



DATE: October 15, 2026

TO: Senate

FROM: Dr. David J. Hornsby, Vice-Provost (Academic and Global Learning), and Chair, Senate Quality Assurance and Planning Committee

RE: Calendar Curriculum Proposals
Major Modification

Background

Following Faculty Board approval, as part of academic quality assurance, major curriculum modifications are considered by the Senate Quality Assurance and Planning Committee (SQAPC) before being recommended to Senate. Major and associated minor curriculum modifications are also considered by the Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP).

Documentation

Recommended calendar language, along with supplemental documentation as appropriate, are provided for consideration and approval.

Major Modifications

1. MBA

SCCASP approval: October 6, 2026

SQAPC approval: October 8, 2026

Senate Motion October 23, 2026

THAT Senate approve the major modification to the MBA programs as presented with effect from Fall 2027.
--

MEMORANDUM

To: Vice-President's Academic and Research Committee (VPARC) for A1s
Senate Quality Assurance and Planning Committee (SQAPC) for A2s

From: Luciara Nardon, Associate Dean, Student Success and Recruitment, Professional Graduate Programs

CC: Howard Nemiroff, Dean

Date: May 29, 2026

Subject: Major Modification to Master of Business Administration (MBA)

Modification Description

The proposed major modification to the Master of Business Administration (MBA) program restructures the curriculum to improve coherence, transparency, and alignment with contemporary student needs. The modification responds directly to sustained feedback from student consultations and formal feedback mechanisms regarding inconsistencies in credit weighting, misalignment between workload and credit value, and difficulties identifying eligible courses and planning academic pathways. The revised structure emphasizes consistency, flexibility, and clarity while maintaining the academic integrity and learning goals of the MBA.

The modification restructures the MBA curriculum to be more streamlined through the harmonization of courses to a predominantly 0.5 credit format. This change addresses longstanding student concerns regarding the perceived arbitrariness of credit distribution and inconsistencies in workload across courses carrying different credit values. Standardizing credit weights improves transparency and equity across the curriculum and supports more effective academic planning.

In transitioning to the revised structure, existing MBA courses were reviewed and revised to ensure appropriate scope, depth, and learning expectations consistent with their updated credit weighting. In most cases, courses retain their original thematic focus and learning objectives, while being enhanced to align with the standardized 0.5 credit framework. This approach ensures continuity in program content while improving curricular coherence.

The modification also revises the balance between required and elective coursework to increase student choice while preserving appropriate disciplinary breadth. Under the original program design, students were required to complete coursework in each functional area of business. Under the revised structure, the number of strictly required courses is reduced. Students are now required to complete 1.5 credits from a defined list of "extension" courses that span key functional areas of business. This structured choice model maintains exposure to core business disciplines while allowing students to tailor their studies to their academic interests and professional goals.

A small number of targeted exceptions to the 0.5 credit structure remain to support flexibility and timely credit completion. In particular, the repeatable 0.25 credit elective MBA 5990 – Professional

Development allows students to focus on specific areas of professional development and to complement their overall credit requirements at a pace aligned with individual learning and career objectives. These limited exceptions are intentional and do not detract from the overall coherence of the revised curriculum.

The modification also streamlines the MBA concentrations. Under the previous structure, concentrations required a large number of courses, which limited their economic viability and made them difficult for students to complete within a reasonable timeframe. In practice, this constrained the program's ability to offer concentrations consistently and reduced their accessibility for students.

Under the revised structure, concentrations are standardized at 1.5 credits (three 0.5 credit courses). This streamlined design makes concentrations more achievable for students, improves clarity in program planning, and enhances the program's ability to offer concentrations on a reliable and sustainable basis. The revised concentration structure aligns with the harmonized credit framework and supports both student demand and efficient program delivery.

The modification also simplifies program requirements by removing the internship requirement. Students in the Online MBA (OMBA) and Professional MBA (PMBA) modalities were already exempt from the additional internship credit, which previously applied only to students with fewer than two years of professional experience. The pre experience MBA modality is currently suspended; should it be reintroduced in the future, it will no longer include a mandatory internship component. This change simplifies program requirements and ensures consistency across MBA delivery formats. Removing the internship as a required component of the program changes the total credit requirement for the program from 8.5 credits to 7.5 credits.

Finally, the revised curriculum improves clarity and navigation through the consistent use of MBA course codes. Under the previous structure, students reported significant difficulty identifying eligible courses. The revised course coding, combined with the harmonized credit structure, makes it easier for students to identify appropriate courses, plan their studies, and understand program requirements. Further, edits were made to course descriptions to update with current language. Collectively, these changes are expected to enhance student experience, reduce confusion, and support a more flexible and coherent MBA program.

MBA Program:

3.5 credits in:

- MBA 5000 [0.5] - Accounting for Managers
- MBA 5100 [0.5] - Managing People and Organizations
- MBA 5200 [0.5] - Marketing Strategy
- MBA 5500 [0.5] - Managerial Finance
- MBA 5802 [0.5] - Business Ethics
- MBA 5900 [0.5] - Corporate and Business Strategy
- MBA 5903 [0.5] - Strategic Concepts

1.5 credits from:

- MBA 5001 [0.5] - Performance, Governance, and Control
- MBA 5011 [0.5] - Financial Reporting and Analysis
- MBA 5120 [0.5] - Fundamentals of Leading & Managing Organizational Change
- MBA 5302 [0.5] - Strategic Operations & Supply Chain Management

• MBA 5401 [0.5] - Managing Information Systems in Organizations • MBA 5405 [0.5] - AI for Managers • MBA 5408 [0.5] - Innovation and Digital Transformation • MBA 5701 [0.5] - International Business • MBA 5995 [0.5] - Business Development
2.5 credits in elective courses: (approved electives or concentration courses)
Total Credits: 7.5 credits

MBA Concentrations:

Concentration in Financial Management
1.5 credits in: • MBA 5503 [0.5] - Financial Innovation and Risk Management • MBA 5511 [0.5] - Investments • MBA 5502 [0.5] - Corporate Finance
Total Credits: 1.5 credits

Concentration in Management
1.5 credits from: • MBA 5108 [0.5] - Sustainable Business Development • MBA 5113 [0.5] - Managing Teams • MBA 5115 [0.5] - Leadership • MBA 5118 [0.5] - Strategic Human Resource Management
Total Credits: 1.5 credits

Concentration in Business Analytics
1.5 credits in: • MBA 5431 [0.5] - Business Analytics for Managers • MBA 5433 [0.5] - Business Analytics Methods • MBA 5435 [0.5] - Data Visualization for Business Analytics
Total Credits: 1.5 credits

Note that edits to the MBA with Collaborative Specialization in Climate Change and the MBA with Collaborative Specialization in African Studies are not included in the MBA changes, as Sprott is withdrawing from both collaborative specializations and will no longer offer these options effective Fall 2027.

Admission & Graduation Requirements

The proposed modification does not result in a material change to the total number of credits required for completion of the MBA program for most students. Students in the Online MBA (OMBA) and Professional MBA (PMBA) modalities were already exempt from the additional internship credit requirement, which applied only to students with fewer than two years of professional experience. The

pre-experience MBA modality is currently suspended. As part of this modification, the internship requirement is being removed from the MBA program. Should the pre-experience modality be reintroduced in the future, it will no longer include a mandatory internship component. This change simplifies program requirements and ensures consistency across MBA delivery formats.

Students who have completed the GDBA must have a minimum of 9.0 final GPA and are required to meet all other admission requirements for the MBA.

Due to the elimination of most 0.25 credit courses from the MBA program, the regulations to the program are also being adjusted to reflect the new structure with 0.5 credit courses with the following:

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 Vice Provost (Graduate Studies), be allowed to count a grade of C+ in 1.0 credits (was previously 0.75 credits).

Withdrawal from the program will be required if an MBA student:

- Receives a grade of lower than B- in 1.5 credits (was previously 1.25 credits) or more, or
- Fails to achieve a weighted GPA of 7.0 after completing 2.0 credits of study, or to maintain it, or
- Receives a grade lower than C+ in the same course more than once.

Impact on Other Programs

The proposed modification does not have a material impact on other academic programs or units. The changes focus on internal curriculum design and credit harmonization within the MBA program and do not affect shared courses, cross-listed offerings, or enrolment patterns in other programs.

The six courses successfully completed in the newly proposed GDBA will be transferable to the MBA program as equivalencies for the following:

GDBA Course	MBA Course Equivalent
GDBA 5000	MBA 5000
GDBA 5100	MBA 5100
GDBA 5200	MBA 5200
GDBA 5500	MBA 5500
GDBA 5903	MBA 5903
Elective – MBA Extensions Topics	Elective – MBA Extensions Topics

Impact on Learning Outcomes and Curriculum Map

There are no changes to the program learning outcomes of the MBA program. Courses that have been merged will meet the same learning outcomes as previously mapped, now combined. The curriculum map from the current MBA program structure is attached in Appendix 2 to demonstrate the same learning objectives are being met by the same courses, merged courses will now be combined to meet objectives and are mapped to the MBA Program Learning Outcomes as follows:

MBA program curriculum map summary

I= Introduction of Learning Objective, D=Development of Learning Objective, A=Advancement of Learning Objective

	Leadership & Collaboration		Communication		Critical Thinking and Problem Solving		Functional Knowledge		Global Awareness			Ethics and Responsible Management		
	1.2	1.2	2.1	2.2	3.1	3.2	4.1	4.2	5.1	5.2	5.3	6.1	6.2	6.3
MBA 5000 (previously ACCT 5001 & ACCT 5002)	I	D	I	D	I	I	I	I	I	I		I	I	
MBA 5100 (previously MGMT 5100)	A	A	D	D	A	D			I	I				
MBA 5200 (previously MKTG 5200)				D	D	D	D	D		I		I	I	
MBA 5500 (previously FINA 5501 & FINA 5502)	A	A	A	A	A	A	A	A	A	A		A	D	D
MBA 5802 (previously BUSI 5802)	D		A	A	A	A	I				I	A		D
MBA 5900 (previously STGY 5900)	D	D	A	A	A	A	A	A		D		D	A	A
MBA 5903 (previously STGY 5903)	A	A	A	A	A	A	A	A	I	I	I		I	

Students

The proposed modification is expected to significantly improve the student experience by increasing clarity, flexibility, and ease of academic planning. Students have consistently reported challenges in identifying eligible courses and navigating program requirements under the previous structure.

The revised curriculum addresses these challenges through credit harmonization, clearer program architecture, and revised course coding. MBA courses are now consistently identified using the MBA designation, making it substantially easier for students to identify eligible courses and plan their studies. These changes are expected to reduce confusion, improve transparency, and enhance overall student satisfaction.

Resources

The proposed modification can be implemented within existing resources. No additional faculty, contract instructors, administrative support, library resources, or physical space are required. The modification represents a reorganization and enhancement of the existing curriculum rather than an expansion of program scope or delivery.

- Faculty resources:* No additional resources are required.
- Contract instructors:* No additional resources are required.
- Administrative support:* No additional resources are required.
- Library resources:* a Library Report will be requested by FGPA (graduate programs) or OVPAVPA (undergraduate programs).
- Space:* Adequate space exists within the Nicol Building
- Equipment:* No additional equipment is required.
- Graduate student funding:* No graduate student funding is required.

Governance

The proposed modification does not introduce changes to program governance. Existing oversight and administrative structures for the MBA program remain unchanged.

Appendix 1: MBA Revamp Proposal

Summary Proposed Changes

Current	Proposed
Core (4.25 credits)	Core (3.5 credits)
Electives (3.25 credits)	Elective Core (1.5 credits)
	Free Electives (2.5 credits)
Internship (1.0 credit)	Remove Internship as requirement (is elective option)
MBA skills workshop (0 credit)	Eliminate
Total (8.5 credits)	Total (7.5 credits)

Core (3.5 credits)

MBA 5000 – Accounting for Managers (0.5 credits)
 MBA 5100 - Managing People and Organizations (0.5 credits)
 MBA 5200 – Marketing Strategy (0.5 credits)
 MBA 5500 – Managerial Finance (0.5 credits)
 MBA 5802 – Business Ethics (0.5 credits)
 MBA 5900 – Corporate and Business Strategy
 MBA 5903 - Strategic Concepts (0.5 credits)

Current	Proposed	Changes
ACCT 5001 (0.25) & ACCT 5002 (0.25)	MBA 5000 (0.5)	
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 (no longer offered). 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 (no longer offered). Prerequisite(s): ACCT 5001	Accounting for Managers Integrated introduction to financial and managerial accounting. Covers measurement and recording of transactions, preparation and interpretation of financial statements, and use of accounting information for decision-making. Includes recognition and valuation of assets, liabilities, and equity, and managerial tools such as costing, budgeting, and performance analysis. Precludes additional credit for ACCT 5001, ACCT 5002	Merge into 0.5 credit Update course code, name & description Edit preclusions

Current	Proposed	Changes
MGMT 5100 (0.5)	MBA 5100 (0.5)	
Managing People and Organizations Organizations and the relationships that define them. Theories, concepts and experiential exercises help students understand their own values, attitudes and goals and those of others how to motivate, communicate, teach and lead others; and how to apply these concepts to improving personal and organizational performance.	Managing People and Organizations Organizations and the relationships that define them. Theories, concepts and experiential exercises help students understand their own values, attitudes and goals and those of others how to motivate, communicate, teach and lead others; and how to apply these concepts to improving personal and organizational performance. Includes: Experiential Learning Activity Precludes additional credit for MGMT 5100	Update course code Edit preclusions
MKTG 5200 (0.5)	MBA 5200 (0.5)	
Marketing Strategy Essential concepts for cultivating and maintaining successful buyer-seller relationships, customer and competitor analysis, segmentation, targeting, and positioning. Translation of target market and positioning decisions into actionable marketing plans, including product, pricing, channel/promotional decisions, and tools for forecasting/evaluating success. Organizational capstone project required.	Marketing Strategy Essential concepts in choosing where and how a firm competes to create and sustain value. Emphasizes translating target market and positioning strategies into actionable marketing plans, including product, pricing, channel and promotion decisions. Incorporates the evolving role of AI in marketing. Organizational capstone project required. Precludes additional credit for MKTG 5200	Update course code, description Edit preclusions
FINA 5501 (0.25) & FINA 5502 (0.25)	MBA 5500 (0.5)	
Financial Management 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. Prerequisite(s): <u>ACCT 5001</u> and <u>BUSI 5801</u> . Corporate Finance Aspects of corporate finance of most concern to managers: investment, financing and payout decisions, corporate restructuring. Case studies will be used. Includes: Experiential Learning Activity Prerequisite(s): <u>FINA 5501</u> .	Managerial Finance Overview of finance from the perspective of the manager. Financial statement analysis, time value of money, valuation, capital budgeting, cost of capital, financing decisions, corporate restructuring, and the trade-off between risk and return. Includes: Experiential Learning Activity Precludes additional credit for FINA 5501, FINA 5502, FINA 505	Merge into 0.5 credit Update course code, name & description Edit preclusions

Current	Proposed	Changes
BUSI 5802 (0.25)	MBA 5802 (0.5)	
Business Ethics Impact of corporate decisions on society. Models and standards of business ethics and corporate social responsibility (CSR). Methods of measuring and reporting. The rise of corporate power, stakeholder analysis, corporate governance, sustainability, national and international pressures on CSR. Precludes additional credit for <u>BUSI 5001</u> .	Business Ethics Use of ethical reasoning to foster ethical decisions by and within organizations. Ethical principles and their application. Facilitating and promoting ethical behaviour through consideration of people, systems, and structure. Common ethical issues, including AI concerns. Relationship between ethical behaviour and financial performance. Precludes additional credit for BUSI 5802	Increase to 0.5 Update course code, description Edit preclusion
STGY 5900 (0.5)	MBA 5900 (0.5)	
Corporate and Business Strategy Strategic management focuses on evaluation of opportunities and threats in external environments in light of an organization's strengths and weaknesses, in order to determine a sustainable competitive advantage. Emphasis on corporate and business level strategic analysis and formulation. Organizational capstone project required. Includes: Experiential Learning Activity Prerequisite(s): all other MBA core courses.	Corporate and Business Strategy Strategic management focuses on the overall strategies of organizations. This course includes the evaluation of external environments in light of an organization's strengths and weaknesses, the development of a sustainable competitive advantage and discusses the use of AI technologies in strategic management. Includes: Experiential Learning Activity Prerequisite(s): MBA 5903, MBA 5100, MBA 5200, MBA 5000, MBA 5500 Precludes additional credit for STGY 5900	Update course code, description Edit preclusions & prerequisites
STGY 5903 (0.5)	MBA 5903 (0.5)	
Strategic Concepts An overview of business models and key strategic concepts facing firms in a global environment. Core functional area concepts in accounting, marketing, operations and HR are introduced and integrated through simulation. Skills in managing teams, meetings, business planning and presenting business plans. Includes: Experiential Learning Activity Precludes additional credit for <u>BUSI 5001</u>	Strategic Concepts This course introduces foundational strategic concepts for understanding business models, industry and environmental dynamics (incl. emerging technologies), and competitive advantage. Through experiential learning, students develop a holistic view of the firm and strengthen their ability to critically analyze strategic issues and make sound business decisions. Includes: Experiential Learning Activity Precludes additional credit for STGY 5903	Update course code, description Edit preclusions

Core Electives (1.5 credits – choice)

MBA 5001 - Performance, Governance, and Control (0.5 credits)

MBA 5011 - Financial Reporting and Analysis

MBA 5120 - Fundamentals of Leading & Managing Organizational Change (0.5 credits)

MBA 5302 - Strategic Operations & Supply Chain Management (0.5 credits)

MBA 5401 – Managing Information Systems in Organizations (0.5 credits)

MBA 5405 – AI for Managers (0.5 credits)

MBA 5408 - Innovation and Digital Transformations (0.5 credits)

MBA 5701 – International Business (0.5 credits)

MBA 5995 – Business Development (0.5 credits)

Current	Proposed	Changes
ACCT 5012 (0.25) & ACCT 5014 (0.25)	MBA 5001 (0.5)	
Performance Measurement and Control Efficacy and efficiency of corporate strategies. Design and use of performance measurement systems from an organizational integrated systems view. Balanced scorecard, activity-based management, and other performance measurement and control systems. Includes: Experiential Learning Activity Precludes additional credit for BUSI 5000 (no longer offered). Prerequisite(s): <u>ACCT 5002</u>. Governance and Accountability Corporate governance functions including management and controllership, boards of directors, auditors, security commissions and the control of enterprise-wide risk management. Historical development and evaluation of current practices, including Sarbanes Oxley and its implications.	Performance, Governance, and Control Examines performance measurement, control, and governance within organizations. Covers tools such as the balanced scorecard and activity-based management, alongside roles of management, boards, auditors, and regulators. Addresses enterprise risk management, internal controls, and governance practices, emphasizing alignment with organizational strategy and accountability. Prerequisite(s): MBA 5000. Preclude additional credit for ACCT 5012 & ACCT 5014	Merge into 0.5 credit Update course code, name & description Edit preclusions
ACCT 5011 (0.25)	MBA 5011 (0.5)	

Current	Proposed	Changes
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 (no longer offered). Prerequisite(s): <u>ACCT 5001</u> .	Financial Reporting and Analysis Study of financial reporting and financial statement analysis from a user-oriented perspective. Examines the role of financial statements and the annual report in the reporting process, including recognition and measurement considerations. Uses ratio analysis to assess firm performance and support forecasts of future performance. Prerequisite(s): MBA 5000, MBA 5500 Preclude additional credit for FINA 5506, ACCT 5011	Increase to 0.5 credit Update course code, description & name Edit preclusions
MGMT 5120 (0.5)	MBA 5120 (0.5)	
Fundamentals of Leading and Managing Organizational Change How individuals, groups and organizations respond to change; overview of key change models and change strategy. At the micro level how individuals respond to change, how change should be managed, change management competencies and changing organizational culture. Includes: Experiential Learning Activity Prerequisite(s): <u>MGMT 5100</u> and one of: a) A- in <u>MGMT 5100</u> , or b) enrolment in Management of Change concentration.	Fundamentals of Leading & Managing Organizational Change How individuals, groups and organizations respond to change; overview of key change models and change strategy. At the micro level how individuals respond to change, how change should be managed, change management competencies and changing organizational culture. Includes: Experiential Learning Activity Prerequisite(s) MBA 5100 Precludes additional credit for MGMT 5120	Edit prerequisite
TOMS 5302 (0.25)	MBA 5302 (0.5)	
Operations Management The provision of services and goods to customers, with focus 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. Includes: Experiential Learning Activity Prerequisite(s): <u>BUSI 5801</u> .	Strategic Operations & Supply Chain Management Strategic and operational challenges in operations and supply chain management, covering core concepts; decision-making tools; and frameworks to design and align processes with strategy, improve efficiency, and build agile, resilient operations and supply chain networks in dynamic global environments. Precludes additional credit for TOMS 5302.	Increase to 0.5 credit Update course code, description & name Edit preclusions
ITIS 5401 (0.25)	MBA 5401 (0.5)	

Current	Proposed	Changes
Managing Information Systems in Organizations Key issues in managing of information systems in organizations. Business and information technology challenges faced by managers and how decisions are made about acquiring, deploying, and using information technologies to achieve business objectives. Includes: Experiential Learning Activity	Managing Information Systems in Organizations Key issues in managing of information systems in organizations. Business and information technology challenges, including those arising from emerging technologies, faced by managers and how decisions are made about acquiring, deploying, and using information technologies to achieve business objectives. Includes: Experiential Learning Activity Preclude additional credit for ITIS 5401	Increase to 0.5 credit Update course code, description Edit preclusions
ITIS 5405 (0.25)	MBA 5405 (0.5)	
AI for Managers Critical factors to successfully enable and leverage AI within organizations. Introduction to AI concepts, AI strategy, economics of AI, organizational AI Readiness, legal and regulatory issues in managing AI, AI risk management, responsible AI adoption and integration.	AI for Managers Critical factors for successfully leveraging AI in organizations. Introduces AI and generative AI concepts, practical applications of generative AI across work and organizational functions, AI strategy and economics, organizational AI readiness, and key legal, regulatory, risk, and responsible adoption considerations in managing AI. Includes: Experiential Learning Activity Preclude additional credit for ITIS 5405	Increase to 0.5 credit Update course code, description Edit preclusions
	MBA 5408 (0.5)	
	Innovation and Digital Transformations Examines how organizations use innovation and digital transformation to create new value, adapt business models, and respond to technological change. Covers digital strategy, emerging technologies, innovation processes, and the management of transformation in new ventures and established organizations. Preclude TIMG 5008	New course Previously offered as an elective in TIM program
IBUS 5701 (0.25)	MBA 5701 (0.5)	

Current	Proposed	Changes
International Business 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. Complexities of working across political and cultural boundaries. Includes: Experiential Learning Activity Precludes additional credit for <u>BUSI 5001</u> .	International Business Examines how institutional conditions at the national and global levels shape international business and the operations of multinational enterprises. Students analyze country environments, foreign market entry, and global value chains to develop strategic perspectives on cross-border competition, coordination, and adaptation. Includes: Experiential Learning Activity Prerequisite: MBA 5903 Preclude additional credit for IBUS 5701	Increase to 0.5 credit Update course code, description Edit preclusions
BUSI 5995 (0.5)	MBA 5995 (0.5)	
Entrepreneurship Fundamentals of entrepreneurship and new venture creation. Topics include opportunity identification, innovation and idea generation, intellectual property and legal considerations, business models, organizational structure, new venture financing, and challenges associated with scaling up.	Business Development Students apply entrepreneurial concepts and engage in designing a new venture. They will assess market acceptance through business development outreach to potential customers, establish a business model and go to market plan. Culminating in a start-up style pitch event and supporting plan. Includes: Experiential Learning Activity Precludes additional credit for BUSI 5995	Update course code, description & name Edit preclusions

Concentrations

Financial Management Concentration

MBA 5502 – Corporate Finance

MBA 5503 - Financial Innovation and Risk Management

MBA 5511 - Investments

Current	Proposed	Change
FINA 5502 (0.25) & FINA 5512 (0.25)	MBA 5502 (0.5)	
Corporate Finance	Corporate Finance	Merge into 0.5 credit

Aspects of corporate finance of most concern to managers: investment, financing and payout decisions, corporate restructuring. Case studies will be used. Includes: Experiential Learning Activity Prerequisite(s): FINA 5501. 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. Includes: Experiential Learning Activity Prerequisite(s): <u>FINA 5502</u>.	Theory and practice of corporate finance. Capital budgeting, valuation, capital structure decisions, payout policy, agency conflicts, governance, mergers and acquisitions, and financial restructuring. Includes: Experiential Learning Activity Pre-requisite MBA 5500 Precludes additional credit for FINA 5502, FINA 5505 and FINA 5512	Update course code, description Edit preclusions & prerequisite
	MBA 5503 Financial Innovation and Risk Management Overview of innovation and risk in financial markets and institutions. Derivatives and their application to risk management and hedging decisions. Financial technology and emerging practices in contemporary finance. Includes: Experiential Learning Activity Prerequisite(s) : MBA 5500 Precludes additional credit for: FINA 5516, FINA 5519, FINA 5522	New course
FINA 5511 (0.25) & FINA 5514 (0.25) 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. Prerequisite(s): <u>FINA 5502</u> or <u>FINA 5505</u>. 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. Prerequisite(s): FINA 5502 or FINA 5505.	MBA 5511 (0.5) Investments Principles of investment decision-making in financial markets. Analysis of stocks and bonds, risk-return trade-offs, diversification, valuation, market efficiency, and portfolio management. Includes: Experiential Learning Activity Prerequisite: MBA 5500 Precludes additional credit for FINA 5511	Merge into 0.5 credit Update course code, description Edit preclusions & prerequisite

Management Concentration

MBA 5108 [0.5] - Sustainable Business Development

MBA 5113 [0.5] – Managing Teams

MBA 5115 [0.5] – Leadership

MBA 5118 [0.5] – Strategic Human Resource Management

Current	Proposed	Change
BUSI 5108 (0.25)	MBA 5108 (0.5)	
Sustainable Business Development An integration of sustainable business strategies examining corporate perspectives on environmental and social issues, and the implications on stakeholder management strategies. Students will apply concepts of sustainable business development in analyzing successful and flawed organizational strategies drawn from current business literature. Includes: Experiential Learning Activity	Sustainable Business Development This course integrates sustainable business strategies and examines corporate perspectives on environmental and related social issues, as well as the implications for stakeholder management strategies. Students will apply concepts of sustainable business development to analyze both successful and flawed organizational strategies. Includes Experiential Learning Activity Prerequisite(s): MBA 5903 Precludes additional credit for: BUSI 5108	Increase to 0.5 credit Update course code, description Edit preclusions
MGMT 5113 (0.25) & MGMT 5111 (0.25)	MBA 5113 (0.5)	
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. Prerequisite(s): <u>MGMT 5100</u> . Conflict and Negotiation Conflict, negotiation and bargaining. The bargaining process, conflict handling and how to analyze, plan and implement successful negotiations. Management and labour objectives and strategies that lead to conflict. Prerequisite(s): <u>MGMT 5100</u> .	Managing Teams Principles of working in and managing teams. Topics will include what it means to “team” with an overview of enabling team conditions, forming and developing teams to enhance performance, intrateam dynamics such as conflict, communication Includes: Experiential Learning Activity Pre-requisites: MBA 5100 Precludes additional credit for: MGMT 5113, MGMT 5111	Merge into 0.5 credit Update course code, description Edit preclusions & prerequisite
MGMT 5115 (0.25) & MGMT 5112 (0.25)	MBA 5115 (0.5)	

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. Prerequisite(s): <u>MGMT 5100</u>. 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. Prerequisite(s): <u>MGMT 5100</u>.	Leadership Explores the nature of leadership and what it means to lead effectively. Drawing on theory and research, examining leadership as a dynamic and relational process. Students reflect on their own ways of leading, consider different leadership approaches and their implications, and develop more intentional leadership. Includes Experiential Learning Activity Prerequisite(s): MBA 5100 Precludes additional credit for: MGMT 5115, MGMT 5112	Merge into 0.5 credit Update course code, description Edit preclusions & prerequisite
	MBA 5118 (0.5)	
	Strategic Human Resource Management This course focuses on strategic HR management examining how to apply human resource policies to minimize operational and legal risks and select practices that align with organizational culture. The course will investigate innovative business approaches and best practices to assist in solving human resource issues. Includes Experiential Learning Activity Prerequisite(s): MBA 5100	New course; offered previously as a Special Topic

Business Analytics

MBA 5431 – Business Analytics for Managers

MBA 5433 – Business Analytics Methods

MBA 5434 - Data Visualization for Business Analytics

Current	New	Change
ITIS 5431 (0.25)	MBA 5431 (0.5)	
Business Analytics for Managers Decision support systems in organizations; moving from business intelligence to business analytics; big data trends in organizations; theories and trends in data analytics. Includes: Experiential Learning Activity Prerequisite(s): <u>ITIS 5401</u> or permission of the School of Business.	Business Analytics for Managers Decision support systems in organizations; moving from business intelligence to business analytics; big data trends in organizations; theories and trends in data analytics. Includes: Experiential Learning Activity Precludes additional credit for: ITIS 5431	Update course code Edit prerequisite

ITIS 5433 (0.5)	MBA 5433 (0.5)	
Business Analytics Methods Tools for data analytics; analyzing data beyond statistics; data mining and predictive modeling; decision trees; logistic regression; neural networks; time series analysis and forecasting; algorithms for business analytics. Includes: Experiential Learning Activity Precludes additional credit for <u>ITIS 5432</u> . Prerequisite(s): <u>ITIS 5431</u> and <u>BUSI 5801</u> or equivalent.	Business Analytics Methods Tools for data analytics; analyzing data beyond statistics; data mining and predictive modeling; decision trees; logistic regression; neural networks; time series analysis and forecasting; algorithms for business analytics. Includes: Experiential Learning Activity Precludes additional credit for <u>ITIS 5432</u> , <u>ITIS 5433</u> . Prerequisite(s): MBA 5431	Update course code Edit prerequisite
ITIS 5434 (0.25)	MBA 5434 (0.5)	
Data Visualization for Business Analytics Principles, techniques, technology and applications of data visualization for decision making; cognition and visual perception; types of visual analysis; interactive dashboards; story telling; infographics. Includes: Experiential Learning Activity	Data Visualization for Business Analytics Principles, techniques, technology and applications of data visualization for decision making; cognition and visual perception; types of visual analysis; interactive dashboards; story telling. Includes: Experiential Learning Activity Precludes additional credit for: ITIS 5434	Increase to 0.5 credit Update course code

Electives

Courses not listed remain as they are in the calendar and can be used as electives or to fulfill program demands while students complete the old version of the program.

Current	Proposed	Changes
BUSI 5900 (0.5)	MBA 5901 (0.5)	
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. Prerequisite(s): GPA of 10.0 or higher and permission of the School.	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. Prerequisite(s): GPA of 10.0 or higher and permission of the School.	Update course code
BUSI 5905 (0.5)	MBA 5905 (0.5)	
Special Topics At the discretion of the School, a course dealing with selected topics of interest to students in the MBA Program. Topics will vary from year to year, and will be announced in advance of the registration period. Prerequisite(s): Permission of the School.	Special Topics At the discretion of the School, a course dealing with selected topics of interest to students in the MBA Program. Topics will vary from year to year, and will be announced in advance of the registration period.	Update course code
BUSI 5906 (0.25)	MBA 5906 (0.25)	
Special Topics At the discretion of the School, a course dealing with selected topics of interest to students in the MBA program. Topics will vary from year to year, and will be announced in advance of the registration period. Prerequisite(s): permission of the School.	Special Topics At the discretion of the School, a course dealing with selected topics of interest to students in the MBA program. Topics will vary from year to year, and will be announced in advance of the registration period.	Update course code
BUSI 5997 (0.5)	MBA 5997 (0.5)	
Sprott Student Consulting Group – Project Based Service Learning An experiential work environment in which students serve as consultants for a real-world client. Various types of projects are possible depending on the company and their goals/needs. Clients may be internal (Carleton, Sprott) or external (large firm, start-up, individual entrepreneur, not-for-profit). Includes: Experiential Learning Activity Prerequisite(s): Permission of the School of Business. Also offered at the undergraduate level, with different requirements, as BUSI 4800 , for which additional credit is precluded.	Project Based Service Learning An experiential work environment in which students serve as consultants for a real-world client. Various types of projects are possible depending on the company and their goals/needs. Clients may be internal (Carleton, Sprott) or external (large firm, start-up, individual entrepreneur, not-for-profit). Includes: Experiential Learning Activity Prerequisite(s): Permission of the School of Business. Also offered at the undergraduate level, with different requirements, as BUSI 4800 , for which additional credit is precluded.	Update course code, name
BUSI 5990 (0.25)	MBA 5990 (0.25)	
Professional Development Seminar This seminar provides a resource hub for professional MBA students, offering curated materials and activities to complement the MBA	Professional Development Seminar This seminar provides a resource hub for professional MBA students, offering curated materials and activities to complement the	Update course code

curriculum. Learners engage at their own pace throughout their program, applying insights to enhance decision-making, collaboration, and professional growth.	MBA curriculum. Learners engage at their own pace throughout their program, applying insights to enhance decision-making, collaboration, and professional growth.	
BUSI 5994 (0.25)	MBA 5994 (0.25)	
Professional Practicum Students engage in an approved professional development course(s) at Carleton University that fosters the development of applied skills complementary to their professional graduate studies.	Professional Practicum Students engage in an approved professional development course(s) at Carleton University that fosters the development of applied skills complementary to their professional graduate studies.	Update course code
BUSI 5996 (0.5)	MBA 5996 (0.5)	
Professional Practicum Students engage in an approved professional development course(s) at Carleton University that fosters the development of applied skills complementary to their professional graduate studies.	Professional Practicum Students engage in an approved professional development course(s) at Carleton University that fosters the development of applied skills complementary to their professional graduate studies.	Update course code
BUSI 5993 (1.0)	MBA 5993 (1.0)	
Professional Practicum Students engage in an approved professional development course(s) at Carleton University that fosters the development of applied skills complementary to their professional graduate studies.	Professional Practicum Students engage in an approved professional development course(s) at Carleton University that fosters the development of applied skills complementary to their professional graduate studies.	Update course code
	MBA 5998 (0.5)	
	Internship I Focus on the application of MBA course knowledge and building management skills in a business environment. Minimum 240 hours. Includes Experiential Learning Activity Prerequisite: Permission of the School	New course for shorter internship opportunity
BUSI 5999 (1.0)	MBA 5999 (1.0)	
Internship A degree requirement for students with less than two years of relevant experience within a professional environment. Focus on the application of MBA course knowledge and building management skills in a business environment. Includes: Experiential Learning Activity Prerequisite(s): successful completion of two academic terms; subject to approval by the MBA Office. Minimum 480 hours.	Internship II Focus on the application of MBA course knowledge and building management skills in a business environment. Minimum 480 hours. Includes Experiential Learning Activity Prerequisite: Permission of the School	Update course code, name, description
ITIS 5440 (0.5)	MBA 5440 (0.5)	
Business Analytics Capstone The capstone course for the Business Analytics concentration. The objective is to be the	Business Analytics Practicum Applied analytics focused on the "business side" of analytics and the full analytics	Update course code,

concentration's culminating course allowing students to undertake a major business analytics project, while refining their knowledge by examining a set of advanced/specialized topics beyond what has been introduced in the program. Includes: Experiential Learning Activity Prerequisite(s): <u>ITIS 5433</u>, <u>ITIS 5434</u>, <u>TOMS 5301</u>.	lifecycle. Teams work to define decision problems, identify data requirements, and develop solutions using real-world data, culminating in a prototype that supports organizational decision-making. Includes: Experiential Learning Activity Prerequisite(s): MBA 5433, MBA 5434 Precludes additional credit for: ITIS 5440	name, description
TOMS 5303 (0.25)	MBA 5305 (0.5)	
Project Management Foundations and core principles of managing projects with an emphasis on supporting techniques, practices, and methods as means for structuring, analyzing, scoping, planning, executing, monitoring, controlling, and reporting. Includes: Experiential Learning Activity	Project Management Principles of project management and the essential components of project selection, initiation, planning, monitoring, controlling and closing. Role of the project manager in managing priorities, project communications, managing risk and stakeholders. Precludes additional credit for TOMS 5303	Increased to 0.5 Updated course code, description
FINA 5513 (0.25)	MBA 5513 (0.5)	
Mergers and Acquisitions Theory and practice of mergers and acquisitions. Skills needed to be effective in mergers and acquisitions. Best practices in deal origination, design, implementation and post merger integration. Precludes additional credit for BUSI 5500. Prerequisite(s): <u>FINA 5502</u>.	Mergers, Acquisitions and Other Restructuring Activities Theory and practice of M&A and other restructuring activities designed to enhance firm value. Skills required to operate effectively in the complex world of M&A and corporate restructuring. Exposure to successes and failures cases, highlighting key lessons and best practices. Includes Experiential Learning Activity Prerequisite(s): MBA 5500, MBA 502 Preclude additional credit for FINA 5513	Increased to 0.5 Updated course code, name, description

Date Submitted: 05/27/26 3:42 pm

Viewing: **MBA : Master of Business Administration**

Last approved: 05/16/25 4:35 pm

Last edit: 05/28/26 12:55 pm

Last modified by: nataliephelan

Changes proposed by: jessicawhitney

In Workflow

1. **BUSI ChairDir GR**
2. **BUS Dean**
3. **BUS GFCC**
4. **BUS FBoard**
5. **SQAPC**
6. PRE SCCASP
7. SCCASP
8. Senate
9. CalEditor

Approval Path

1. 05/28/26 8:20 am
Luciara Nardon
(luciaranardon):
Approved for BUSI
ChairDir GR
2. 05/28/26 8:21 am
Luciara Nardon
(luciaranardon):
Approved for BUS
Dean
3. 05/28/26 8:21 am
Luciara Nardon
(luciaranardon):
Approved for BUS
GFCC
4. 05/28/26 8:22 am
Luciara Nardon
(luciaranardon):
Approved for BUS
FBoard

History

1. May 28, 2014 by
sandra
2. May 11, 2015 by
sandra
3. May 14, 2015 by
sandra
4. Jan 9, 2017 by Sandra

Bauer (sandrabauer)

5. May 16, 2025 by
Natalie Phelan
(nataliephelan)

Calendar Pages Using this Business
Program

Effective Date	2027-28
Workflow	<u>majormod</u> minormod
Program Code	MBA
Level	Graduate
Faculty	Sprott School of Business
Academic Unit	School of Business
Degree	Master of Business Administration
Title	Master of Business Administration

Program Requirements

M.B.A. ~~Program Structure and Variations~~M.B.A. (7.5 ~~(8.5~~ credits)

1. ~~4.25 credits in~~ compulsory core courses4.25
2. ~~3.25 credits in~~ elective courses3.25
3. ~~1.0 credit in:~~1.0

BUSI 5999 [1.0]

Internship⁺

4. ~~0.0 credit in:~~
- BUSI 5998 [0.0]
- MBA Skills Workshop⁻²

Requirements:

1. 3.5 credits in:3.5

MBA 5000 [0.0]	Course MBA 5000 Not Found
MBA 5100 [0.0]	Course MBA 5100 Not Found
MBA 5200 [0.0]	Course MBA 5200 Not Found
MBA 5500 [0.0]	Course MBA 5500 Not Found
MBA 5802 [0.0]	Course MBA 5802 Not Found
MBA 5900 [0.0]	Course MBA 5900 Not Found
MBA 5903 [0.0]	Course MBA 5903 Not Found

2. 1.5 credits from:1.5

MBA 5001	[0.0]
MBA 5011	[0.0]
MBA 5120	[0.0]
MBA 5302	[0.0]
MBA 5401	[0.0]
MBA 5405	[0.0]
MBA 5408	[0.0]
MBA 5701	[0.0]
MBA 5995	[0.0]

Course MBA 5001 Not Found
Course MBA 5011 Not Found
Course MBA 5120 Not Found
Course MBA 5302 Not Found
Course MBA 5401 Not Found
Course MBA 5405 Not Found
Course MBA 5408 Not Found
Course MBA 5701 Not Found
Course MBA 5995 Not Found

3. 2.5 credit in electives (chosen from concentration courses or approved open electives)

2.5

Total Credits

7.5

~~M.B.A. with concentration (8.5 credits) M.B.A. with concentrations (9.75 credits) Variations:~~

4

~~The required core courses will be based on previous course work. Courses may vary from one student to another and will depend on their undergraduate program, grades obtained in the relevant undergraduate courses and their chosen concentration.~~

2

~~Students with less than two (2) years of relevant professional employment experience must successfully complete the Internship in order to graduate. Students with two or more years relevant work experience may apply for an exemption.~~

3

~~Non credit required skills workshop.~~

~~M.B.A. — Accelerated stream with two concentrations (7.25 credits for full time stream)~~

~~1. 1.75 credits in compulsory core courses¹~~

1.75

~~2. 4.5 credits in the concentrations: 2.25 credits in each of two concentrations (2.5 credits for Business Analytics)~~

4.5

~~3. 1.0 credit in:~~

1.0

~~BUSI 5999 [1.0]~~

~~Internship~~

~~4. 0.0 credit in:~~

0.0

~~BUSI 5998 [0.0]~~

~~MBA Skills Workshop~~

Total Credits

0.0

~~M.B.A. — Accelerated stream with one concentration (6.0 credits)~~

~~1. 1.75 credits in compulsory core courses¹~~

1.75

~~2. 2.25 credits in a chosen concentration (2.5 credits for Business Analytics)~~

2.25

~~3. 1.0 credit in elective courses~~

1.0

~~4. 1.0 credit in:~~

1.0

~~BUSI 5999 [1.0]~~

~~Internship~~

~~5. 0.0 credit in:~~

0.0

~~BUSI 5998 [0.0]~~

~~MBA Skills Workshop~~

Total Credits

0.0

~~M.B.A.—Accelerated stream (6.0 credits)~~

~~1. 1.75 credits in compulsory core courses⁺~~	~~1.75~~
~~2. 3.25 credits in elective courses~~	~~3.25~~
~~3. 1.0 credit in:~~	~~1.0~~
~~BUSI 5999 [1.0]~~	~~Internship²~~
~~4. 0.0 credit in:~~	~~0.0~~
~~BUSI 5998 [0.0]~~	~~MBA Skills Workshop~~
Total Credits	0.0

~~+~~

~~Students with less than two (2) years of professional employment experience must successfully complete BUSI 5999/7C in order to graduate. Students with two or more years work experience may apply for an exemption.~~

~~Requirements (full-time stream):~~

~~1. 4.25 credits in compulsory core courses~~	~~4.25~~
~~2. 4.5 credits in the concentrations: 2.25 credits in each of two concentrations (2.5 credits for Business Analytics)~~	~~4.5~~
~~3. 1.0 credit in:~~	~~1.0~~
~~BUSI 5999 [1.0]~~	~~Internship⁺~~
~~4. 0.0 credit in:~~	~~0.0~~
~~BUSI 5998 [0.0]~~	~~MBA Skills Workshop²~~
Total Credits	0.0
~~1. 4.25 credits in compulsory core courses~~	~~4.25~~
~~2. 2.25 credits in a chosen concentration (2.5 credits for Business Analytics)~~	~~2.25~~
~~3. 1.0 credit in elective courses~~	~~1.0~~
~~4. 1.0 credit in:⁺~~	~~1.0~~
~~BUSI 5999 [1.0]~~	~~Internship⁺~~
~~5. 0.0 credit in:~~	~~0.0~~
~~BUSI 5998 [0.0]~~	~~MBA Skills Workshop²~~
Total Credits	0.0

New Resources

No New Resources

Summary

The modification restructures the MBA curriculum to be more streamlined through the harmonization of courses to a predominantly 0.5 credit format. The modification also revises the balance between required and elective coursework to increase student choice while preserving appropriate disciplinary breadth.

Rationale for change

The proposed major modification to the Master of Business Administration (MBA) program restructures the curriculum to improve coherence, transparency, and alignment with contemporary student needs. The modification responds directly to sustained feedback from student consultations and formal feedback mechanisms regarding inconsistencies in credit weighting, misalignment between workload and credit value, and difficulties identifying eligible courses

and planning academic pathways. The revised structure emphasizes consistency, flexibility, and clarity while maintaining the academic integrity and learning goals of the MBA.

Transition/Implementation

In-program students will be able to proceed through the previous structure to completion. Courses that are just being re-numbered will count toward program requirements through audit adjustments. Courses that are being modified will continue to be offered until current students are able to meet their program requirements (anticipated by 2029), and will then be phased out to move towards the consistent MBAX course offerings.

Program reviewer comments

nataliephelan (05/28/26 12:55 pm): Formatting changes to the course list after the MBAX alpha code was replaced by MBA.

Key: 875

A deleted record cannot be edited

Program Delete Proposal

Date Submitted: 04/30/26 1:26 pm

Viewing: **TBD-1112 : MBA Core Course Requirements**

Last approved: 07/02/25 10:01 am

Last edit: 04/30/26 1:26 pm

Last modified by: jessicawhitney

[Changes proposed by: jessicawhitney](#)

In Workflow

1. **BUSI ChairDir GR**
2. **BUS Dean**
3. **BUS GFCC**
4. **BUS FBoard**
5. **SQAPC**
6. PRE SCCASP
7. SCCASP
8. Senate
9. CalEditor

Approval Path

1. 05/27/26 1:25 pm
Luciara Nardon
(luciaranardon):
Approved for BUSI
ChairDir GR
2. 05/27/26 1:27 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
Dean
3. 05/27/26 2:41 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
GFCC
4. 05/27/26 2:43 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
FBoard

History

1. Nov 20, 2014 by
sandra
2. Nov 20, 2014 by
sandra

- 3. Mar 13, 2015 by sandra
- 4. May 11, 2015 by sandra
- 5. May 11, 2015 by sandra
- 6. May 20, 2015 by sandra
- 7. Jun 23, 2015 by Sandra Bauer (sandrabauer)
- 8. Apr 11, 2016 by Sandra Bauer (sandrabauer)
- 9. May 1, 2017 by Sandra Bauer (sandrabauer)
- 10. Jan 4, 2018 by pattidavis
- 11. May 16, 2025 by Natalie Phelan (nataliephelan)
- 12. Jul 2, 2025 by Natalie Phelan (nataliephelan)

Calendar Pages Using this Business Program

Effective Date	2027-28
Workflow	<u>majormod</u> ~~minormod~~
Program Code	TBD-1112
Level	Graduate
Faculty	Sprott School of Business
Academic Unit	School of Business
Degree	Master of Business Administration
Title	MBA Core Course Requirements

Program Requirements

M.B.A. Core Course Requirements

M.B.A. Compulsory Core Courses

<u>ACCT 5001</u> [0.25]	Financial Accounting
<u>ACCT 5002</u> [0.25]	Managerial Accounting
<u>BUSI 5801</u> [0.25]	Statistics for Managers
<u>BUSI 5802</u> [0.25]	Business Ethics
<u>BUSI 5998</u> [0.0]	MBA Skills Workshop
<u>FINA 5501</u> [0.25]	Financial Management
<u>FINA 5502</u> [0.25]	Corporate Finance
<u>IBUS 5701</u> [0.25]	International Business
<u>ITIS 5401</u> [0.25]	Managing Information Systems in Organizations
<u>MGMT 5100</u> [0.5]	Managing People and Organizations
<u>MKTG 5200</u> [0.5]	Marketing Strategy
<u>TOMS 5302</u> [0.25]	Operations Management
<u>STGY 5900</u> [0.5]	Corporate and Business Strategy
<u>STGY 5903</u> [0.5]	Strategic Concepts

New Resources

Summary	Repetitive information in the calendar; all MBA program structure information will be reflected in main MBA program code (MBA) edits.
Rationale for change	Increased clarity.
Transition/Implementation	No impact

Program reviewer
comments

Key: 1112

A deleted record cannot be edited

Program Delete Proposal

Date Submitted: 04/30/26 1:39 pm

Viewing: **TBD-1133 : ELECTIVES-
Additional MBA Elective Courses**

Last approved: 05/28/20 8:19 am

Last edit: 04/30/26 1:39 pm

Last modified by: jessicawhitney

[Changes proposed by: jessicawhitney](#)

In Workflow

1. **BUSI ChairDir GR**
2. **BUS Dean**
3. **BUS GFCC**
4. **BUS FBoard**
5. **SQAPC**
6. PRE SCCASP
7. SCCASP
8. Senate
9. CalEditor

Approval Path

1. 05/27/26 1:25 pm
Luciara Nardon
(luciaranardon):
Approved for BUSI
ChairDir GR
2. 05/27/26 1:27 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
Dean
3. 05/27/26 2:41 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
GFCC
4. 05/27/26 2:43 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
FBoard

History

1. May 11, 2015 by
sandra
2. May 20, 2015 by
sandra

3. May 28, 2020 by Sarah
Cleary (sarahcleary)

Calendar Pages Using this Business
Program

Effective Date	2027-28
Workflow	<u>majormod</u> ~~minormod~~
Program Code	TBD-1133
Level	Graduate
Faculty	Sprott School of Business
Academic Unit	School of Business
Degree	Not Applicable
Title	ELECTIVES-Additional MBA Elective Courses

Program Requirements

Additional M.B.A. Elective Courses

These are additional to electives selected from other concentrations, and are available to all M.B.A. students.

<u>BUSI 5106</u> [0.25]	Business Case Analysis and Presentations
<u>BUSI 5108</u> [0.25]	Sustainable Business Development
<u>BUSI 5905</u> [0.5]	Special Topics
<u>BUSI 5906</u> [0.25]	Special Topics
<u>FINA 5515</u> [0.5]	Micro Finance
<u>ITIS 5403</u> [0.25]	ICT for Development
<u>TOMS 5303</u> [0.25]	Managing Projects

New Resources

Summary	Remove separate section; elective options reflected in program structure update (MBA)
Rationale for change	increased clarity
Transition/Implementation	No impact

Program reviewer
comments

Date Submitted: 05/27/26 3:43 pm

Viewing: **MBA-71BA ~~TBD-1542~~ : MBA**
Concentration in Business
Analytics

Last approved: 04/17/25 11:55 am

Last edit: 05/28/26 12:56 pm

Last modified by: nataliephelan

Changes proposed by: jessicawhitney

In Workflow

1. **BUSI ChairDir GR**
2. **BUS Dean**
3. **BUS GFCC**
4. **BUS FBoard**
5. **SQAPC**
6. PRE SCCASP
7. SCCASP
8. Senate
9. CalEditor

Approval Path

1. 05/28/26 8:21 am
Luciara Nardon
(luciaranardon):
Approved for BUSI
ChairDir GR
2. 05/28/26 8:21 am
Luciara Nardon
(luciaranardon):
Approved for BUS
Dean
3. 05/28/26 8:21 am
Luciara Nardon
(luciaranardon):
Approved for BUS
GFCC
4. 05/28/26 8:22 am
Luciara Nardon
(luciaranardon):
Approved for BUS
FBoard

History

1. May 10, 2017 by
Sandra Bauer
(sandrabauer)
2. Jun 20, 2017 by
Sandra Bauer
(sandrabauer)
3. Jan 4, 2018 by

- pattidavis
4. Mar 22, 2019 by jennahobin
5. Apr 17, 2025 by Jessica Whitney (jessicawhitney)

Calendar Pages Using this Business Program

Effective Date	2027-28
Workflow	<u>majormod</u> ~~minormod~~
Program Code	<u>MBA-71BA</u> ~~TBD-1542~~
Level	Graduate
Faculty	Sprott School of Business
Academic Unit	School of Business
Degree	
Title	MBA Concentration in Business Analytics

Program Requirements

M.B.A. Concentration in Business Analytics (1.5 ~~(2.5~~ credits)

Concentration requirements:

~~1. 2.5 credits in:~~		~~2.5~~
~~DATA 5000 [0.5]~~	~~Introduction to Data Science~~	
~~ITIS 5405 [0.25]~~	~~AI for Managers~~	
~~ITIS 5431 [0.25]~~	~~Business Analytics for Managers~~	
~~ITIS 5433 [0.5]~~	~~Business Analytics Methods~~	
~~ITIS 5434 [0.25]~~	~~Data Visualization for Business Analytics~~	
~~ITIS 5440 [0.5]~~	~~Business Analytics Capstone~~	
~~TOMS 5301 [0.25]~~	~~Prescriptive Analytics~~	
<u>1. 1.5 credits in:</u>		<u>1.5</u>
<u>MBA 5431 [0.0]</u>	<u>Course MBA 5431 Not Found</u>	
<u>MBA 5433 [0.0]</u>	<u>Course MBA 5433 Not Found</u>	
<u>MBA 5434 [0.0]</u>	<u>Course MBA 5434 Not Found</u>	
Total Credits		1.5

New Resources	No New Resources
Summary	Assoc. with MBA major modification. Reducing the credits required for the concentration to align with MBA program revisions.
Rationale for change	Under the previous structure, concentrations required a large number of courses, which limited their economic viability and made them difficult for students to complete within a reasonable timeframe. In practice, this constrained the program’s ability to offer concentrations consistently and reduced their accessibility for students. Under the revised structure, concentrations are standardized at 1.5 credits (three 0.5 credit courses). This streamlined design makes concentrations more achievable for students, improves clarity in program planning, and enhances the program’s ability to offer concentrations on a reliable and sustainable basis. The revised concentration structure aligns with the harmonized credit framework and supports both student demand and efficient program delivery.
Transition/Implementation	courses no longer required as part of the concentration will stay on the books to allow in-program students to complete their requirements, and can be offered as electives if demand exists.

Program reviewer
comments

Key: 1542

Date Submitted: 05/27/26 3:43 pm

Viewing: **TBD-1532 : MBA**
Concentration in Management and
Change

Last approved: 05/10/17 3:38 pm

Last edit: 05/28/26 1:03 pm

Last modified by: nataliephelan

[Changes proposed by: jessicawhitney](#)

In Workflow

1. **BUSI ChairDir GR**
2. **BUS Dean**
3. **BUS GFCC**
4. **BUS FBoard**
5. **SQAPC**
6. PRE SCCASP
7. SCCASP
8. Senate
9. CalEditor

Approval Path

1. 05/28/26 8:21 am
Luciara Nardon
(luciaranardon):
Approved for BUSI
ChairDir GR
2. 05/28/26 8:21 am
Luciara Nardon
(luciaranardon):
Approved for BUS
Dean
3. 05/28/26 8:21 am
Luciara Nardon
(luciaranardon):
Approved for BUS
GFCC
4. 05/28/26 8:22 am
Luciara Nardon
(luciaranardon):
Approved for BUS
FBoard

History

1. May 10, 2017 by
Sandra Bauer
(sandrabauer)

Calendar Pages Using this [Business](#)
Program

Effective Date	2027-28
Workflow	<u>majormod</u> ~~minormod~~
Program Code	TBD-1532
Level	Graduate
Faculty	Sprott School of Business
Academic Unit	School of Business
Degree	Master of Business Administration
Title	MBA Concentration in Management ~~and Change~~

Program Requirements

M.B.A. Concentration in Management and Change (1.5 ~~(2.25~~ credits)

Concentration requirements:

~~1. 2.25 credits in:~~		~~2.25~~
~~MGMT 5111 [0.25]~~	~~Conflict and Negotiation~~	
~~MGMT 5112 [0.25]~~	~~Power and Influence~~	
~~MGMT 5113 [0.25]~~	~~Managing Teams~~	
~~MGMT 5114 [0.25]~~	~~Managing Diversity~~	
~~MGMT 5115 [0.25]~~	~~Leadership~~	
~~MGMT 5116 [0.25]~~	~~Managing Performance~~	
~~MGMT 5117 [0.25]~~	~~Knowledge Management~~	
~~MGMT 5120 [0.5]~~	~~Fundamentals of Leading and Managing Organizational Change~~	
<u>1. 1.5 credits from:</u>		<u>1.5</u>
<u>MBA 5108 [0.0]</u>	<u>Course MBA 5108 Not Found</u>	
<u>MBA 5113 [0.0]</u>	<u>Course MBA 5113 Not Found</u>	
<u>MBA 5115 [0.0]</u>	<u>Course MBA 5115 Not Found</u>	
<u>MBA 5118 [0.0]</u>	<u>Course MBA 5118 Not Found</u>	
Total Credits		1.5

New Resources No New Resources

Summary

Assoc. with MBA major modification. Reducing the credits required for the concentration to align with MBA program revisions.

Under the previous structure, concentrations required a large number of courses, which limited their economic viability and made them difficult for students to complete within a reasonable timeframe. In practice, this constrained

Rationale for change	the program's ability to offer concentrations consistently and reduced their accessibility for students. Under the revised structure, concentrations are standardized at 1.5 credits (three 0.5 credit courses). This streamlined design makes concentrations more achievable for students, improves clarity in program planning, and enhances the program's ability to offer concentrations on a reliable and sustainable basis. The revised concentration structure aligns with the harmonized credit framework and supports both student demand and efficient program delivery.
Transition/Implementation	courses no longer required as part of the concentration will stay on the books to allow in-program students to complete their requirements, and can be offered as electives if demand exists.

Program reviewer
comments

Key: 1532

Date Submitted: 05/27/26 3:43 pm

Viewing: **TBD-1535 : MBA**
Concentration in Financial
Management

Last approved: 05/10/17 3:36 pm

Last edit: 05/28/26 1:01 pm

Last modified by: nataliephelan

[Changes proposed by: jessicawhitney](#)

In Workflow

1. **BUSI ChairDir GR**
2. **BUS Dean**
3. **BUS GFCC**
4. **BUS FBoard**
5. **SQAPC**
6. PRE SCCASP
7. SCCASP
8. Senate
9. CalEditor

Approval Path

1. 05/28/26 8:21 am
Luciara Nardon
(luciaranardon):
Approved for BUSI
ChairDir GR
2. 05/28/26 8:21 am
Luciara Nardon
(luciaranardon):
Approved for BUS
Dean
3. 05/28/26 8:21 am
Luciara Nardon
(luciaranardon):
Approved for BUS
GFCC
4. 05/28/26 8:22 am
Luciara Nardon
(luciaranardon):
Approved for BUS
FBoard

History

1. May 10, 2017 by
Sandra Bauer
(sandrabauer)

Calendar Pages Using this [Business](#)
Program

Effective Date	2027-28
Workflow	<u>majormod</u> ~~minormod~~
Program Code	TBD-1535
Level	Graduate
Faculty	Sprott School of Business
Academic Unit	School of Business
Degree	Master of Business Administration
Title	MBA Concentration in Financial Management

Program Requirements

M.B.A. Concentration in Financial Management (1.5 ~~(2.25~~ credits)

Concentration requirements:

~~1. 2.25 credits in:~~		~~2.25~~
~~AGCT 5011 [0.25]~~	~~Financial Statement Analysis~~	
~~AGCT 5012 [0.25]~~	~~Performance Measurement and Control~~	
~~AGCT 5013 [0.25]~~	~~Financial Reporting and Control in Public Organizations~~	
~~AGCT 5014 [0.25]~~	~~Governance and Accountability~~	
~~FINA 5511 [0.25]~~	~~Investments~~	
~~FINA 5512 [0.25]~~	~~Valuation~~	
~~FINA 5513 [0.25]~~	~~Mergers and Acquisitions~~	
~~FINA 5514 [0.25]~~	~~International Finance~~	
~~FINA 5521 [0.25]~~	~~Financial Management Concentration Integration~~	
<u>1. 1.5 credits in:</u>		<u>1.5</u>
<u>MBA 5503 [0.0]</u>	<u>Course MBA 5503 Not Found</u>	
<u>MBA 5511 [0.0]</u>	<u>Course MBA 5511 Not Found</u>	
<u>MBA 5512 [0.0]</u>	<u>Course MBA 5512 Not Found</u>	
Total Credits		1.5

New Resources No New Resources

Summary

Assoc. with MBA major modification. Reducing the credits required for the concentration to align with MBA program revisions.

Under the previous structure, concentrations required a large number of courses, which limited their economic viability and made them difficult for students to complete within a reasonable timeframe. In practice, this constrained

Rationale for change	the program's ability to offer concentrations consistently and reduced their accessibility for students. Under the revised structure, concentrations are standardized at 1.5 credits (three 0.5 credit courses). This streamlined design makes concentrations more achievable for students, improves clarity in program planning, and enhances the program's ability to offer concentrations on a reliable and sustainable basis. The revised concentration structure aligns with the harmonized credit framework and supports both student demand and efficient program delivery.
Transition/Implementation	courses no longer required as part of the concentration will stay on the books to allow in-program students to complete their requirements, and can be offered as electives if demand exists.

Program reviewer
comments

Key: 1535

New Course Proposal

Date Submitted: 05/27/26 1:22 pm

Viewing: **MBA 5440 : Business Analytics Practicum**

Last edit: 05/28/26 12:12 pm

Changes proposed by: jessicawhitney

In Workflow

- 1. **BUSI ChairDir GR**
- 2. **BUS Dean**
- 3. **BUS GFCC**
- 4. **BUS FBoard**
- 5. **SQAPC**
- 6. PRE SCCASP
- 7. SCCASP
- 8. Senate
- 9. CalEditor
- 10. Banner

Approval Path

- 1. 05/27/26 1:26 pm
Luciara Nardon
(luciaranardon):
Approved for BUSI
ChairDir GR
- 2. 05/27/26 1:28 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
Dean
- 3. 05/27/26 2:42 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
GFCC
- 4. 05/27/26 2:44 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
FBoard

Effective Date	2027-28
Workflow	majormod
New Resources	No New Resources
Level	Graduate

Course Code	MBA
Course Number	5440
Title	Business Analytics Practicum
Title (short)	Business Analytics Practicum
Faculty	Sprott School of Business
Academic Unit	School of Business
Credit Value	0.50
Special/Selected Topics	Not Applicable
Significant Experiential Learning	Applied Research Project
Course Description	Applied analytics focused on the "business side" of analytics and the full analytics lifecycle. Teams work to define decision problems, identify data requirements, and develop solutions using real-world data, culminating in a prototype that supports organizational decision-making.
Prerequisite(s)	MBA 5433, MBA 5434.
Class Format	
Precluded Courses	ITIS 5440.
Also listed as	
Piggybacked Courses	
U Ottawa Code	
Grade Mode	Standard Letter Grade
Schedule Type	Seminar
	*May constitute a major modification under Carleton's IQAP. Please consult https://carleton.ca/viceprovost/major-minor-modifications/ for more details.
Unpaid Placement	No
Summary	Assoc. with MBA major modification. New course code to align with new program naming Course description cleaned up

Rationale for new course

To align with revisions to the MBA program structure, all courses are being updated slightly with regard to course code.

Course reviewer comments

nataliephelan (05/28/26 11:37 am): Changed subject alpha code to MBA.

Key: 11502

[Preview Bridge](#)

New Course Proposal

Date Submitted: 05/27/26 2:30 pm

Viewing: **MBA 5993 : Professional Practicum**

Last edit: 05/28/26 12:22 pm

Changes proposed by: jessicawhitney

In Workflow

- 1. **BUSI ChairDir GR**
- 2. **BUS Dean**
- 3. **BUS GFCC**
- 4. **BUS FBoard**
- 5. **SQAPC**
- 6. PRE SCCASP
- 7. SCCASP
- 8. Senate
- 9. CalEditor
- 10. Banner

Approval Path

- 1. 05/27/26 2:39 pm
Luciara Nardon
(luciaranardon):
Approved for BUSI
ChairDir GR
- 2. 05/27/26 2:40 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
Dean
- 3. 05/27/26 2:42 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
GFCC
- 4. 05/27/26 2:44 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
FBoard

Effective Date	2027-28
Workflow	majormod
New Resources	No New Resources
Level	Graduate

Course Code	MBA
Course Number	5993
Title	Professional Practicum
Title (short)	Professional Practicum
Faculty	Sprott School of Business
Academic Unit	School of Business
Credit Value	1.0
Special/Selected Topics	Not Applicable
Significant Experiential Learning	None
Course Description	Students engage in an approved professional development course(s) at Carleton University that fosters the development of applied skills complementary to their professional graduate studies.
Prerequisite(s)	permission of the School of Business.
Class Format	
Precluded Courses	
Also listed as	
Piggybacked Courses	
U Ottawa Code	
Grade Mode	Satisfactory/Unsatisfactory
Schedule Type	Other
	*May constitute a major modification under Carleton's IQAP. Please consult https://carleton.ca/viceprovost/major-minor-modifications/ for more details.
Unpaid Placement	No
Summary	Assoc. with MBA major modification. New course code to align with new program naming
Rationale for new	To align with revisions to the MBA program structure, all courses are being updated slightly with regard to course code.

course

Course reviewer
comments

nataliephelan (05/28/26 11:41 am): Changed subject alpha code to MBA.

Key: 11501

[Preview Bridge](#)

New Course Proposal

Date Submitted: 05/27/26 2:30 pm

Viewing: **MBA 5994 : Professional Practicum**

Last edit: 05/28/26 12:22 pm

Changes proposed by: jessicawhitney

In Workflow

- 1. **BUSI ChairDir GR**
- 2. **BUS Dean**
- 3. **BUS GFCC**
- 4. **BUS FBoard**
- 5. **SQAPC**
- 6. PRE SCCASP
- 7. SCCASP
- 8. Senate
- 9. CalEditor
- 10. Banner

Approval Path

- 1. 05/27/26 2:39 pm
Luciara Nardon
(luciaranardon):
Approved for BUSI
ChairDir GR
- 2. 05/27/26 2:40 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
Dean
- 3. 05/27/26 2:42 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
GFCC
- 4. 05/27/26 2:44 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
FBoard

Effective Date	2027-28
Workflow	majormod
New Resources	No New Resources
Level	Graduate

Course Code	MBA
Course Number	5994
Title	Professional Practicum
Title (short)	Professional Practicum
Faculty	Sprott School of Business
Academic Unit	School of Business
Credit Value	0.25
Special/Selected Topics	Not Applicable
Significant Experiential Learning	None
Course Description	Students engage in an approved professional development course(s) at Carleton University that fosters the development of applied skills complementary to their professional graduate studies.
Prerequisite(s)	permission of the School of Business.
Class Format	
Precluded Courses	
Also listed as	
Piggybacked Courses	
U Ottawa Code	
Grade Mode	Satisfactory/Unsatisfactory
Schedule Type	Other
	*May constitute a major modification under Carleton's IQAP. Please consult https://carleton.ca/viceprovost/major-minor-modifications/ for more details.
Unpaid Placement	No
Summary	Assoc. with MBA major modification. New course code to align with new program naming
Rationale for new	To align with revisions to the MBA program structure, all courses are being updated slightly with regard to course code.

course

Course reviewer
comments

nataliephelan (05/28/26 11:41 am): Changed subject alpha code to MBA.

Key: 11499

[Preview Bridge](#)

New Course Proposal

Date Submitted: 05/27/26 2:31 pm

Viewing: **MBA 5996 : Professional Practicum**

Last edit: 05/28/26 12:23 pm

Changes proposed by: jessicawhitney

In Workflow

- 1. **BUSI ChairDir GR**
- 2. **BUS Dean**
- 3. **BUS GFCC**
- 4. **BUS FBoard**
- 5. **SQAPC**
- 6. PRE SCCASP
- 7. SCCASP
- 8. Senate
- 9. CalEditor
- 10. Banner

Approval Path

- 1. 05/27/26 2:39 pm
Luciara Nardon
(luciaranardon):
Approved for BUSI
ChairDir GR
- 2. 05/27/26 2:40 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
Dean
- 3. 05/27/26 2:42 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
GFCC
- 4. 05/27/26 2:44 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
FBoard

Effective Date	2027-28
Workflow	majormod
New Resources	No New Resources
Level	Graduate

Course Code	MBA
Course Number	5996
Title	Professional Practicum
Title (short)	Professional Practicum
Faculty	Sprott School of Business
Academic Unit	School of Business
Credit Value	0.50
Special/Selected Topics	Not Applicable
Significant Experiential Learning	None
Course Description	Students engage in an approved professional development course(s) at Carleton University that fosters the development of applied skills complementary to their professional graduate studies.
Prerequisite(s)	permission of the School of Business.
Class Format	
Precluded Courses	
Also listed as	
Piggybacked Courses	
U Ottawa Code	
Grade Mode	Satisfactory/Unsatisfactory
Schedule Type	Other
	*May constitute a major modification under Carleton's IQAP. Please consult https://carleton.ca/viceprovost/major-minor-modifications/ for more details.
Unpaid Placement	No
Summary	Assoc. with MBA major modification. New course code to align with new program naming
Rationale for new	To align with revisions to the MBA program structure, all courses are being updated slightly with regard to course code.

course

Course reviewer
comments

nataliephelan (05/28/26 11:41 am): Changed subject alpha code to MBA.

Key: 11500

[Preview Bridge](#)

New Course Proposal

Date Submitted: 05/27/26 2:31 pm

Viewing: **MBA 5998 : Internship I**

Last edit: 05/28/26 12:24 pm

Changes proposed by: jessicawhitney

In Workflow

- 1. **BUSI ChairDir GR**
- 2. **BUS Dean**
- 3. **BUS GFCC**
- 4. **BUS FBoard**
- 5. **SQAPC**
- 6. PRE SCCASP
- 7. SCCASP
- 8. Senate
- 9. CalEditor
- 10. Banner

Approval Path

- 1. 05/27/26 2:39 pm
Luciara Nardon
(luciaranardon):
Approved for BUSI
ChairDir GR
- 2. 05/27/26 2:40 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
Dean
- 3. 05/27/26 2:42 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
GFCC
- 4. 05/27/26 2:44 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
FBoard

Effective Date	2027-28
Workflow	majormod
New Resources	No New Resources
Level	Graduate

Course Code	MBA
Course Number	5998
Title	Internship I
Title (short)	Internship I
Faculty	Sprott School of Business
Academic Unit	School of Business
Credit Value	0.50
Special/Selected Topics	Not Applicable
Significant Experiential Learning	Internships
Course Description	Focus on the application of MBA course knowledge and building management skills in a business environment. Minimum 240 hours.
Prerequisite(s)	permission of the School of Business.
Class Format	
Precluded Courses	
Also listed as	
Piggybacked Courses	
U Ottawa Code	
Grade Mode	Satisfactory/Unsatisfactory
Schedule Type	*Practicum *May constitute a major modification under Carleton's IQAP. Please consult https://carleton.ca/viceprovost/major-minor-modifications/ for more details.
Unpaid Placement	No
Summary	Assoc. with MBA major modification. The internship will no longer be a program requirement, but an available elective for those who have an approved work-integrated learning opportunity.
Rationale for new	The internship was previously a program requirement for those students who had less than 2 years work experience, students are now only admitted if they have at least 2

course years work experience.

Course reviewer **nataliephelan (05/28/26 11:42 am):** Changed subject alpha code to MBA.
comments

Key: 11512

[Preview Bridge](#)

New Course Proposal

Date Submitted: 05/27/26 2:31 pm

Viewing: **MBA 5999 : Internship II**

Last edit: 05/28/26 12:24 pm

Changes proposed by: jessicawhitney

In Workflow

- 1. **BUSI ChairDir GR**
- 2. **BUS Dean**
- 3. **BUS GFCC**
- 4. **BUS FBoard**
- 5. **SQAPC**
- 6. PRE SCCASP
- 7. SCCASP
- 8. Senate
- 9. CalEditor
- 10. Banner

Approval Path

- 1. 05/27/26 2:39 pm
Luciara Nardon
(luciaranardon):
Approved for BUSI
ChairDir GR
- 2. 05/27/26 2:40 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
Dean
- 3. 05/27/26 2:42 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
GFCC
- 4. 05/27/26 2:44 pm
Luciara Nardon
(luciaranardon):
Approved for BUS
FBoard

Effective Date	2027-28
Workflow	majormod
New Resources	No New Resources
Level	Graduate

Course Code	MBA
Course Number	5999
Title	Internship II
Title (short)	Internship II
Faculty	Sprott School of Business
Academic Unit	School of Business
Credit Value	1.0
Special/Selected Topics	Not Applicable
Significant Experiential Learning	Internships
Course Description	Focus on the application of MBA course knowledge and building management skills in a business environment. Minimum 480 hours.
Prerequisite(s)	permission of the School of Business.
Class Format	
Precluded Courses	
Also listed as	
Piggybacked Courses	
U Ottawa Code	
Grade Mode	Satisfactory/Unsatisfactory
Schedule Type	*Practicum *May constitute a major modification under Carleton's IQAP. Please consult https://carleton.ca/viceprovost/major-minor-modifications/ for more details.
Unpaid Placement	No
Summary	Assoc. with MBA major modification. The internship will no longer be a program requirement, but an available elective for those who have an approved work-integrated learning opportunity.
Rationale for new	The internship was previously a program requirement for those students who had less than 2 years work experience, students are now only admitted if they have at least 2

course years work experience.

Course reviewer **nataliephelan (05/28/26 11:43 am):** Changed subject alpha code to MBA.
comments

Key: 11511

[Preview Bridge](#)

Associated Minors

Course	Action
MBA 5903	Added
MBA 5100	Added
MBA 5200	Added
MBA 5000	Added
MBA 5500	Added
MBA 5401	Added
MBA 5701	Added
MBA 5405	Added
MBA 5120	Added
MBA 5001	Added
MBA 5302	Added
MBA 5995	Added
MBA 5408	Added
MBA 5011	Added
MBA 5900	Added
MBA 5802	Added
MBA 5502	Added
MBA 5503	Added
MBA 5511	Added
MBA 5113	Added
MBA 5115	Added
MBA 5108	Added
MBA 5431	Added
MBA 5433	Added
MBA 5434	Added
MBA 5901	Added
MBA 5905	Added
MBA 5906	Added
MBA 5997	Added
MBA 5990	Added
MBA 5305	Added
MBA 5513	Added
MBA 5118	Added
MBA 5995	Added