

2008-2009 Graduate Calendar Program Changes

Description of Change	Major	Minor
1. Re-organize admission, program and course requirements for M.B.A. from a research-based master's to a professional master's degree and introduce four concentrations	X	

BUSINESS

Dunton Tower 710 Telephone: 613-520-2388

Fax: 613-520-4427

Web site: sprott.carleton.ca/academic/mba

The Department

Dean of the School: Roland Thomas

M.B.A. Program Director: Ian Lee

Ph.D. Program Director: Shaobo Ji

The Eric Sprott School of Business offers a program of study and research leading to the degrees of Master of Business Administration and Ph.D. in Management.

1. Re-organize admission and program requirements for M.B.A. from a research-based master's to a professional master's degree and introduce four concentrations

Old Version

Master of Business Administration

The focus of the M.B.A. program at the Eric Sprott School of Business is the management of innovation, technology and change in organizations operating in a global context. It provides candidates who already have a basic business education with the conceptual and methodological skills necessary to advance their management careers and to progress to greater executive challenges. The program also offers an opportunity for students to pursue their M.B.A. through a more research-oriented version of the program.

The core of the program is a set of integrative courses which build on the preparatory courses that each student must have completed prior to entry (see admission requirements below), together with a research project. Students in the research option will complete a research thesis instead of a research project. The integrative courses comprise Innovation Management, Managing Transformational Change, Digital Business, and Enterprise Development. Each of these subjects will be presented in an integrative and applied way to enable each student to relate the material to their own particular contexts. In addition, students will select elective courses to develop expertise in one or more areas.

The main areas of specialization within the program are:

- Business Information Systems
- Finance
- International Business
- Management
- Marketing
- Production and Operations
- Research and Development Administration

Graduate students in the School of Business are governed by the General Regulations section of this Calendar.

Admission Requirements

Admission into the program is judged primarily on the applicant's ability to successfully undertake advanced study in business, his/her prospects for successful and timely completion, work experience and achievement. Applicants to the Research Thesis option are also assessed in terms of their potential for independent research.

Admissible applicants fall into two categories, for which the program requirements (see section below) are different.

Category 1: Applicants in this category are expected to have the equivalent of an Honours bachelor's degree, with a minimum of high honours standing. They are also expected to have credits in mathematics and to have completed the following core courses, or their equivalents, in the functional areas of business:

- BUSI 1001 Principles of Financial Accounting
- BUSI 1002 Management Accounting
- BUSI 2101 Introduction to Organizational Behaviour
- BUSI 2208 Introduction to Marketing, or BUSI 2204: Basic Marketing

- BUSI 2300 Introduction to Management Science
- BUSI 2400 Introduction to Information Systems
- BUSI 2504 Essentials of Business Finance
- ECON 2200 Statistical Methods in the Social Sciences

In addition, applicants are expected to have an upper-level course sequence in their proposed area of business specialization, and to have an adequate grounding in at least one supporting fundamental discipline such as economics, psychology, sociology, mathematics, anthropology, or computer science.

Category 2: Applicants in this category are expected to have the equivalent of an Honours bachelor's degree, with a minimum of high honours standing, but may be lacking some or all of the business functional area courses listed above. Applicants in this category may be admitted directly into the M.B.A. program, but will have to complete some or all of the graduate level foundation courses listed below under Program Requirements.

The Sprott School requires that all applicants submit scores obtained in the Graduate Management Admission Test (GMAT) offered by Educational Testing Services of Princeton, New Jersey. A minimum GMAT score of 600 is required for admission. All applicants whose native tongue is not English must be tested for proficiency in the English language and obtain a minimum score of 550 on the TOEFL, or its equivalent. (See Section 3.6 of the General Regulations of this Calendar)

The Sprott School's admission policy is governed by the availability of graduate student space. Possession of the minimum admission requirements does not, in itself, guarantee acceptance. Advanced standing may be granted for required courses only if previous work is judged to be equivalent to courses required in the program. Advanced standing and transfer of credit must be determined on an individual basis in consultation with the supervisor of graduate studies and must be approved at the time of admission by the Dean of the Faculty of Graduate Studies and Research. In general, a grade of B- or better is required in equivalent courses to obtain advanced standing.

Fast-track M.B.A. for Business Students

Research Thesis Program

Applicants may apply for admission into the M.B.A. program and may be admitted with an advanced standing of 1.0 credit. Applicants from Carleton University may apply without having to write an otherwise-required GMAT test. This applies to applicants who have the following:

- an Honours business degree (equivalent to a B.Com. from Carleton University) or the expectation of completing the course requirements for such a degree by May of the year in which they plan to join the M.B.A. program;
- a minimum GPA of 10.0 in their Business courses and 9.0 GPA or better overall in their Business degree program;
- successfully completed courses in research methods (equivalent to BUSI 5902, Business Research Methods) and multivariate statistics (equivalent to BUSI 5903, Multivariate Statistics for Business Research).

Research Project Program

Applicants may apply for admission into the M.B.A. program and may be admitted with an advanced standing of 1.0 credit. Applicants from Carleton University may apply without having to write an otherwise-required GMAT test. This applies to applicants who have:

- an Honours Business degree (equivalent to a B.Com. from Carleton University) or the expectation of completing the course requirements for such a degree by May of the year in which they plan to join the M.B.A. program;
- a minimum GPA of 10.0 in their Business courses and 9.0 GPA or better overall in their

business degree program;

- successfully completed a course in research methods (equivalent to BUSI 5902, Business Research Methods) or multivariate statistics (equivalent to BUSI 5903, Multivariate Statistics for Business Research), and
- an integrative course (equivalent to BUSI 5805 Innovation Management; or BUSI 5806 Managing Transformational Change; or BUSI 5807 Digital Business; or BUSI 5808 Enterprise Development).

Fast-track M.B.A. for Honours Degrees with a Minor In Business

Research Thesis Program

Applicants may apply for admission into the M.B.A. program and may be admitted with an advanced standing of 1.0 credit. Applicants from Carleton University may apply without having to write an otherwise-required GMAT test. This applies to applicants who have:

- completed a four-year degree (equivalent to an Honours bachelor's degree from Carleton) or who expect to complete the course requirements for such a degree by May of the year in which they plan to join the M.B.A. program;
- successfully completed the Minor in Business with a minimum GPA of 10.0 in their business courses and 9.0 GPA or better overall in their degree program;
- successfully completed an undergraduate statistical methods course (equivalent to STAT 2606, Business Statistics I, and STAT 2607, Business Statistics II);
- successfully completed an undergraduate operations management course (equivalent to BUSI 2300, Introduction to Management Science);
- successfully completed a course in research methods (equivalent to BUSI 5902, Business Research Methods) and multivariate statistics (equivalent to BUSI 5903, Multivariate Statistics for Business Research).

Research Project Program

Applicants may apply for admission into the M.B.A. program and may be admitted with an advanced standing of 1.0 credit. Applicants from Carleton University may apply without having to write an otherwise-required GMAT test. This applies to applicants who have:

- completed a four-year degree (equivalent to an Honours bachelor's degree from Carleton) or who expect to complete the course requirements for such a degree by May of the year in which they plan to join the M.B.A. program;
- successfully completed the Minor in Business with a minimum GPA of 10.0 in their business courses and 9.0 GPA or better overall in their degree program;
- successfully completed an undergraduate statistical methods course (equivalent to STAT 2606, Business Statistics I, and STAT 2607, Business Statistics II);
- successfully completed an undergraduate operations management course (equivalent to BUSI 2300, Introduction to Management Science);
- successfully completed a course in research methods (equivalent to BUSI 5902, Business Research Methods) or multivariate statistics (equivalent to BUSI 5903, Multivariate Statistics for Business Research) and an integrative course (equivalent to BUSI 5805 Innovation Management; or BUSI 5806 Managing Transformational Change; or BUSI 5807 Digital Business; or BUSI 5808 Enterprise Development).

Program Requirements

The requirement for the Master of Business Administration degree is the equivalent of 5.0 credits, of which at least 4.0 credits must be at the 5000-level or above. Candidates are required to select and follow one of the program patterns below, chosen in consultation with, and subject to the approval of, the supervisor of graduate studies at the Sprott School.

Program requirements differ, depending on the admissions category under which the student is admitted.

Category 1: The program requirement for the Master of Business Administration degree for students admitted under Category 1 is the equivalent of 5.0 credits, of which at least 4.0 credits must be at the 5000-level or above. Candidates are required to select and follow one of the program patterns below, chosen in consultation with, and subject to the approval of, the Director of the M.B.A. program.

Research Project Program

- 0.5 credit from:
BUSI 5902 Business Research Methods or
BUSI 5903 Multivariate Statistics for Business Research
as approved by the supervisor of graduate studies at the Sprott School;
- 2.0 credits integrative courses:
BUSI 5805 Innovation Management
BUSI 5806 Managing Transformational Change
BUSI 5807 Digital Business
BUSI 5808 Enterprise Development
- 1.5 credits approved electives, selected from those offered by the Sprott School or by other academic units
- BUSI 5908 (1.0 credit) Research Project

Research Thesis Program

- 1.5 credits required courses:
BUSI 5902 Business Research Methods
BUSI 5903 Multivariate Statistics for Business Research
BUSI 5907 M.B.A. Thesis Tutorial
- 1.0 credit integrative courses:
One of:
BUSI 5805 Innovation Management, or
BUSI 5806 Managing Transformational Change
And one of:
BUSI 5807 Digital Business, or
BUSI 5808 Enterprise Development
- 1.0 credit in approved electives, selected from those offered by the Sprott School or by other academic units
- BUSI 5909 (1.5 credits) Research Thesis

Category 2: In addition to the program requirements described above, students admitted under Category 2 must first complete some or all of the following graduate level quarter-credit foundation courses:

- BUSI 5004 Accounting I
- BUSI 5005 Accounting II

- BUSI 5104 Organizational Behaviour
- BUSI 5204 Marketing
- BUSI 5404 Information Systems
- BUSI 5504 Finance
- BUSI 5604 Management Science
- BUSI 5904 Data Analysis

Which foundation courses should be taken will be determined by the Director of the M.B.A. program, based on the student's previous education. The sequencing of each student's program will also depend on the completion of foundation courses and will be determined by the Director of the M.B.A. program.

The total credit value of the M.B.A. program for students admitted in Category 2 will be the 5.0 credits plus the foundation course credits, to a maximum of 7.0 credits.

Under exceptional circumstances, a student may, with the permission of the Sprott School, switch from the Research Thesis program to the Research Project program, and vice versa, subject to completion of the required courses. In such a case, a student enrolled in the fast track M.B.A. may be required to forego the 1.0 credit of advanced standing.

Research Project

The research project (BUSI 5908) is equivalent to 1.0 credit. It normally focuses on a real business problem, and will be carried out under the direct supervision of one or more faculty members, and where possible, in collaboration with a manager at a cooperating business or other organization. All students require the Sprott School's approval for their proposed research project topic. Each candidate undertaking a research project will be required to submit a formal research project report for evaluation.

Research Thesis

The M.B.A. thesis (BUSI 5909) is equivalent to 1.5 credits, and should relate to issues consistent with the general focus of the M.B.A. program. The thesis must represent the results of the candidate's independent research undertaken after being admitted to graduate studies at Carleton University's Eric Sprott School of Business. Previous work of the candidate may be used only as introductory or background material for the thesis.

A candidate may carry on research work related to the thesis off-campus, provided that the work is approved in advance and arrangements have been made for regular supervision of research thesis activities with the Sprott School's supervisor of graduate studies.

All students require the Sprott School's approval for their research topic.

Each candidate submitting a thesis will be required to pass an oral examination on the subject of the thesis.

Academic Standing

A grade of B- or better is required in each credit counted towards the degree. A candidate may, with the recommendation of the School and the approval of the Dean of the Faculty of Graduate Studies and Research, be allowed a grade of C+ in 1.0 credit (or the equivalent).

Graduate Courses

Not all of the following courses are offered in a given year. For an up-to-date statement of course offerings and to determine the term of offering, consult central.carleton.ca

BUSI 5000 [0.5 credit]

Strategic Performance Measurement and Evaluation

Effective performance measurement is essential for strategic management of organizational

change in an increasingly dynamic environment. Emphasis is on the design and use of balanced, strategically aligned, performance measures for resource allocation, risk management, control, performance evaluation, and incentive compensation.

BUSI 5004 [0.25 credit]

Accounting I

Concepts of asset valuation and income measurement underlying the preparation of financial statements; how to use and interpret information found in financial statements and understand how accounting policy choice affects financial results and financial decision making.

BUSI 5005 [0.25 credit]

Accounting II

Development, use and interpretation of accounting information by managers within an organization for planning, control and performance evaluation. Topics include cost concepts, cost-volume-profit relationships, product and service costing, budgeting, relevant costing, responsibility accounting and balanced scorecard.

BUSI 5100 [0.5 credit]

Theories in Organizational Behaviour

Theories and issues related to the management of individuals, teams, and small groups in organizations. Potential topics include personality and individual differences, attitudes, motivation, learning, job design, leadership, communication, decision-making, teams and small group behavior, careers, conflict and stress.

BUSI 5101 [0.5 credit]

Theories of Organizational Design

A study of theories explaining and shaping the modern organization designs in the technologically advanced countries. Management structures and processes and with potential for meeting the challenges of global economy are analyzed.

BUSI 5104 [0.25 credit]

Organizational Behaviour

Individual and small group behaviour in organizations. Topics include perception, motivation, communication, group dynamics and organizational politics to understand employee and managerial behaviour.

BUSI 5200 [0.5 credit]

Seminar in Marketing

Builds awareness of key marketing theory; assesses emerging thinking about the functioning, role, and tools of marketing. Topics include innovation theory, relationship marketing, new product introduction, marketing in a variety of sectors, such as, technology, services, and government, and the application of technology in marketing.

BUSI 5201 [0.5 credit]

Contemporary Marketing Thought

Topics may include the development of paradigms in marketing, business to business marketing, recent advances in consumer behaviour, acquisition of information from the external environment, the influence of societal and environmental developments upon marketing, and new directions in marketing theory and practice.

BUSI 5204 [0.25 credit]

Marketing

An overview of the marketing function within the firm. Buyer behaviour, market segmentation and targeting; promotion, product/service strategy, pricing and distribution channels.

BUSI 5300 [0.5 credit]

Managing the Multinational Enterprise

Issues in the management of Canadian and foreign multinational enterprises, including productivity in multi-site environments, international human resource management, international strategic planning, cross-national business negotiations, and managing cultural differences and their impact on the basic managerial functions.

BUSI 5301 [0.5 credit]

Seminar in International Business Management

Current international business topics. These change over time and may include management and marketing across different cultures, market selection and expansion modes, financing and marketing strategies, international diffusion of innovations, free trade blocs, and trends in global and Canadian trade and investment.

BUSI 5400 [0.5 credit]

Seminar in Information Systems Management

Major issues in the management of information technology, including: organization of information services, planning, management, and administration of information resources, assimilation and diffusion of information technology, integration of information services; and current opportunities and concerns in information services.

BUSI 5401 [0.5 credit]

Current Topics in Business Information Systems

Trends and issues associated with business information systems within organizations. It covers topics such as analysis and design of information systems, end-user computing, databases, and telecommunications. It may also include topics such as emerging technologies, knowledge-based systems and electronic commerce.

BUSI 5404 [0.25 credit]

Information Systems

Management issues associated with information systems. Electronic commerce, types and development of information systems, fundamental technology impacts, information systems alignment, and associated ethical issues.

BUSI 5500 [0.5 credit]

Seminar in Finance

Analysis of contemporary theory of finance. This analysis includes: the examination of innovations in corporate financing, financial planning, financing strategies, valuation of contingent claims, implications of agency theory, etc. Emphasis on financial decision of technology-based firms.

BUSI 5501 [0.5 credit]

Current Topics in Financial Research

This course examines research and empirical issues in investments, portfolio management, corporate finance, and capital markets. Particular emphasis will be placed on innovative research methods and financial innovations.

BUSI 5504 [0.25 credit]

Finance

Areas of decision-making typically analysed and executed within the Chief Financial Officer (CFO) organization. Topics may include financing and CAPEX decisions; working capital management; role of capital markets, financial planning and forecasting; mergers and acquisitions.

BUSI 5600 [0.5 credit]

Seminar in Production and Operations Management

An introduction to the philosophies, methods, and techniques of modern production and operations management. Design issues involving products, plants, equipment, layout, work organization, and their interrelations. Operational questions involving the planning and control of production, inventories, and product quality.

Prerequisite: graduate standing with BUSI 3300 or equivalent.

BUSI 5601 [0.5 credit]

Strategic Management of Manufacturing Technology and Productivity

Manufacturing strategies related to changes in facilities, location, production technologies, sourcing arrangements and manufacturing infrastructure. Other topics include adoption and implementation of new technologies, and interactions with research and development.

BUSI 5604 [0.25 credit]

Management Science

Management science techniques for business decision-making. Model formulation, computer implementation, analysis of model results.

BUSI 5700 [0.5 credit]

Seminar in Management of Research and Development

The mission of research and development, the management of research and development groups, the creation of technology and its deployment, specific managerial problems in the management of design and development activities, and the basic and applied research which supports these activities.

Prerequisite: Graduate standing with BUSI □3300 or equivalent.

BUSI 5701 [0.5 credit]

Current Topics in Research and Development and Innovation Diffusion

Concepts, theories, and methods of efficiently managing the technological innovation cycle, the innovation monitoring system incorporating the critical factors that signal the possible success or failure of a developing project, quality in research and development, technology transfer and models of the diffusion of an innovation.

BUSI 5800 [0.5 credit]

Seminar in Decision Analysis

The analysis of decisions and the assessment of the quality of management systems based on the decisions they make. Topics include decision making and decision modeling, problem representation, and multi-attribute utility theory. All theoretical concepts will be illustrated using intuitive examples and practical applications.

BUSI 5805 [0.5 credit]

Innovation Management

The commercialization of product, service and process innovation, and change management for the strategic advantage of the organization. Draws from the areas of organizational behaviour, marketing, and management of technology.

BUSI 5806 [0.5 credit]

Managing Transformational Change

Business problems and opportunities related to change management that arise from a number of sources both inside and outside the organization. Draws primarily on the disciplines of strategy, micro and macro organizational behaviour, and marketing.

BUSI 5807 [0.5 credit]

Digital Business

Strategic and operational issues of value chain management driven by information networks. The combination of market positioning issues (the front end) with operational capabilities (the back end). Draws mainly from information systems, strategy, marketing and operations management.

BUSI 5808 [0.5 credit]

Enterprise Development

The profitable growth of an enterprise from startup through to maturity. Specific topics include financing and managing growth, and the role of entrepreneurial leaders in the creation of value. Draws mainly from finance, organizational behaviour, strategy and marketing.

BUSI 5900 [0.5 credit]

Tutorials/Directed Studies in Business

Tutorials or directed readings in selected areas of business, involving presentation of papers as the basis for discussion with the tutor. A requirement for the course may be participation in an advanced business course at the undergraduate level.

BUSI 5901 [0.5 credit]

Special Topics

New and emerging issues in selected areas of business studies will be examined. Integrative problems involving two or more areas of business studies may also be explored. The topics

covered may vary from year to year.
Prerequisite: permission of the School.

BUSI 5902 [0.5 credit]

Business Research Methods

A consideration of the basic issues of scientific research as applied to business problems. The course includes a discussion of the logic of scientific research, proof and verification, hypothesis testing, the logic of statistical inference, and research design.

BUSI 5903 [0.5 credit]

Multivariate Statistics for Business Research

Classical methods of multivariate statistics, including multiple regression, with an emphasis on: assumptions and coping with violations; developing a theoretical understanding of the methods; developing practical computer-based data analysis skills. Provides the background for studying more advanced statistical topics.

BUSI 5904 [0.25 credit]

Data Analysis

Statistical inference and data analysis and their relevance to managerial decision-making. Topics include statistical significance, practical significance, estimation, modeling, forecasting, sampling and error, non-sampling errors and bias, and causality.

BUSI 5907 [0.5 credit]

M.B.A. Thesis Tutorial

A seminar designed to help the student formulate and evaluate specific research topics. The successful submission of a thesis proposal is necessary for the completion of the course.

BUSI 5908 [1.0 credit]

M.B.A. Research Project

BUSI 5909

M.B.A. Thesis Research

Prerequisite: BUSI 5907.

New Version

Master of Business Administration

The Eric Sprott School of Business at Carleton University is a leading national school for teaching and research in business administration. Since its establishment in 1950, the School has prepared its students for professional careers in the private and public sectors, both in Canada and abroad. While the private sector has always been dynamic, the communications technology (ICT) revolution, liberalized trade agreements, globalization and the emergence of the knowledge-based enterprise have ensured that the business environment in recent years has been even more complex.

The School offers a graduate program of study in business administration leading to the Master of Business Administration. The MBA program provides advanced management knowledge and skills, in all management disciplines, including those required to analyze, make decisions, and lead. This program is designed for individuals who are employed in a managerial capacity in the private or public sectors and who wish to broaden, deepen and enhance their management competencies and acquire more advanced knowledge, necessary to advance their management careers. The Sprott MBA is designed to facilitate the development of analytical skills that are the foundation of strategic thinking and decision making.

The Eric Sprott School of Business M.B.A is a professional program which is offered in two distinct streams. The evening stream is open to applicants with 2 years minimum of management or professional experience, and may be completed on a part time basis. The daytime stream is open to applicants with less than 2 years management or professional experience and is designed to be completed in 3 terms on a full time basis. However, all courses must be successfully completed within 5 years of admission.

The areas of concentration within the program are:

- Financial Management
- Management and Change
- Technology Management
- International Business

The M.B.A program is described in detail below. Further information and application packages can be obtained from the School's Web site or by contacting the Eric Sprott School of Business.

Admission Requirements

Admission Policy

Admission into the program is judged primarily on the applicant's ability to successfully undertake advanced study in management based on his/her work experience and achievement, GMAT score (see below) and undergraduate grades. Possession of the minimum admission requirements does not, in itself, guarantee acceptance.

As the M.B.A is a professional degree, we do not offer advanced standing for undergraduate courses completed in related courses or disciplines.

Successful applicants will be assigned to one of two streams. The daytime stream is for successful applicants with less than 2 years management or professional experience. All courses in this stream will be offered during the day on a full time basis only. Successful applicants are accepted for September admission annually as a cohort.

The evening stream is designed for successful applicants who have at least 2 years of management or professional full time employment experience and this stream will be offered in the evening.

The admission requirements for the two streams are different and are described below.

Evening MBA Stream (for applicants with management or professional experience)

The evening stream is reserved for professionals with a minimum of 2 years of full time management or professional employment experience, who have been admitted to the evening M.B.A stream. However, students admitted to the evening stream, may with the permission of the M.B.A. Director, complete courses in the daytime stream. Applicants in this category are expected to have the equivalent of an Honours bachelor's degree, with a minimum overall average of B. In determining equivalence for those applicants who do not have an honours degree, the School will give due consideration to the length and level of seniority of the applicant's employment record. All applicants must also have completed the GMAT with normally a minimum score of 550.

Daytime MBA Stream

Students in this stream are expected to have the equivalent of an Honours bachelor's degree, with a minimum undergraduate average of B, and must also have completed the GMAT with a minimum of 550. All applicants admitted to the day time M.B.A stream are required to complete their courses in the day time program as a condition of admission.

Graduate Management Admission Test (GMAT)

The GMAT is a standardized test required by many business schools. The Sprott School requires that all applicants submit scores obtained in the Graduate Management Admission Test (GMAT) offered by Educational Testing Services of Princeton, New Jersey.

Language Requirements

Proficiency in English is necessary to pursue graduate studies at Carleton University. See Section 3.6 of the General Regulations of this Calendar for English proficiency rules.

Program Requirements

Graduate students in the School of Business are subject to the General Regulations section of this Calendar.

There are no prerequisite courses required prior to admission. There is a mandatory non-credit one week pre M.B.A Immersion Period for Daytime M.B.A students delivered shortly before the M.B.A courses commence. Details are available at sprott.carleton.ca/mba

The requirement for the Master of Business Administration degree is the successful completion of 7.5 credits (30 quarter course or the equivalent), all of which must be at the 5000-level.

Of these, 4.5 credits (17 quarter courses) are compulsory courses. With the permission of the M.B.A. Program Director, students must also complete all of the courses required for at least one concentration listed below. The remaining credits may be selected from any of the concentration courses listed below.

Concentrations

All students must successfully complete the 4.25 credits (17 quarter courses) compulsory courses, and at least one concentration. There are four concentrations available:

- Financial Management
- Management and Change
- Technology Management
- International Business

Once the compulsory courses are completed, students may then choose one of the following three program options.

1. *One concentration*

2.25 credits (9 quarter courses) in the chosen concentration, plus an additional 1.0 credit (4 quarter courses) from one or more of the other concentrations.

2. *One concentration plus a minor concentration*

2.25 credits (9 quarter courses) in the chosen concentration, plus an additional 1.0 credit (4 quarter courses) from a second concentration.

3. *Two concentrations*

2.25 credits (9 quarter courses) in each of two concentrations. Students who select this option are required to complete an additional 1.25 credits (5 quarter courses) for a total of 8.75 credits (35 quarter courses) to fulfill the requirements of the degree.

The daytime M.B.A courses are designed to be completed in 3 terms on a full time basis. Students with less than 2 years of management or professional employment experience will be required, as a condition of admission, to successfully complete BUSI 5999 Practicum [1.0 credit] after all M.B.A. courses are completed. Details and requirements for the practicum are available from the School. Students admitted to the daytime M.B.A program are not permitted to enrol in evening M.B.A courses.

The evening M.B.A program may be completed on a part time basis. However, all courses must be successfully completed within 5 years of admission. Candidates admitted to the evening M.B.A may complete the M.B.A in the daytime MBA program with the permission of the MBA Director.

M.B.A Core Courses

ACCT 5001 [0.25 credit] Financial Accounting

ACCT 5002 [0.25 credit] Managerial Accounting

BUSI 5801 [0.25 credit] Statistics for Managers

BUSI 5802 [0.25 credit] Business Ethics

BUSI 5803 [0.25 credit] Managerial Economics

FINA 5501 [0.25 credit] Financial Management

FINA 5502 [0.25 credit] Corporate Finance

IBUS 5701 [0.25 credit] International Business

ISYS 5401 [0.25 credit] Fundamentals of IT Service Management

MGMT 5101 [0.25 credit] Managing People

MGMT 5102 [0.25] Managing Organizations

MKTG 5201 [0.25] Marketing Strategy Formulation

MKTG 5202 [0.25 credit] Marketing Strategy Implementation

TOMS 5301 [0.25 credit] Modeling Business Decisions

TOMS 5302 [0.25 credit] Operations Management

STGY 5901 [0.25 credit] Corporate and Business Strategy

STGY 5902 [0.25 credit] Strategic Management Capstone Project

The following lists the requirements for the minor concentration component.

**Concentration in Technology Management or Management and Change, Minor
Concentration in Financial Management**

ACCT 5011 [0.25 credit] Financial Statement Analysis
ACCT 5012 [0.25 credit] Performance Measurement and Control
FINA 5512 [0.25 credit] Mergers and Acquisitions
FINA 5513 [0.25 credit] Valuation

Concentration in International Management, Minor in Financial Management

ACCT 5011 [0.25 credit] Financial Statement Analysis
ACCT 5012 [0.25 credit] Performance Measurement and Control
FINA 5511 [0.25 credit] Investments
FINA 5513 [0.25 credit] Valuation

Minor Concentration in Management and Change

MGMT 5113 [0.25 credit] Managing Teams
MGMT 5115 [0.25 credit] Leadership
MGMT 5121 [0.25 credit] Fundamentals of Organizational Change
MGMT 5122 [0.25 credit] Leading and Managing Organizational Change

Minor Concentration in Technology Management

Students with a minor concentration in Technology Management must select the equivalent of 1.0 credits (or the equivalent) from the Technology Management concentration courses, with the exception of ISYS 5421/TOMS 5321 [0.25 credit] Strategic Management of Technology (Concentration Integration Course)

Minor Concentration in International Business

IBUS 5711 [0.25 credit] International Marketing and Trade
IBUS 5712 [0.25 credit] Business and Government in Emerging Economies
IBUS 5713 [0.25 credit] Doing Business in the United States
IBUS 5721 [0.25 credit] Regional and Global Business Strategies (Concentration Integration course)

Academic Standing

A grade of B- or better is normally required in each credit counted towards the degree. However, a candidate may, with the recommendation of the School and the approval of the Dean of the Faculty of Graduate Studies and Research, be allowed to count a grade of C+ in two quarter-credit courses.

Graduate Courses

2008-2009 Graduate Calendar Course Changes

Description of Change
1. Delete all existing courses from the Graduate Calendar for 2008-09 with the exception of the following courses which will be retained for in-program students. BUSI 5500 [0.5 credit] Seminar in Finance BUSI 5501 [0.5 credit] Current Topics in Financial Research BUSI 5900 [.05 credit] Tutorials/Directed Studies in Business

BUSI 5902 [0.5 credit] Business Research Methods
BUSI 5903 [0.5 credit] Multivariate Statistics for Business Research
BUSI 5907 [0.5 credit] M.B.A. Thesis Tutorial
BUSI 5908 [0.5 credit] M.B.A. Research Project
BUSI 5909 [0.5 credit] M.B.A. Thesis Research

Not all of the following courses are offered in a given year. Most of the courses have a credit weight of one quarter (0.25 credit). For an up-to-date statement of course offerings and to determine the term of offering, consult central.carleton.ca

CORE COURSES

ACCT 5001 [0.25 credit]

Financial Accounting

Fundamentals of financial accounting. Techniques used to measure business transactions, preparation of financial statements, recording and valuation of assets, liabilities and equities. Precludes additional credit for BUSI 5004.

ACCT 5002 [0.25 credit]

Managerial Accounting

Fundamentals of managerial accounting and control. Techniques for management decision-making, planning, and control including cost-volume-profit analysis, product costing, variance analysis, relevant costing, transfer pricing and the balanced scorecard. Precludes additional credit for BUSI 5005.

Prerequisite: ACCT 5001

BUSI 5801 [0.25 credit]

Statistics for Managers

Techniques for using data to make an informed use of statistics. Emphasis on applications and interpretation and limitations of results. Topics include: sampling, descriptive statistics, probability concepts, estimation and testing of hypotheses and regression. Material is presented in the context of practical business situations. Precludes additional credit for BUSI 5904.

BUSI 5802 [0.25 credit]

Business Ethics

Impact of corporate decisions on the welfare of members of society. Models and standards of business ethics and corporate social responsibility (CSR). Methods of measuring and reporting. Topics include the rise of corporate power, stakeholder analysis, corporate governance, sustainability, national and international pressures on CSR.

BUSI 5803 [0.25 credit]

Managerial Economics

The application of economic principles and methodologies to business decision problems. The logic and consequences of consumer and producer decision-making and the resultant market outcomes.

Precludes additional credit for BUSI 5604.

FINA 5501 [0.25 credit]

Financial Management

A broad overview of finance from the perspective of the financial manager. Corporate governance issues, financial markets, time value of money, valuation and yields of financial securities, capital budgeting, financial statement analysis, and the trade off between risk and return.

Precludes additional credit for BUSI 5504.

FINA 5502 [0.25 credit]**Corporate Finance**

Aspects of corporate finance of most concern to managers, namely investment, financing and payout decisions and corporate restructuring. Actual cases will be used to give students hands on experience in these key financial decision areas.

Prerequisite: FINA 5501

IBUS 5701 [0.25 credit]**International Business**

The managerial and strategic implications of differing international environments for a variety of business functions including structure and control, managing human resources, marketing, finance and logistics. The complexity that arises from working across political, and particularly cultural, boundaries.

Precludes additional credit for BUSI 5300.

ISYS 5401 [0.25 credit]**Fundamentals of IT Service Management**

ITIL and ISO 20000 topics including Service Support and Service Delivery fundamentals. Service Support includes Service/Help Desk, Configuration, Incident, Problem, Release, and Change Management. Service Delivery topics include: Security, Service Level, Capacity, Continuity, Availability and IT Financial Management.

Precludes additional credit for IBUS 5701 and ISYS 5413.

MGMT 5101 [0.25 credit]**Managing People**

Understanding organizations through the relationships that define them. Theories, concepts and experiential exercises are used to help students understand their own values, attitudes and goals; how to motivate, communicate, teach and lead others; and how to apply these concepts to improving personal and organizational performance.

Precludes additional credit for BUSI 5100.

MGMT 5102 [0.25 credit]**Managing Organizations**

The design and functioning of complex organizations including the effects of size, environment and technology on organizational structures and systems. Sources of uncertainty and strategies for managing environmental relationships. Consideration of work teams, group dynamics and organizational culture.

Precludes additional credit for BUSI 5101.

Prerequisite: MGMT 5101

MKTG 5201 [0.25 credit]**Marketing Strategy Formulation**

Basic concepts underlying development and sustaining of successful buyer-seller relationships including the core concepts and practice of marketing, the role of marketing in the organization, relationship and exchange bases, environmental scanning, competitor assessment, marketing research, segmentation, positioning, targeting of markets and strategy planning.

Precludes additional credit for BUSI 5204.

MKTG 5202 [0.25 credit]**Marketing Strategy Implementation**

Development and implementation of marketing strategy and plans, including interpretation of strategic positioning into product, promotion, pricing and channel decisions and the measurement and tracking of marketing success. Special attention to the role of product innovation and introduction.

Precludes additional credit for BUSI 5200.

Prerequisite: MRKT 5201

TOMS 5301 [0.25 credit]

Modeling Business Decisions

Quantitative methods for strategic, tactical, and operational business decision making. Optimization, simulation, project management, decision analysis, and multi-criteria analysis. Emphasizes underlying ideas, model formulation, computer implementation, and analysis of model results, with applications from various business functions. Precludes additional credit for BUSI 5600.

Prerequisite: BUSI 5801

TOMS 5302 [0.25 credit]

Operations Management

The provision of services and goods to customers focused on efficiency, effectiveness, and productivity. Planning and control of processes involving products, workers, equipment, suppliers, and customers. Effects of variation and uncertainty on lead time, inventory, quality, and customer service.

Precludes additional credit for BUSI 5600.

Prerequisite: BUSI 5801.

STGY 5901 [0.25 credit]

Corporate and Business Strategy

Strategic analysis, formulation and implementation. Strategic management emphasizes the determination and evaluation of environmental opportunities and threats in light of strengths and weaknesses in the organization's value chain using VRIO in order to enhance its core competencies and craft a sustainable competitive advantage.

Precludes additional credit for BUSI 5808.

STGY 5902 [0.25 credit]

Strategic Management Capstone Project

Research and analyze a firm according to principles of STGY 5901 course. Using Factiva, Mergent, Hoovers, Bloomberg, Statistics Canada, US Census Bureau, industry associations, SEC, SEDAR, identify and analyze data to construct case study and analysis of corporate and business strategies of a single firm.

Precludes additional credit for BUSI 5808.

CONCENTRATION COURSES

- **CONCENTRATION IN FINANCIAL MANAGEMENT**

ACCT 5011 [0.25 credit]

Financial Statement Analysis

A user-oriented approach to the study of financial statements. The role of the financial statements and the annual report in the financial reporting process, using ratio analysis to analyze firm performance and make forecasts of future performance.

Precludes additional credit for BUSI 5000.

ACCT 5012 [0.25 credit]

Performance Measurement and Control

The effectiveness and efficiency of the implementation of corporate strategies. The design and use of performance measurement systems from an organizational integrated systems view includes such topics as the balanced scorecard, activity-based management, and other performance measurement and control systems.

Precludes additional credit for BUSI 5000.

ACCT 5013 [0.25 credit]**Public Sector and NGO Accounting**

The accounting principles, practices and issues of governmental and NGO financial reporting. The unique financial reporting requirements of these entities. Performance evaluation techniques compared and contrasted with private sector financial reporting and performance evaluation.

ACCT 5014 [0.25 credit]**Financial Corporate Governance and Accountability**

The corporate governance functions, including management and controllership, boards of directors, Auditors, Security Commissions and the control of enterprise-wide risk management are studied in this course. The historical development and evaluation of current practices, including Sarbanes Oxley and its implications.

FINA 5511 [0.25 credit]**Investments**

The analytical foundations and tools necessary for successful decision making by investment managers and analysts and by individual investors. Includes a significant hands-on component.

FINA 5512 [0.25 credit]**Valuation**

Valuation techniques needed for enterprise valuation. The identification of value drivers, insights into the valuation of companies in different settings. Step-by-step procedures for valuing businesses. Includes a team case analysis and presentation.

FINA 5513 [0.25 credit]**Mergers and Acquisitions**

Theory and practice of mergers and acquisitions. Skills needed to be effective in the M&A world. Best practices in deal origination, design, implementation and post merger integration. Precludes additional credit for BUSI 5500. Prerequisite: FINA 5552.

FINA 5514 [0.25 credit]**International Finance**

Issues encountered by the multinational financial manager in making financing and investment decisions within a global context. Foreign exchange markets, parity conditions, currency quotation methods, management of foreign exchange/political risk and international capital budgeting.

FINA 5521 [0.25 credit]**Financial Management Concentration Integration**

Integrates and applies all the accounting and finance concentration coursework. Critical thinking is stressed via the case study approach. Focuses on complex problems and allows students to gain a deeper understanding of the salient issues discussed within the financial management concentration.

Precludes additional credit for BUSI 5500.

- **CONCENTRATION IN MANAGEMENT AND CHANGE**

MGMT 5111 [0.25 credit]**Conflict and Negotiation**

Conflict, negotiation and bargaining. The process of bargaining, conflict handling and how to analyze, plan and implement successful negotiations. Management and labour objectives and strategies that lead to conflict,

MGMT 5112 [0.25 credit]**Power and Influence**

The role of power and influence in organizations. Sources of power, the effectiveness of various influence tactics, the implications of powerlessness, types of empowerment, organizational politics and fostering constructive versus destructive political behaviour in organizations. Precludes additional credit for BUSI 5101.

MGMT 5113 [0.25 credit]**Managing Teams**

Factors affecting team performance. Team development, the impact of team size, team processes, organizational practices that support teams, potential team interventions and the unique challenges faced by virtual teams.

MGMT 5114 [0.25 credit]**Cross-Cultural Management and Diversity**

Issues arising from diversity within organizations including the challenges confronting organizations operating in multicultural settings. The implications of cultural differences for motivation, communication, conflict and leadership. Identification of practices that facilitate the effective management of diversity.

MGMT 5115 [0.25 credit]**Leadership**

Post-heroic leadership theories, with a practical emphasis on developing and honing leadership skills in practicing managers. A highly self-reflective course, requiring students to question and share their own leadership styles and situational antecedents.

MGMT 5116 [0.25 credit]**Managing Performance**

Principles and techniques relating to the development, support, and evaluation of employee performance in organizations. Models of individual and organizational performance; identifying high performing employees; methods of measuring performance; employee development and incentive systems.

MGMT 5117 [0.25 credit]**Knowledge Management**

Knowledge as a resource; methodologies for managing ongoing and future knowledge needs in businesses. As required knowledge is dispersed and developed all throughout the globe, international dimensions of knowledge management.

MGMT 5121 [0.25 credit]**Fundamentals of Organizational Change Concentration Integration**

A macro view of organizational change. The nature of change, forces for and against change, tools to diagnose what needs to be changed, and various change strategies. Key conceptual models for understanding organizational change.

Precludes additional credit for BUSI 5806.

Prerequisite: All Management and Change concentration courses. Students taking a minor concentration in Management and Change must have completed 0.5 credits (or the equivalent) of Management and Change concentration courses.

MGMT 5122 [0.25 credit]**Leading and Managing Organizational Change Concentration Integration**

What change means for individuals and groups. Conceptual models for understanding change at the micro level. Responses to change, managing the negative impacts of change, gaining commitment to change, change management competencies and changing organizational culture.

Precludes additional credit for BUSI 5806

Prerequisite: MGMT 5121

Prerequisite: All Management and Change concentration courses; students in minor concentration in Management and change must have at least 0.5 credits (or the equivalent) from the Management and Change concentration courses.

- **CONCENTRATION IN TECHNOLOGY MANAGEMENT**

ISYS 5411 [0.25 credit]

IT Service Support

The management of key IT processes crucial to supporting business operations on an ongoing basis. Coverage of IT Service Management (ITSM) best practices including service desk management, incident management, problem management, change management, release management, and configuration management.

Precludes additional credit for BUSI 5401.

ISYS 5412 [0.25 credit]

IT Service Delivery

Service level management, services reporting, service continuity and availability management, budgeting and accounting for IT services, capacity management, and information security management. Service level agreements (SLAs) and information technology security techniques subjects.

Precludes additional credit for BUSI 5401.

ISYS 5413 [0.25 credit]

Enterprise Architecture and Governance

Exploration and analysis of enterprise architecture frameworks used to guide organizations in aligning business and IT strategies and goals while enhancing organizational efficiency in the adoption and use of IT. Models of IT Governance.

TOMS 5311 [0.25 credit]

Quality Management

Defining quality, quality improvement, six sigma, lean enterprise, benchmarking, and control charts; quality audits, ISO 9000, ISO 20000 and the progressive excellence program; role of quality assurance in service and product development; Process management and performance excellence.

Precludes additional credit for BUSI 5401.

TOMS 5312 [0.25 credit]

Technology Development

Transformation of knowledge and ideas into products, processes and services.

Development/innovation process models, successful and efficient integrated product/process/service development, cross functional teams, quality function deployment, lead-user approach, open innovations paradigm, disruptive innovations, and intellectual property management.

Precludes additional credit for BUSI 5401.

TOMS 5313 [0.25 credit]

Technology Adoption for Services

Adoption and implementation of technology driven products and processes for enhanced services. Technology forecasting and scanning; transfer of technologies including technology sourcing, technology pricing, transfer modes, and success factors; selection of appropriate technology, its vendor and consultant; risk management; and managing change.

Precludes additional credit for BUSI 5700.

TOMS 5314 [0.25 credit]

Supply Chain Management

Organizational, strategic and operational aspects of managing Supply Chain from domestic and international perspectives. Outsourcing strategies, supplier relationship and information sharing, supplier networks, contracting and procurement management, logistic integration, role of information technology, and supply chain performance and metrics.

Precludes additional credit for BUSI 5601.

MKTG 5211 [0.25 credit]**Technology Marketing**

Marketing in technology-intensive environments, with focus on business buying processes. Buyer behaviour, competitive and environmental analysis, planning and implementation of product and service innovations, targeting and positioning in the early stages of introduction, management through the growth stages, tracking success and contingency planning.

ISYS 5421/TOMS 5321 [0.25 credit]**Strategic Management of Technology Concentration Integration**

Different components and aspects of technology strategy formulation and its successful implementation in an organizational set up. Technology strategy from a general management perspective, process of designing and developing technology strategy for sustaining competitiveness. Project based course.

Prerequisite: Students must have successfully completed all courses in the Technology Management concentration.

- **CONCENTRATION IN INTERNATIONAL BUSINESS**

IBUS 5711 [0.25 credit]**International Marketing and Trade**

Examines various models for understanding the factors which influence buyer decisions in different markets. Product adaptation, distribution networks, promotion practices, cross-border pricing strategy and regulatory and other limitations are discussed. The macro and micro effects of culture provide a connecting theme.

Precludes additional credit for BUSI 5301.

IBUS 5712 [0.25 credit]**Business and Government in Emerging Economies**

Projects in emerging economies often involve partnerships between businesses, local governments and foreign donors. Emerging forms of cooperation which address issues of poverty, infrastructure and education. The role of international firms in the process of economic transition.

Precludes additional credit for BUSI 5300.

IBUS 5713 [0.25 credit]**Doing Business in the United States**

The role of the United States as Canada's most important foreign trade partner. The USA as a distinct business environment. Regulatory structures, competitive environment, buyer behaviour and business culture in the US and Canada.

Precludes additional credit for BUSI 5300.

IBUS 5721 [0.25 credit]**Regional and Global Business Strategies Concentration Integration**

Compares regional and global business expansion strategies and how global interdependence and regional trade groups affect international investment and marketing strategies. Considers the

environmental and political factors which influence policy within and between trade blocs and how businesses participate in these processes.

Precludes additional credit for BUSI 5301.

Prerequisite: All courses in the International Business concentration. Students in the Minor in International Business must have successfully completed .75 credits from courses in the International Business concentration.

FINA 5512 [0.25 credit]

Valuation

Valuation techniques needed for enterprise valuation. The identification of value drivers, insights into the valuation of companies in different settings. Step-by-step procedures for valuing businesses. Includes a team case analysis and presentation.

FINA 5513 [0.25 credit]

Mergers and Acquisitions

The theory and practice of mergers and acquisitions. Skills needed to be effective in the M&A world. Best practices in deal origination, design, implementation and post merger integration.

Precludes additional credit for BUSI 5500.

Prerequisite: FINA 5552.

MGMT 5114 [0.25 credit]

Cross-Cultural Management and Diversity

Issues arising from diversity within organizations including the challenges confronting organizations operating in multicultural settings. The implications of cultural differences for motivation, communication, conflict and leadership. Identification of practices that facilitate the effective management of diversity.

MGMT 5117 [0.25 credit]

Knowledge Management

Knowledge as a resource; methodologies for managing ongoing and future knowledge needs in businesses. As required knowledge is dispersed and developed all throughout the globe, international dimensions of knowledge management.

TOMS 5314 [0.25 credit]

Supply Chain Management

Organizational, strategic and operational aspects of managing Supply Chain from domestic and international perspectives. Outsourcing strategies, supplier relationship and information sharing, supplier networks, contracting and procurement management, logistic integration, role of information technology, and supply chain performance and metrics.

Precludes additional credit for BUSI 5601.

• **OTHER COURSES**

BUSI 5500 [0.5 credit]

Seminar in Finance

Analysis of contemporary theory and practice of finance. An examination of innovations in corporate financing, financial planning, financing strategies, valuation of contingent claims, implications of agency theory, etc. Emphasis on financial decision of technology-based firms.

Prerequisite: Permission of the M.B.A. Director and the Chair of the Department of Economics

BUSI 5501 [0.5 credit]

Current Topics in Financial Research

Topical and classical research and empirical issues in investments, portfolio management, corporate finance, and capital markets. Innovative research methods and their applicability to

contemporary areas of financial products.

Prerequisite: Permission of the M.B.A. Director and the Chair of the Department of Economics

BUSI 5999 [1.00 credit]

Practicum

As a condition for graduation, all students in the daytime stream with less than 2 years of management or professional employment experience, are required to have a minimum of four months of practical experience in management. The practicum will be selected and assigned by the Director of the M.B.A. program. Details are available from the School.

BUSI 5900 [0.5 credit]

Tutorials/Directed Studies in Business

Tutorials or directed readings in selected areas of business, involving presentation of papers as the basis for discussion with the tutor. A requirement for the course may be participation in an advanced business course at the undergraduate level.

Prerequisite: Open to students who were admitted to the program prior to the Fall Term of 2008. Permission of the M.B.A. Program Director is required.

BUSI 5902 [0.5 credit]

Business Research Methods

A consideration of the basic issues of scientific research as applied to business problems. The course includes a discussion of the logic of scientific research, proof and verification, hypothesis testing, the logic of statistical inference, and research design.

Prerequisite: Open to students who were admitted to the program prior to the Fall Term of 2008. Permission of the M.B.A. Program Director is required.

BUSI 5903 [0.5 credit]

Multivariate Statistics for Business Research

Classical methods of multivariate statistics, including multiple regression, with an emphasis on: assumptions and coping with violations; developing a theoretical understanding of the methods; developing practical computer-based data analysis skills. Provides the background for studying more advanced statistical topics.

Prerequisite: Open to students who were admitted to the program prior to the Fall Term of 2008. Permission of the M.B.A. Program Director is required.

BUSI 5907 [0.5 credit]

M.B.A. Thesis Tutorial

A seminar designed to help the student formulate and evaluate specific research topics. The successful submission of a thesis proposal is necessary for the completion of the course.

Prerequisite: Open to students who were admitted to the program prior to the Fall Term of 2008. Permission of the M.B.A. Program Director is required.

BUSI 5908 [1.0 credit]

M.B.A. Research Project

Prerequisite: Open to students who were admitted to the program prior to the Fall Term of 2008. Permission of the M.B.A. Program Director is required.

BUSI 5909

M.B.A. Thesis Research

Prerequisite: BUSI 5907.

Prerequisite: Open to students who were admitted to the program prior to the Fall Term of 2008. Permission of the M.B.A. Program Director is required.

Rationale:

In 2005, the OCGS Consultants submitted their review of the Sprott MBA Program. This review identified several major problems with the MBA. The following summarizes the most important criticisms.

1. Curriculum design: "Current Sprott program lacks identity and needs to focus in order to grow substantially beyond the present. "Plans for refocusing are underway ... the result will be a shift from the current structure featuring advanced courses ... to a more conventional, yet distinct, MBA program with AACSB accreditation"
2. Research focus: "current thesis/project approach" is "very demanding of faculty resources"
3. Large number of prerequisites "creates a barrier to growth by signalling that the program is only for those who have already studied business"
4. "lack of work experience as is required by other MBA schools"
5. Provided "themes for possible distinctiveness" – thereby suggesting that Sprott School was not distinct
6. "lack of managerial economics in core"
7. expressed "concern over physical space resources which was inadequate"

In summary, OCGS provided substantial criticisms of:

- curriculum design
- research focus of MBA program
- unnecessary academic barriers to potential applicants
- lack of distinctiveness and uniqueness of the MBA
- lack of work experience required by applicants as with most other business schools

The (new) Dean of Graduate Studies, the (new) Sprott Dean, the (new) MBA Director and Sprott faculty were deeply concerned by the tenor and tone of the substantive and serious criticisms made by OCGS. All changes proposed to represent a strategic comprehensive response to the fundamental, substantive criticisms of the existing MBA program.

Rather than respond on a point by point basis to the OCGS fundamental criticisms, we chose to reform the MBA to address the overarching themes, underlying concerns of OCGS.

