futures valuation, considering both discrete and continuous time models. The second part of the course concentrates on the practical aspects of options and futures trading.

274-478 INTERNATIONAL FINANCIAL MANAGEMENT. (3) (For Non-Finance Concentration) (Prerequisites: 280-341 and 280-382) An overview of operational problems and policies of financial management in an international context: the international monetary system, foreign exchange and Eurocurrency markets, effects of exchange-rate changes, protecting the firm against losses, multinational sources and cost of capital, international capital project analysis, contemporary developments.

274-480 GLOBAL INVESTMENTS. (3) (Prerequisite: 274-441, 274-482, or consent of instructor) The theoretical foundations of international investments theory and empirical evidence in a real world setting. This course will focus on portfolio investment decisions of investment banks. It will span the Developed Markets (DMs) of Europe and Japan, Newly Industrialized Nations (NICs) of the Pacific rim, Emerging Markets (EMs) of Asia, Latin America, Eastern Europe and Africa. (Formerly 278-480)

274-482 INTERNATIONAL FINANCE I. (3) Prerequisite: 274-342) The international financial environment as it affects the multinational manager. Balance of payments concepts, adjustment process of

the external imbalances and the international monetary system. In depth study of the institutional and theoretical aspects of foreign exchange markets; International capital markets, including Eurobonds and eurocredit markets. (Formerly 278-482)

274-492 INTERNATIONAL FINANCE II. (3) (Prerequisite: 274-482) Focus on the operational problems of financial management in the multinational enterprise: Financing of international trade, international capital budgeting, multinational cost of capital, working capital management; International banking and recent developments in international capital markets. (Formerly 278-492)

274-541 APPLIED INVESTMENTS. (3) (Prerequisite: 274-441. U3 students only.) Students are exposed to practical aspects of managing investment portfolios. A principal activity of students is participation in the management of a substantial investment fund. NOTE: This course commences in April and finishes in March the following year.

274-645 LAND LAW. (3) (Prerequisite: 270-364 or equivalent) Overview of legal aspects of real property and real estate transactions. Creation of interests in land and the rights and responsibilities encompassed. Transactions in the sale or purchase of real property involve a study of securities such as leases and mortgages. Knowledge of French is useful.

274-645 MONEY AND CAPITAL MARKETS. (3) (Prerequisite: 280-341) Demand for and supply of money and other financial instruments by and to banks and near banks. Simple analytical models integrating the Canadian Institutional aspects. The role of the banking sector in the money creation process. International aspects of monetary policy.

274-647 ADVANCED FINANCE SEMINAR. (Prerequisite: 274-441 and 274-443, or 274-646) Selected topics will be discussed by Faculty members, invited guest speakers, and the students. Each student is required to select a topic for study and prepare a written report for presentation.

NOTE: Lectures for this course span both the fall and winter semesters.

11.8 Marketing Courses

275-351 MARKETING AND SOCIETY. (3) (Prerequisite: 280-352) The social issues and concerns affecting marketing management are examined and the two way relationship between marketing and social change is explored. Particular attention is paid to consumerism, government regulation in marketing, corporate social responsibility, social marketing and marketing role in a conserve society.

275-353 PHYSICAL DISTRIBUTION. (3) (Prerequisite: 280-352) Systems approach to physical distribution; traffic management; plant and warehouse location; inventory control; information flows and order processing; supply scheduling; total cost planning; organizational patterns.

275-354 MARKETING MANAGEMENT II. (3) (Prerequisite: 280-352) The decision areas in marketing. Emphasis on the use of marketing theory and concepts in the solution of realistic marketing problems. Decision making in a marketing context using cases, some of which will be computer assisted, and readings.

275-355 SERVICE MARKETING. (3) (Prerequisite: 280-352) Services are fleeting and involve direct contact between the supplier and the buyer. Inventories disappear every time an aircraft takes off or the night passes for an hotel. Yet services have become the largest sector in modern Western economy and their importance shows every sign of continuing to grow. This course focuses on the key differences between product and services marketing and the skills that are necessary for the services sector.

275-357 MARKETING PLANNING. (3) (Prerequisites: 275-354, 275-451, and 275-452) (U3 students only) Marketing Planning is designed as a capstone to previous marketing courses; Structured approach to developing a marketing plan, proceeding from corporate mission and objectives through to detailed marketing mix programs. Lectures, discussions and cases. A field project provides marketing planning experience.

275-360 MARKETING OF TECHNOLOGY. (3) The analysis, planning, and control of marketing activities in a high technology business environment through the application of a good conceptual framework that is useful in addressing marketing management problems.

275-365 NEW PRODUCTS. (3) (Prerequisite: 280-352) New products will follow the new product introduction process from idea generation to post introduction. It will use ideas developed in marketing, production and policy. It will use cases and projects and will involve a real life new product project. In the average firm today, 40% of sales come from products not being sold five years ago. The ability of the firm to innovate is at the heart of long term success.

275-434 TOPICS IN MARKETING. (3) (Prerequisite: 280-352. Corequisite: 280-272 or equivalent) Topics will be selected from current issues in the Marketing Area.

275-438 BRAND MANAGEMENT. (3) (Prerequisite: 280-352) Looks at the decisions a brand manager in a major consumer goods company takes. It examines, in particular, the breakdown of advertising and sales promotion expenditures. It looks at the short term nature of the decisions taken. It will concentrate on the vast amount of new information available to brand managers today, especially in the form of scanner data.

275-451 MARKETING RESEARCH. (3) (Prerequisite: 280-352. Corequisite: 280-272) Theoretical techniques and procedures common in marketing research. Topics include: research design, sampling, questionnaire design, coding, tabulating, data analysis (including statistical techniques). Specialized topics may encompass advertising, motivation and product research; forecasting and location theory.

275-452 CONSUMER BEHAVIOUR. (3) A study of basic factors influencing consumer behaviour. Attention is focused on psychological, sociological and economic variables including motivation, learning, attitude, personality, small groups, social class, demographic factors and culture, to analyze their effects on purchasing behaviour.

275-453 ADVERTISING MANAGEMENT. (3) (Prerequisite: 275-452) Surveys advertising and promotion in Canadian context. Examines activities as they relate to advertisers, the advertising agency and media. Stresses advertising by objectives as the approach to developing strategy and tactics. Real examples from current campaigns are the focal point of class discussions.

275-455 SALES FORCE MANAGEMENT. (3) (Prerequisite: 280-352) Responsibilities of the sales manager as they relate to the sales force. These include the selection of process, training alternatives, compensation and incentive plans, supervision and evaluation and budgeting and forecasting. Case studies and discussions of sales force models are used.

275-456 INDUSTRIAL MARKETING. (3) (Prerequisite: 280-352) Decision-making and management of the marketing effort in an industrial product context. Topics include the industrial marketing system; industrial purchasing; researching the industrial market; product, price distribution, selling and advertising decisions; strategies for industrial markets. Lectures and case discussions are used.

275-459 RETAIL MANAGEMENT. (3) (Prerequisite: 280-352) Principles and methods of marketing management as applied to retailing, including strategy and tactics: market structure; consumer behaviour; competition; financial management; human resources planning; promotion; presentation; merchandising; operations; pricing; planning and attaining retail profits. Lectures, text material, outside reading, planned retail visiting, cases.

275-461 ADVERTISING PRACTICUM. (3) (Corequisite: 275-453) Primarily designed as a practical course in measuring advertising effectiveness. Emphasis on understanding the dynamics of persuasion in an advertising context and developing projects focused on specific aspects of campaign strategies. Knowledge of basic techniques of statistical hypothesis testing is essential.

275-483 INTERNATIONAL MARKETING MANAGEMENT. (3) (Prerequisites: 280-382 and 280-352, or permission of instructor) (Formerly

278-483) Marketing management considerations of a company seeking to extend beyond its domestic market. Required changes in product, pricing, channel, and communications policies. Attention to international trade and export marketing in the Canadian context.

275-557 MARKETING RESEARCH II. (3) (Prerequisite: 275-451) The purpose of this course is to look at marketing research at a more advanced level and from a more technical point of view than 275-451.

11.9 Strategic Management Courses

276-383 INTERNATIONAL BUSINESS POLICY. (3) (U3 students. Prerequisites: 280-382 and 280-341 or permission of Instructor) (Formerly 278-383) Development and application of conceptual approaches to general management policy and strategy formulation in multinational business involvement (exporting, licensing, contractual arrangements, turnkey projects, joint ventures, consortia); technology transfer, location and ownership strategies: competitive multinational relationships. Emphasis on pragmatic analysis, using case studies.

276-434 TOPICS IN POLICY. (3) This is a specialized course covering an advanced topic in strategy and organization.

276-440 STRATEGIES FOR SUSTAINABLE DEVELOPMENT. (3) This course explores the relationship between economic activity, management, and the natural environment. Using readings, discussions and cases, the course will explore the challenges which the goal of sustainable development poses to our existing notions of economic goals, production and consumption practices and the management of organizations.

276-450 ETHICS IN MANAGEMENT. (3) (U2 and U3 students only) An examination of the economic, legal and ethical responsibilities of managers in both private and public organizations. Through readings, case studies, discussions and projects the class evaluates alternative ethical systems and norms of behaviour and draws conclusions as to the right, proper and just decisions and actions in the face of moral dilemmas. The focus of this course is on the decision process, values and consistency of values of the individual and on the impact of systems control and incentives on managerial morality.

276-460 MANAGING INNOVATION. (3) Firms face difficulties in developing new products. This course examines the new product development process to understand why problems occur and what managers can do. Topics include the creative synthesis of market and technology; the coordination of functions; and the strategic connection between the project and the strategy.

276-468 MANAGING ORGANIZATIONAL POLITICS. (3) Power and politics can be mechanisms of control that maintain the status quo or they can be used as a force for change. Students learn how to recognize politics and use power. There is also a strong focus on the ethical implications.

276-469 MANAGING GLOBALIZATION. (3) (Recommended: 280-423) This course exposes students to global competition. Many critical questions will be explored, such as: why do industries globalize? how do firms expand and grow internationally? what are strategies that firms can use to compete internationally? Many industries will be covered, such as: telecommunications, airlines, footwear, and automobiles.

276-470 STRATEGY AND ORGANIZATION. (3) This course explores how strategic change affects the organization and how the organization can be designed to realize its strategy more effectively. It will examine how strategic choices affect organizational structures, processes, culture, human resource policies, leadership styles, etc. and how the organization can be aligned with the organizational mission.

276-562 SEMINAR IN ORGANIZATIONAL STRATEGY. (3) (U3 standing or permission of the instructor) Participants study concepts of strategy, including: positioning the organization within its environment; evaluating the organization's capabilities in relation to its competitive market environment; and dealing with environmental discontinuities. Participants will be encouraged to introduce origi-

nal materials and ideas to complement materials assigned by the instructor.

276-567 BUSINESS IN SOCIETY. (3) (U2 and U3 students only) Examines different ideologies; business ethics and values; the corporation and its constituencies; the social impact of corporate decisions. The focus of this course is on the interaction between business organizations and society and on incorporating social impact analysis into strategic management.

11.10 Management Science/Operations Management

277-434 TOPICS IN MANAGEMENT SCIENCE. (3) Topics will be selected from current issues in the Management Science Area.

277-600 APPLICATIONS IN OPERATIONS MANAGEMENT. (3) (Prerequisite: 277-631) The students are mainly required to identify and work on projects in actual industrial environments which would expose them to the issues involved in managing the operation in manufacturing and service industries and make them learn and acquire the skill of applying the knowledge accumulated in OM courses to practical problems. Aside from regular seminars on project reports, the class will also meet for discussion of research papers in the area and for seminars in applied OM, mainly by people from industry.

277-601 MANAGEMENT OF TECHNOLOGY IN MANUFACTURING. (3) This course discusses the latest developments in manufacturing technology and manufacturing planning, and examines issues in manufacturing management. Lectures and cases emphasize both the understanding of technology as well as operational and planning issues in effective utilization of technology. With this as a framework the course deals with appropriate technology (conventional and automated) and its evaluation, development & implementation process, manufacturing planning and design, design for manufacturability and the engineering/manufacturing interface. The course will present in detail operational issues related to management (design and control) of automated systems.

277-602 MANUFACTURING STRATEGIES. (3) A review of the basic framework of competitive strategies, and the role of manufacturing in the elaboration of the firm's overall strategy. Specific manufacturing determinants of competitiveness include: technology, processes, integration, manufacturing-marketing-design interface, location, product mix, cost, quality and timeliness.

277-603 LOGISTICS MANAGEMENT. (3) (Prerequisite: 280-472) The management of the logistics functions in a manufacturing firm. Internal logistics includes the design and operation of a production-distribution system, with emphasis on the management of supply chains in global manufacturing companies. External logistics includes an analysis of the prevailing sourcing strategies and alternative means of customer satisfaction. Important tools such as forecasting techniques and information technology are also covered.

277-605 TOTAL QUALITY MANAGEMENT. (3) (Prerequisite: 280-272 or 280-274) The topics include: Top Management Commitment, Leadership Style, Bench Marking, Employee involvement, Human Resource Utilization, Employee Motivation, Quality Function Deployment, Statistical Techniques for Quality Improvement including the seven tools of quality and statistical process control. New topics of ISO9000, Just-in-Time, "Kaizen" and Return-of Quality are also discussed. Students are encouraged to do industry projects on TQM.

277-631 ANALYSIS OF MANUFACTURING SYSTEMS. (3) (Prerequisite: 280-472) This course presents a framework for design and control of modern production and inventory systems, and bridges the gap between theory and practice of production and inventory management. The course develops analytical concepts in the area and highlights their applications in manufacturing industry. The course is divided into three segments. The first segment looks at the production planning process and discusses in detail the resource allocation issues. The second segment deals with analysis and operation of inventory systems. The third segment integrates production planning and inventory control and looks at various integrated models for determining replenishment quantities and production lots.

277-632 SAMPLE SURVEY METHODS AND ANALYSIS. (3) (Prerequisite: 280-272 or 280-274) Practical aspects of study design, including design strategies, measurement, scaling and sampling methods. Collection of data, survey methods, survey instruments, observation and experimentation. Analysis of survey data based on simple random, pps, stratified, systematic, cluster and multi-stage samples. Estimation methods, including ratio, regression and difference methods, methods for population size and for complex survey designs.

277-633 APPLIED DECISION ANALYSIS. (3) (Prerequisites: 280-272, 280-373) Traditional decision model; utility theory including the expected utility axioms, multiattribute utility functions, and preference assessment methods; the role of information in decision-making including Bayesian analysis, valuation of information, and probability assessment methods; group decision-making including group preference functions and game theory; case applications of decision analysis to various areas of management.

277-671 STATISTICS FOR BUSINESS DECISIONS. (3) (Prerequisite: 280-272 or 280-274) Theory, methods of linear statistical models, application to management. Simple, multiple, polynomial regression; matrix approach to regression; diagnostics and remedial measures; indicator variables; model selection, including stepwise regression; autocorrelation, one-and two-factor ANOVA, analysis of covariance; selected topics in experimental design and generalized linear models as time permits. Extensive use of Minitab.

277-675 APPLIED TIME SERIES ANALYSIS FOR MANAGERIAL FORECASTING. (3) (Prerequisite: 280-272 or 280-274) Management applications of time series analysis. Starting with ratio-to-moving average methods, the course deals successively with Census 2, exponential smoothing methods, the methodology introduced by Box and Jenkins, spectral analysis and time-series regression techniques. Computational aspects and applications of the methodology are emphasized.

277-676 APPLIED MULTIVARIATE DATA ANALYSIS. (3) (Prerequisite: 280-272 or 280-274) Statistical methods and applications of multivariate data analysis, including: multivariate analysis of variance (MANOVA), multivariate linear regression, principal components, factor analysis, canonical correlation, discrimination and classification, and clustering. The course makes extensive use of the SAS statistical software package.

277-678 SIMULATION OF MANAGEMENT SYSTEMS. (3) (Prerequisites: 280-272, 280-373) Building simulation models of management systems. Design of simulation experiments and the analysis and implementation of results. Students are expected to design a complete simulation of a real problem using a standard simulation language.

277-679 APPLIED OPTIMIZATION I. (3) (Prerequisite: 280-373) Methodological topics include linear, nonlinear and integer programming. Emphasis on modelling discrete or continuous decision problems that arise in business or industry, using the modern software tools of algebraic modelling (GAMS) that let the user concentrate on the model and on its implementation rather than on solution techniques. Management cases involving energy systems, production and inventory scheduling, logistics and portfolio selection, will be used extensively.

277-680 APPLIED OPTIMIZATION II. (3) (Prerequisites: 277-679 or equivalent, and a working knowledge of a computer language – Fortran, Pascal, Basic...) Optimization methods. Topics include: dynamic programming, markov chain analysis, non-linear optimization and approximate methods. Objectives: skills to formulate problems and recognize situations where these techniques can be applied; apply the techniques to the solution of problems in the management domain. Applied project selected by the student, and related to optimization.

11.11 Labour-Management Relations

279-294 INTRODUCTION TO LABOUR-MANAGEMENT RELATIONS. (3) An introduction to labour-management relations, the structure, function and government of labour unions, labour legislation, the collective bargaining process, and the public interest in industrial relations.

279-434 TOPICS IN LABOUR MANAGEMENT RELATIONS. (3) (Prerequisite: 279-294) Topics will be selected from current issues in the labour management relations area.

279-449 OCCUPATIONAL SAFETY AND HEALTH. (3) (Prerequisite: 279-294) Examines the public policy of occupational health and safety in Canada as well as the dynamics of contemporary occupational health and safety management. Topics include occupational safety and health, human rights and workers' compensation legislation, accident prevention and investigation, ergonomics, safety training, and workers' compensation claims management.

279-459 INTERNATIONAL LABOUR RELATIONS. (3) (Prerequisite: 279-294) Examines industrial relations systems of other nations, including those of the EEC and the Pacific rim. Includes a discussion of the existing institutional structure, the historical and recent developments in these systems, the role of multi-national corporations, as well as the current economic and political context.

279-492 PUBLIC POLICY IN INDUSTRIAL RELATIONS. (3) (Prerequisite: 279-294) Development and structure of legislative framework governing labour-management relations. Court cases, arbitration precedents, labour relations board activities, and public attitudes; the formation of a public policy for labour relations. Major issues in shaping labour policy, and the linkages between policy and experience in labour management relations. The federal and Quebec jurisdictions.

279-494 LABOUR LAW. (3) (Prerequisite: 279-294) (Open to Labour-Management Relations Major students in U3.) Introduction to the basic concepts of labour law relevant to the practice of industrial relations. Historical development of labour law in certain social and legal systems and the culmination in the legislative enactments and jurisprudence of Canadian jurisdictions and certain comparative foreign models.

279-495 LABOUR RELATIONS IN THE PUBLIC SECTOR. (3) (Prerequisite: 279-294) Labour relations in federal, provincial, municipal, and quasi-public services such as hospitals, schools, government agencies and boards. Contentious current issues in public service labour relations and compare and analyze the alternative methods that have been evolved to deal with them.

279-496 COLLECTIVE BARGAINING. (3) (Prerequisite: 279-294) Principles of collective bargaining in Canada and abroad. Problem oriented. Mock collective bargaining sessions provide an opportunity for students to apply knowledge gained.

279-497 CONTRACT ADMINISTRATION. (3) (Prerequisite: 279-294) The processes of grievance handling and arbitration under the terms of collective bargaining agreements. Substantive and procedural issues as well as behavioral and policy aspects of contract administration.

12 Academic Staff

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