

**Course Title:** Marketing Design and Strategy

**Course Code:** Marketing 6100

**Core Text:** A Framework for Marketing Management 5<sup>th</sup> Ed, Kotler & Keller

**Course Description:**

Provides an understanding of marketing as the basis for general management decision making and as a framework for analysing business situations. Covers concepts, activities and techniques related to the planning and coordination of marketing functions, marketing policies, and the analysis of marketing administration.

**Course Framework:**

The first half of the course focuses on marketing strategy. In order to make effective strategies decisions, managers must identify and measure consumers' needs and wants, assess the competitive environment, select the most appropriate customers targets and then develop marketing programmes that satisfy consumers' needs better than the competition. Further, marketing focuses on the long-run relationship of a company to its customers as well as short-run sales and profits. The second part of the course focuses on the decisions that managers make and the tools that they use to support an effective marketing strategy. The attraction and retention of profitable customers must involve consideration of the product or service being offered, the way in which the product is sold and distributed, how pricing is set and structures, and how the value of the offering is communicated. Through exercises, readings, and discussions we will explore marketing strategy and its implementation in marketing programs through what is traditionally called the "marketing mix" or the "4 P's: Product, Price, Place and Promotion." As we progress, it will become apparent that each of these decisions affects the others and that they must all be framed as part of an integrated marketing strategy.

**Course Objectives:**

1. Develop understanding of basic concepts and issues in marketing including:
  - a. Global, political, economic, legal and regulatory context for business
  - b. Creation of value
2. Build a marketing vocabulary. Better understanding and discuss marketing concepts.
3. Apply both qualitative and quantitative models to marketing problems.
4. Develop appreciation for the strategic nature of contemporary marketing and for the role marketing plays in overall business strategy and performance.
5. Enhance understanding of what marketing managers do on a day-to-day basis.
6. Strengthen appreciation of how marketing relates to complementary business functions (e.g. HRM, accounting, production, etc ....)
7. Extend ability to write clearly, listen carefully, and report information in a professional and effective manner.
8. Learn how to effectively work with others with an understanding of individual and group dynamics in organisations.
9. Understand ethical and social responsibilities of marketing management in organisations.

**Course Units:**

1. Introduction to marketing

2. Role of marketing in developing successful business strategies
3. Marketing opportunity analysis:
  - a. Segmentation and Positioning
  - b. Consumers, customers and Buying Behavior
  - c. Measuring market opportunities
  - d. Targeting attractive market segments
  - e. Differentiating and positioning
4. Developing strategic marketing programmes
  - a. Business strategies
  - b. Product decisions
  - c. Pricing decisions
  - d. Distribution channel decisions
  - e. Promotion decisions
5. Marketing programmes for select situations
  - a. Product management
  - b. New-product development
  - c. Strategies for new and growing markets
  - d. Strategies for mature and declining markets
6. Relationship of the marketing strategy to other functions within the organisation
7. Ethical Marketing in a Consumer-Oriented World

**Course Schedule:**

	Pre-class Reading	Topics Covered	Work before Next Class
1	Text Part 1: Ch 1, 2, 3 Case: Marvel (for discussion) Review Syllabus	Introduction & Definitions Strategy & Marketing Plans Market Research Predicting Demand Situation Analysis (Trends)	Review all Internet sources provided for Kindle Market Plan; enter notes  Write ½ Case Analysis: Fashion Channel (Due Class 2)
2	Text Part 2: Ch 4, 5, 6, half 9 (competition) Case Due: The Fashion Channel Review VIA HBR Article Blog articles	Consumer Value, Satisfaction Consumer Behavior Business Buying Behavior Competition & Differentiation	Write ½ Case Analysis: Cabo San Viejo (Due Class 3) Draft Market plan through differentiation Draft first half of Aqualisa Case
3	Text Part 3: Ch 7, 8, 9 (positioning) Case Due: Cabo San Viejo Review VIA Blog Articles	Market Segments Target Market Building Brand Equity Brand Strategy and Positioning	Draft all Aqualisa Case (optionally due Class 4) Draft Mkt Plan through Product Review for Mid-Term Exam
4	Text Part 4: Ch 10, 11 Review VIA Blog Articles	Product Life Cycle Services Marketing Mid-term Exam	Draft Mkt Plan completely (optionally due Class 5)
5	Text Part 5: Ch 12, 13 Review VIA Blog Articles	Pricing Marketing Channels	Write Atlantic Computer full case analysis (Due Class 6)

			Review Aqualisa for instr comment
6	Text Part 6: Ch 14, 17 Case Due: Atlantic Computer Case: Hunter Business Group (for discussion) Blog Articles	Retailing & Wholesaling Logistics Personal Communications Sales Forecast Operational Readiness	Finalise Aqualisa Case (Due class 7) Revise Mkt Plan for instr comment
7	Text Part 7: Ch 15, 16 Review VIA Case Due: Aqualisa HBR Article	Integrated Marketing Comm's Mass Market Communications Communications Planning Practice for Final Exam	Finalise Market Plan (Due Class 8) Review for Final Exam
8	Text Part 8: Ch 18 Review Course Overview Final Exam	Marketing in a Global Economy	

**Assessment:**

Pts	% Grade	Task	Description
20	7	Half Cases	Analyse two cases from Subject through Success Criteria and Metrics; alternative solutions are not part of this assignment. 10 points each.
20	7	Full Case	Analyse Atlantic Computer case in full
50	16	Full case	Analyse Aqualisa case in full
100	33	Market plan	Submit in 8 <sup>th</sup> week a complete strategic marketing plan for Kindle, Amazon's e-reader
50	16	Mid-term exam	Covers Chapters 1-9. 10 questions requiring several answers each due to sub-parts. Mostly applications, requiring brief written answers, with some matching and multiple choice questions as well. Closed book. 1 hour required to complete the exam
50	16	Final exam	Covers chapters 10-18. 10 questions requiring several answers each due to sub-parts. Mostly applications, requiring brief written answers, with some matching and multiple choice questions as well. Closed book. 1 hour required to complete the exam.
16	5	Attendance & participation	Two points per class for those who are on time, prepared, participating in discussion, and do not leave early.

**Course Title:** Seminar in Descriptive Statistics

**Course Code:** MGT 6600

**Core Text:** Statistics for People Who (Think They) Hate Statistics, 4e, Neil Salkind

**Course Description:**

Statistical concepts and analytical tools for data driven decision making. Basic statistics terminology and applications. Data collection and presentation methods. Measures of central tendency and variability. Probability distributions. Introduction to regression and correlations.

**Course Objectives:**

Will enable the student to:

1. Correctly interpret statistical reports and understand if a study or report is well designed.
2. Condense a mass of data into a few meaningful numerical measures.
3. Present data in a way that will help communicate a position or observation, and avoid the misuse of data.
4. Find relationship among various factors and test those relationships,
5. Formulate plans and policies which require knowledge of trends
6. Use statistics in decision making.

**Course Units:**

Module 1: Introduction to marketing and application of statistics in decision making

- a. Background
- b. Coursework

Test readings: Salkind, Chapter 1

Module 2: Statistics and applications

- a. Measures of central tendency
- b. Measures of variability
- c. Continuous probability distributions
  - I. Definitions
  - II. The normal distribution
- d. Coursework

- I. Test readings: Salkind, Chapters 2, 3 & 8
- II. Statistical data interpretation
- III. Chapter Questions
- IV. Spreadsheet Assignment #1

Module 3: Data collection and presentation methods

- a. Charts
- b. Graphs
- c. Frequency distribution
- d. Coursework

- I. Text readings: Salkind, Chapter 4
- II. Spreadsheet Assignment #2

Module 4: Regression and Correlations: descriptive methods

- a. Bivariate relationships and scatter plots
- b. Correlation
- c. Coursework

- I. Test readings: Salkind, Chapter 5 & 15
- II. Business Analytics
- III. Chapter Questions
- IV. Spreadsheet Assignments #3

**Coursework:**

Module	Topic
1	Definition and types of descriptive statistics
2	Central tendency and variability
3	Graphical representations of data
4	Correlation, business analytics, and regression

**Assessment:**

Points	Task
30	Spreadsheet Assignments (3 x 10pts)
45	Discussion Questions (4 x 10 pts and 1 x 5 pts)
35	Quizzes (variable points each)
10	Business Analytics Activity
20	Chapter Questions
10	Data Interpretation Assignment
150	Total

**Course Title:** Managerial Economics (2 credit hours)

**Course Code:** ECO 6100

**Core Text:** Managerial Economics, A Problem Solving Approach, Froeb and McCann, 2<sup>nd</sup> edition

**Course Description:**

Essential microeconomic concepts such as supply, demand and optimal pricing. Study of how firms behave in the environments of competitive through monopolistic markets. Focus on applications. How economists think about business problems and the ability to apply economic tools to these problems.

**Course Objectives:**

- Recognise current microeconomic phenomena in the news and discuss its impact on real businesses.
- Formulate basic microeconomic models. Use these models to understand a firm's Behavior regarding output, pricing, labour and financing decisions.
- Compare and contrast different competitive environments and examine how those environments predict a firm's pricing decisions.
- Analyse the market mechanism. Discover what a free market economy does efficiently and identify its weaknesses. Recommend remedies to those weaknesses.
- Examine and critique government income distribution policies.

**Course Outline:**

Week	Chapters	Assignments Due
1	1,2	Chapter questions
2	3,4	Chapter questions Article discussions
3	5	Chapter questions Article discussions Exam 1
4	6	Chapter questions Article discussions Exam 2
5	7,8	Chapter questions Article Discussions
6		Article Discussions Final Exam

**Assessment:**

## 1. Attendance/Participation (5%)

Attendance and participation throughout the semester is graded as part of the student's final grade. Therefore, it is in the student's best interest to participate whenever possible in class discussions.

## 2. Article Discussion (10%)

Each student will present two current articles regarding US and global macroeconomics issues that occurred during recent weeks. Select an article that is relevant to our course and chapters.

- Summarise the article and what you learned from this article.
- We will then discuss the article as a group. Please be prepared to answer questions regarding the article.
- On the day you present your article, please turn in a hard copy of the article.

## 3. Regular Exams (25% each)

- 2 regular exams
- The format will be short essay
- Closed Book/Notes
- The exams will be taken in class

## 4. Final Exam (35%)

- The final exam is comprehensive and will be taken in the final class
- This will be in the form of a short essay
- Closed book/notes

**Course Title:** Macroeconomic Analysis

**Course Code:** ECO 6200

**Core Text:** Macroeconomics, 3 ed, Hubbard, O'Brien

**Course Description:**

Theory of modern macroeconomics. Determination of macroeconomic variables including aggregate demand and supply, output, employment, prices, and interest rate. In the short and long run. Examples of macroeconomic policy in the real world. Powers and limitations of macroeconomic policy in stabilising the business cycle and promoting growth.

**Course Objectives:**

- Understand the basic principles of a modern, market driven economic system.
- Comprehend how macroeconomic issues such as the composition of and changes in GDP, price levels and inflation, business cycles, monetary policy, fiscal policy, international trade and currency exchange rates influence business opportunities and decision making.
- Given an introduction to key macroeconomic variables, distinguish between real and nominal output variables, between various inflation measures, and demonstrate the derivation of the unemployment rate.
- Given changes in government spending and taxation, determine the effects of these changes on unemployment, inflation and GDP.
- Given the decision by the FED to increase (or decrease) the money supply, analyse how the FED in conjunction with the banking system can accomplish this.
- Given the changes in Open Market Operations, evaluate how monetary policy activity impacts the whole macroeconomic system; show the interdependence of financial markets with goods markets.
- Given the analogy of foreign currency as a commodity, analyse the effects of demand and supply pressures on exchange rates. Then be able to demonstrate the resulting effect on exports and imports which impacts, Aggregate Expenditures and Aggregate Demand.
- Evaluate current business issues and events through the lens of macroeconomics.
- Understand the application of macroeconomic concepts from an international perspective.

**Course Outline:**

<b>Week</b>	<b>Chapters</b>	<b>Assignments Due</b>
1	1,2	Chapter questions Article Discussions
2	3,4, (skip 5), 6	Chapter questions Article discussions
3	7,8	Chapter questions Article discussions Exam 1 (Chapter 1,2,3)
4	9,10 (skip 11), 12	Chapter questions Article discussions Exam 2 (Chapter 4,6,7)
5	15,13	Chapter questions Article Discussions Exam 3 (Chapter 8,9,10)
6	14, 16	Chapter Questions Article Discussions
7	17, 18	Chapter Questions Article Discussions
8		Final Exam (Chapter 12-18)

**Assessment:**

## 1. Attendance/Participation (5%)

Attendance and participation throughout the semester is graded as part of the student's final grade. Therefore, it is in the student's best interest to participate whenever possible in class discussions.

## 2. Article Discussion (10%)

Each student will present two current articles regarding US and global macroeconomics issues that occurred during recent weeks. Select an article that is relevant to our course and chapters.

- Summarise the article and what you learned from this article.
- We will then discuss the article as a group. Please be prepared to answer questions regarding the article.
- On the day you present your article, please turn in a hard copy of the article.

## 3. Regular Exams (20% each)

- 3 regular exams
- The format will be short essay
- Closed Book/Notes
- The exams will be taken in class

## 4. Final Exam (25%)

- The final exam will be taken in the final class
- This will be in the form of a short essay
- Closed book/notes

## Course Title: Ethical Strategic Leadership

Course Code: MGT 6400

**Core Text:** Leaders & The Leadership Process, 6<sup>th</sup> ed Eds: Jon L. Pierce and John W. Newstrom (2011), McGraw-Hill Irwin: ISBN 978-007-813710-1

### Course Description:

Ethical Strategic Leadership examines leadership skills as they impact and direct the achievement of corporate goals. Topics include theories of leadership Behavior, effective communication, the impact of culture on leadership style, strategy, group dynamics, organisations communication process, negotiation processes, team building, and organisational development.

### Course Learning Objectives:

This course will enable the student to:

- Formulate a framework for thinking through the ethical implications of business decisions.
- Evaluate their individual teamwork, teambuilding, and leadership skills.
- Recognise and use the social structure around them to identify opportunities to create value, mobilise resources and organise teams to deliver against objectives and goals.
- Formulate negotiation strategies for desired business outcomes.
- Communicate and lead an organisation forward on its vision and mission.

### Course Guide:

Week	Learning Objectives	Pre-class Assignments
1	<ol style="list-style-type: none"><li>1. Understand the importance of the scientific method and the language of science as it applies to leadership research and its applications to leadership concepts and theories of best practice.</li><li>2. Recognise that leadership lessons are occurring around us and they provide opportunities for serious reflection.</li><li>3. Explore and discuss the definitions of leadership, leadership as a process, and the basic moral frameworks for strategic leadership analysis.</li></ol>	<ol style="list-style-type: none"><li>1. Read Chapter 1 intro pp3-6</li><li>2. Readings 1 thru 3: pp 7-19</li><li>3. Complete Reading and self-assessment in Prologue: pp. xxiv-xxvi.</li><li>4. Complete Self-assessment pp.414-416</li><li>5. Review Blackboard for additional information postings and resources</li><li>6. Compile a list with the title and author of books you have read on leadership. Save the list in MS Word. Bring the list to class.</li><li>7. Read posted info on completing a Leadership Reflections Journal.</li></ol>
2	<ol style="list-style-type: none"><li>1. Discuss the dynamics of the Leader-follower relationship in complex situations.</li><li>2. Describe "Organisational Justice" and the implications for ethical leadership.</li></ol>	<ol style="list-style-type: none"><li>1. Read Chapter 2 intro: pp 25-30</li><li>2. Reading 6: pp 42-61</li><li>3. Complete self-assessment pp 31-33</li></ol>

	<ol style="list-style-type: none"> <li>3. Explain the role and impact of “trust” on leadership and organisational effectiveness</li> <li>4. Summarise the various substitutes for traditional leadership scenarios by exploring organisational structures and missions.</li> <li>5. Understand the nature of positive leadership from the perspective of a spiritual construct.</li> </ol>	<ol style="list-style-type: none"> <li>4. Review BlackBoard for additional information postings and resources</li> <li>5. Review Leadership Reflection Journal entries</li> </ol>
3	<ol style="list-style-type: none"> <li>1. Discuss the idea around leadership traits and their validity for use toward organisational development and organisational effectiveness.</li> <li>2. Examine the possible messages emerging from the data on the Big Five Leadership Traits.</li> <li>3. Explore and describe the moral foundations of character development along with asking whether a definitive moral character can be sustained in complex and emotionally challenging situations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Read Chapter 3 intro: pp 63-69</li> <li>2. Complete self-assessment pp 70-72</li> <li>3. Reading 7: pp 73-78</li> <li>4. Read Chapter 12 intro: pp 297-300</li> <li>5. Complete self-assessment pp 301-303</li> <li>6. Reading 28: pp 304-313</li> <li>7. Review Leadership Reflection Journal entries</li> </ol>
4	<ol style="list-style-type: none"> <li>1. Explore whether or not sexuality and gender creates preferred and/or expected leadership qualities across various cultures.</li> <li>2. Understand how gender influences the leadership process</li> <li>3. Discuss the research studies on gender assumptions on leadership intelligence and leadership ascendancy</li> </ol>	<ol style="list-style-type: none"> <li>1. Read Chapter 4 intro: pp 95-97</li> <li>2. Complete self-assessment pp 98-99</li> <li>3. Review Leadership Reflection Journal entries</li> <li>4. Prepare for Reading Assessments</li> </ol>
5	<ol style="list-style-type: none"> <li>1. Describe Emotional Intelligence and the major applications of the research findings on the subject to leadership and organisational effectiveness.</li> <li>2. Discuss the role of group tasks, groupthink, group competency, and group membership to the emergence of leadership in an organisation</li> <li>3. Define power and its antecedents. Recognise how power/power sharing creates and influences decision making, contingency efforts, and organisational outcomes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Read Chapter 5 intro: pp 107-114</li> <li>2. Complete self-assessment pp 115-117</li> <li>3. Reading 14: pp 365-368</li> <li>4. Reading 34: pp 379-386</li> <li>5. Complete self-assessment pp 369-371</li> <li>6. Review Leadership Reflection Journal entries</li> <li>7. Prepare for Reading Assessments</li> </ol>
6	<ol style="list-style-type: none"> <li>1. Describe the various tactics used to influence team/organisation direction and decision making</li> <li>2. Discuss the bases of social power and develop a set of questions about the rise of “legitimate” and “illegitimate” power structures and individuals</li> <li>3. Explore the role and impact of self-sacrifice, trust, and identification on organisational leadership/organisational success.</li> </ol>	<ol style="list-style-type: none"> <li>1. Read Chapter 6 intro: pp 127-131</li> <li>2. Complete self-assessment pp 132-135</li> <li>3. Reading 12: pp 136-142</li> <li>4. Review Leadership Reflection Journal entries</li> <li>5. Prepare for Reading Assessment</li> </ol>

7	<ol style="list-style-type: none"> <li>1. Use a Four-factor Theory of Leadership to predict degrees of organisational effectiveness</li> <li>2. Review the correlations between leadership Behavior patterns and employee grievances</li> <li>3. Examine the elements found in the construct entitled servant leadership and discuss it in the context of leader self confidence</li> </ol>	<ol style="list-style-type: none"> <li>1. Read Chapter 7 intro: pp 157-161</li> <li>2. Complete self-assessment pp 162-163</li> <li>3. Reading 15: pp 164-170</li> <li>4. Review Leadership Reflection Journal entries</li> <li>5. Prepare for Reading Assessment</li> </ol>
8	<ol style="list-style-type: none"> <li>1. Review and engage research teams presentations</li> <li>2. Discuss and understand the “dark side” of leadership, and consider the generational implications of “successful” dark side leaders and the organisations they influence</li> </ol>	<ol style="list-style-type: none"> <li>1. Read Chapter 9 intro: pp 215-220</li> <li>2. Readings 36, 37: pp 400-410</li> <li>3. Complete self-assessment pp 398-399</li> <li>4. Review Leadership Reflection Journal entries</li> </ol>

**Assignments and Grading:**

1. Reading Assessments	50 points
2. Self-Assessments/Class Discussions	50 points
3. Leadership Reflection Journal	50 points
4. Academic Research Project/Presentation	50 points
5. Final Assessment on Key Concepts	50 points
Total	250 points

**Course Title:** Management of Human Resources**Course Code:** MGT 6510**Core Text:** Human Resource Management, 13<sup>th</sup> ed, Robert L. Mathis and John H. Jackson. Cengage Learning. ISBN: 978-0-538-45315-8**Course Description:**

This graduate course explores the strategic role that HRM has in diverse organisations. The course focuses on how managers follow best practices in evaluating, selecting, hiring, training, managing, leading employers to achieve organisational objectives. MBA students study and discuss the impact of globalisation, diversity, economic events, and legal issues on HRM in the workplace.

**Course Assignments:** Detailed Syllabus

<b>Assignments Due</b>	<b>Critical Thinking Activity</b>	<b>Case Study</b> Case Name/Page No	<b>Reading Assessment</b>
Week 1 Chapters 1-3	<ul style="list-style-type: none"> <li>Lecture Chapter(s)</li> <li>Page No Question/Activity No</li> </ul> <ul style="list-style-type: none"> <li>Ch1: HR Management Environment</li> <li>Ch2: Strategic HR Management &amp; Planning P32 – No 1 P67 – No 3 or 4 P102 – No 3</li> </ul>	HR Culture and Business Results Success at Google, Scripps, and UPS p 33	
Week 2 Chapters 4-6	<ul style="list-style-type: none"> <li>Ch4: Workers, Jobs &amp; Job Analysis P139 – No 3 P171 – No 3 P 208 – No 2</li> </ul>	Recruiting at Kia p 209	
Week 3 Chapters 7-9	<ul style="list-style-type: none"> <li>Ch9: Talent Management P242 – No 4 P279 – No2 P314 – No 1 or 4</li> </ul>	Leadership Leverage P 315	Chp 1, 2
Week 4 Chapters 10-12	<ul style="list-style-type: none"> <li>Ch11: Total Rewards &amp; Compensation P353 – No 3 P389 – No 2 P419 – No 3</li> </ul>	Building Performance Management through Employee Participation P 354	Ch 4
Week 5 Chapter 13	<ul style="list-style-type: none"> <li>Ch13: Managing Employee Benefits P459 – No 1 or 4</li> </ul>	Strategic Benefits at KPMG Canada P 460	Ch 9
Week 6 Chapter 14	<ul style="list-style-type: none"> <li>Ch14: Risk Management &amp; Worker Protection P498 – No 4</li> </ul>	Data Security P 499	Ch 11
Week 7 Chapters 15 & 16	<ul style="list-style-type: none"> <li>Ch15: Employee Rights and Responsibilities</li> <li>Ch16: Union/Management Relations P533 – No 1</li> </ul>	Teamsters and the Fraternal Order of Police (FOP) P 572	Ch 14

Meeting 8 Presentations	Submit research paper and PowerPoint presentation	Submit the Team Member Evaluation form	Final Assessment Team presentations
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**Assignments and Assessments:**

1.	Reading Assessments	50 points
2.	Critical Thinking Activities/Questions	50 points
3.	Case Studies	50 points
4.	Academic Research: Paper and Presentation	50 points
5.	Final Assessment on Key Concepts	50 points
		250 points

**Course Title:** Financial Accounting and Analysis

**Course Code:** ACC 6200

**Core Text:** Aileen. M. Ormiston., Lyn.M.Fraser., Understanding Financial Statements, 9<sup>th</sup> Ed, Prentice Hall 2010 [note: Chapter readings are based on this edition and not the 10<sup>th</sup> edition]

**Course Description:**

Introduction to key financial accounting concepts. Translate those concepts into an analysis of a firm's historical, current, and prospective financial condition and performance. Emphasises investment and credit decision making based on financial statement information.

**Course Objectives:**

- A. Understand the critical elements of the four basic financial statements:
  - Balance Sheet
  - Income Statement
  - Statement of Stockholders Equity
  - Statement of Cash Flows
  
- B. Use the financial statements as the basis for:
  - Understanding the financial position of a firm
  - Assessing its historical and perspective financial performance
  - Analysing the quality of financial earnings as reported in the financial statements
  
- C. Analyse the present recommendations regarding investment and credit decisions of various businesses based on financial statement information

**Learning Outcomes:**

- A. The student will gain an understanding of how to analyse financial statements

The student will:

- 1. Define the basic elements present in a corporation's annual report to its stockholders
  - 2. Differentiate between the information contained in the 10Q and 10K reports required to be filed with the SEC
  - 3. Explain the importance of GAAP (Generally Accepted Accounting Principles) in the preparation of financial statements
  - 4. Explain the importance of comparisons (internal and external) in the analysis of financial statements
  - 5. Identify other sources of information useful in the analysis of financial information.
- B. The student will calculate and interpret financial ratios in order to analyse the financial strength of a firm.

The student will:

1. Perform appropriate mathematical calculations
2. Differentiate between the current and quick ratios
3. Discuss the operating efficiency of the firm utilising: accounts receivable turnover, inventory turnover, fixed and total asset turnover.
4. Discuss the firm's capital structure and long-term solvency through an analysis of various debt ratios and use of financial leverage.
5. Analyse the profitability of the firm in terms of its gross, operating and net profit margins.

**Subjects covered:**

1. Financial Statements: An Overview  
Organisation Usefulness, Volume of Information, Complexity, Quality of Financial Reporting
2. Balance Sheet  
Financial Condition, Assets, Liabilities, Stockholder's Equity
3. Income Statement and Statement of Stockholder's Equity  
The income statement, the statement of retained earnings, statement of shareholders' equity, earning quality, inflation, financial ratios
4. Statement of Cash Flows  
Preparing a statement of cash flow, calculating cash flow from operating activities, cash flow from investing activities, cash flow from financing activities, analysing the statement of cash flows
5. Earnings and Financial Reporting Quality
6. Analysis of Financial Statements  
Return-on-investment ratios, liquidity ratios, profitability ratios, activity ratios, financial leverage ratios

**Schedule:**

Week 1: Introduction to Financial Statements

- Determining the influence of the Securities Exchange Commission (SEC) and the Financial Accounting Standards Board (FASB)
- Discuss the importance of the Sarbanes-Oxley Act of 2002
- Assess the strengths and weaknesses of a company's financial statements

Assignments:

Read Chapter 1: Financial Statements

Answer SEC and FASB research questions for class discussion

1. Go to the SEC's website at <http://www.sec.gov> and the FASB website at <http://www.fasb.org>. Identify the mission and main activities of each organisation. Please prepare a brief word processed summary addressing these questions in 12 point Times Roman or Arial Font. Put your name on the document, date it, and indicate it is for this course. You are welcome to prepare a bullet list of the primary activities of each organisation.

Week 2: Balance Sheets

- Outline advantages and disadvantages of using different depreciation methods
- Analyse a consolidated balance sheet

- Analyse the key components of a balance sheet

Assignments:

Read Chapter 2: Balance Sheet

Chapter 1 Homework: 1.6, 1.9, 1.16 (Hasbro Case)

Industry/Company Presentations

In-class Exercises: 2.14; 2.16; Intel Case (2.23); Eastman Kodak (2.24)

Week 3: Income Statements and Stockholder's Equity

- Analyse the key components of statements of stockholder's equity
- Distinguish gross profits, operating profits, and net profits
- Prepare a multiple step income statement

Assignments:

Read Chapter 3: Income Statement

Quiz: Chapters 1 & 2

Chapter 2 Homework: 2.8, 2.15, 2.19

In-class exercises: 3.13, 3.14, Intel case (3.18), Sara Lee case (3.20)

Week 4: Income Statements and Stockholder's Equity

- Interpret income statements using analysis methods for valuing companies
- Analyse operating income, earnings per share, and comprehensive income
- Define stock dividends, stock splits, reverse splits, and effects on per share calculations

Assignments:

Read Chapter 3: Income Statement

Article Presentations: 8,9

Chapter 3 Homework: 3.3., 3.12, 3.15

Industry/Company Presentations

In-class exercises: 3.13, 3.14, Intel Case (3.18), Sara Lee Case (3.20)

Week 5: Statement of Cash Flows

- Distinguish cash flow from operating, investing, and financing activities
- Prepare a consolidated statement of cash flows using the indirect method

Assignments:

Read Chapter 4: Statement of Cash Flows

Chapter 4 Homework: 4.4, 4.10, 4.13

In-class exercises: 4.5, 4.6, 4.9, 4.11, Intel Case (4.16), Avent Inc Case (4.18)

Week 6: Quality Reporting

- Describe various accounting choices and assumptions that may affect financial statements
- Analyse the effect of accounting choices on the quality of financial reporting
- Identify quality issues in regard to a company's reporting practices

Assignments:

Read Chapter 5: A Guide to Earnings and Financial Reporting Quality

Quiz: Chapters 3 & 4

Chapter 5 homework: 5.5, 5.9, Intel Case (5.12), Eastman Kodak case (5.13)

Industry/Company presentations

In-class exercises 5.7, 5.8, 5.13
<p>Week 7: Financial Statement Analysis</p> <ul style="list-style-type: none"> <li>Analyse financial data to determine profitability</li> <li>Apply methods used for selecting and interpreting financial ratios</li> <li>Summarise key financial data needed by stockholders</li> </ul> <p>Assignments: Read Chapter 6: The analysis of financial statements In-class exercises: 6.6, 6.7, 6.8, 6.9, 6.10</p>
<p>Week 8: Financial Statement Analysis/Project Presentations</p> <p>Analyse financial data to determine profitability Apply methods used for selecting and interpreting financial ratios Summarise key financial data needed by stockholders</p> <p>Assignments: Read Chapter 6: The Analysis of Financial Statements Quiz: Chapters 6, 12, Intel Case (6.16), Target Corporation Case (6.18) Group Presentations</p>

**Assessment:**

Course Component	Points	Criteria
Quizzes (3)	90	3 quizzes, each worth 30 points
Current Events/Industry Writeup/Presentation (1)	25	In pairs research, write and present on a topic in accounting that touches on current events (i.e. company earnings, cash flows). Page length should be 1-2 pages maximum, with source(s) cited.
Team Case Study (1)	50	Students will function in teams of 3-4 students to prepare a group project and presentation at the end of the course.
Microsoft Excel Problems (4)	100	Students will work on various financial statements and financial ratio problems in Excel. Each is worth 25 points.
Homework (5)	30	5 individual homework assignments worth 6 points each
Class participation/attendance	10	Recognise participation and attendance
Total	300	

**Course Title:** Managerial Accounting and Analysis

**Course Code:** ACC 6300

**Core Text:** Managerial Accounting: An Introduction to Concepts, Methods and Uses, 11<sup>th</sup> ed, Maher, M.W., Stickney, C.P., & Weil, R.L. 2007. South West College Publications

**Course Description:**

Using accounting information by managers to effectively plan and control company operations. Emphasis on the use of financial information to make good business decisions. Cost concepts, measurement, allocation and analysis. Budgeting and control functions, cost of quality and capital investment decisions.

**Course Objectives:**

Will enable a student to:

- Describe the role of management accounting in effectively running an organisation
- Describe and identify information relevant to business decisions
- Understand different types of costs and cost Behaviors
- Use cost management tools to evaluate performance and make decisions
- Make effective short-term business decisions including but not limited to special order
- Evaluate manager or department performance responsibility accounting
- Prepare a master budget. Use budget for planning and control
- Make informed capital investment decisions using models
- Exercise total quality management to provide customers with superior products and services and eliminate defects and waste

**Course Units:**

1. Management accounting and the value chain
2. Relevant information for decision making
3. Different types of costs and cost Behaviors
4. Cost management tools such as:
  - a. Standard costing
  - b. Cost-volume profit relationships
  - c. Activity based costing
5. Cost and alternative choice decisions
6. Responsibility accounting
7. Budgeting and management control
8. Capital budgeting decisions and the time value of money
9. Cost of quality and total quality management

**Schedule:**

Week	Topics	Reading*
1	Financial statements, basic concepts	Chapter 1
2	Product costing & activity based management	Chapter 2 & 3
3	Quality Management and Cost Behaviors	Chapter 4 & 5
4	Financial modelling, decision making, pricing	Chapters 6 & 7
5	Capital expenditures, planning and budgeting	Chapters 8 & 9
6	Evaluating variances and cost centre performances	Chapter 10 & 11
7	Internal controls and incentive issues	Chapters 12 & 13
8	Final project presentations	

\*to be completed before the class

Each week students will be given a set of problems to complete prior to the next class

**Assessment:**

Course Component	Points	Criteria
Team Final Project (Case Study)	1000	In groups (usually 3 per group) prepare a case study Final Project throughout the course. Case study agreed upon during 1 <sup>st</sup> session, includes concepts learned throughout the course.
Weekly Assignments (7)	1050	
Weekly Discussion Board (6)	600	Meaningful participation in each assigned thread is evaluated based on the grading rubrics. Discussion threads are based on the materials in the assigned reading and are worth 50 points each.
Total points	2650	

**Course Title:** Operations Management

**Course Code:** MGT 6100

**Core Text:** Operations Management, Krajewski, Ritzman, Malhorta. 9<sup>th</sup> ed, Prentice Hall

**Other Reading:**

The goal: A process of ongoing improvement. Eliyahu Goldratt & Jeff Cox. North River Press. 1986

**Course Objectives:**

The students will be able to:

- Develop an understanding of how operations can provide a competitive advantage in the global marketplace
- Understand the critical issues involved in the upfront planning of an organisations operational design
- Document and analyse business processes, procedures and strategies to better manage quality issues
- Measure quality as it pertains to a company’s products and services
- Learn strategies to efficiently manage ongoing operational activities
- Understand the dynamics of supply chain management and the drivers for outsourcing and vertical integration
- Improve quantitative reasoning ability
- Improve oral presentation skills

**Principle Units Taught in the Course:**

Strategic aspects of operations:	Strategy, Competition and Globalisation
Upfront planning of operations:	Process planning and design. Process flow, Quality improvement, and Capacity and location planning
Ongoing operational aspects:	Schedule management, Supply chain management, Inventory management, Enterprise resource planning, Lean management, Quality management, Service operations, and Project management

**Course details:**

**Week 1: Processes and Process Strategy**

Be Prepared to Discuss:

1. In a business context, what is meant by operations?
2. What are a firm’s competitive priorities and capabilities and how do they drive operations management strategy?
3. What is a business process and how is it structured?
4. How are processes identified, and what is their structure?
5. Who should participate in business processes?

6. What role does operations management perform in the above activities?			
Week	Topic	Reading Assignment	Written Assignment Due
1	Course Syllabus & Class Project Overview of Operations Management Competitive Priorities & Capabilities Introduce Processes Process Strategy Case: Chad's Creative Concepts	Chapter 1 Chapter 3 Chad's Creative Concepts (p30-31). Will discuss only, no case write-up	None
<p><b>Week 2: Process Analysis and Total Quality Management</b></p> <p>Be prepared to discuss:</p> <ol style="list-style-type: none"> <li>1. How are processes documented?</li> <li>2. How do you assess whether a process is or isn't working?</li> <li>3. What are some measurements that can be taken to qualify how well process is running?</li> <li>4. What is meant by Quality?</li> <li>5. What are the costs of quality problems?</li> <li>6. How can "Quality" be managed?</li> <li>7. What formal programs exist for continuous quality improvement and how do they compare?</li> <li>8. What statistical means exist for measuring quality?</li> <li>9. How can these programs/procedures be applied in your business? Would it be overly onerous?</li> </ol>			
Week	Topic	Reading Assignment	Written Assignment Due
2	Process Analysis Process Documentation Process Diagrams (flowcharts) Process charts Work measurement techniques Definition of quality Cost of quality failures Statistical process control TQM programs Case: Jose's Authentic Mexican Restaurant	Chapter 4 Chapter 5 Jose's Authentic Mexican Restaurant (page 154)	Homework Packet 1 Case Write-up for Jose's (see case assignment requirements)  Project concept paper

**Week 3: Removing Waste and Delays in Production: 1. Lean Systems Concepts and 2. Inventory Management**

Be prepared to discuss:

1. What is meant by “Lean Systems”?
2. How does “Lean Systems” empower employees? Is this a good thing?
3. Can all firms employ lean systems concepts? Why? Why Not?
4. What are the potential problems with adhering to strict lean system concepts?
5. How does inventory impact operations and what are the drivers to having large inventories or small inventories?
6. What problems can arise managing inventories?
7. How do firms decide how to manage inventories?
8. Which inventory items need the most attention and control?
9. How do you calculate order quantity and reorder points?
10. What factors contribute to the selection of an inventory System?

Week	Topic	Reading Assignment	Written Assignment Due
3	Define Lean Systems Lean Systems Supply Chain Considerations Lean System Process Considerations Implementing Lean Systems Inventory Management Considerations Inventory Management Concepts Inventory Control Systems Case: Toyota Motor Manufacturing	Chapter 8 Chapter 12 Toyota Motor Manufacturing, USA (In case folder)	Case Journal: Jose’s  Case write-up for TMM (see case assignment requirements)  Project Case Processes

**Week 4: Planning & Managing Production Process (Capacity Planning and Constraint Management)**

Be prepared to discuss:

1. How do you define Capacity and Utilization?
2. What are economies and diseconomies of scale? How do they affect planning for operations?
3. What are capacity gaps?
4. What is a bottleneck and how can it be managed?
5. How should operations personnel look at system capacity and associated constraints and use this information to direct plant operations?
6. What input should operations provide to other corporate functions outside the operations area?

Week	Topic	Reading Assignment	Written Assignment Due
4	Capacity Measurement Economies of Scale Capacity Planning Constraints The Theory of Constraints Bottlenecks Managing Constraints Case: National Cranberry Cooperative	Chapter 6 Chapter 7 National Cranberry Cooperative (In case folder)	Case Journal: TMM  Case write-up for NCC (see case assignment requirements)  Sales Process Homework

### Week 5: Supply Chain Management

Be prepared to discuss:

1. What are supply chains and how do they differ for manufacturing and services businesses?
2. What key issues exist in deciding how to design your supply chain?
3. How might these issues change from year to year and what should be done to monitor the change?
4. What business characteristics drive companies to increase the size of their inventory? Decrease?
5. How can you measure whether your supply chain is working effectively?
6. What is outsourcing? What are the advantages and disadvantages?
7. What is an integrated supply chain?
8. What are the major causes of dynamics in the supply chain?
9. How can these dynamics be managed?
10. What are the key "Nested Processes" within the four "Core Processes" of the Supply Chain?

Week	Topic	Reading Assignment	Written Assignment Due
5	Review Supply Chain Compare Service and Mfg Supply Chains Inventory and Supply Chains Measuring Supply Chain Performance Outsourcing Supply Chain Strategic Implications Supply Chain Dynamics Integrated Supply Chains Understanding the Core Processes Environmental Issues Case: Barilla SpA (A)	Chapter 9 Chapter 10 Barilla SpA (A)	Case Journal: NCC  Case write-up Barilla (See case assignment requirements)  Project Preliminary Paper

### Week 6: Location and Forecasting

Be prepared to discuss:

1. What are key factors affecting location choices?
2. What analytical methods can be used to optimize facility location choices?
3. What forecasting tools are available and when should they be used?
4. Who should participate in developing forecasts?
5. What errors are common in forecasts and how can they be measured?
6. What should a typical forecasting process look like?

Week	Topic	Reading Assignment	Written Assignment Due
6	Factors affecting location decisions Geographical information systems Comparing sites Define forecasting Key forecasting decisions Forecasting methods The forecasting process Case: Brunswick Distribution, Inc	Chapter 11 Chapter 13	Case Journal: Barilla  Case write-up for BDI (see case assignment requirements)  Homework packet 2

**Week 7: Project Management**

Be prepared to discuss:

1. What are the differences between project management and process management?
2. What are the key phases of a project?
3. What is the project manager's role?
4. How does a project manager identify what tasks are "critical" within the project?
5. How do project managers identify, measure and manage project risk?
6. How can managers prepare a minimum-cost project schedule?

Week	Topic	Reading Assignment	Written Assignment Due
7	Projects vs Processes Planning projects Cost vs Time trade offs Monitoring and controlling projects Closing out projects Case: PERT Mustang	Chapter 2	Case Journal: BDI  Case write-up for PERT (see case assignment requirements)  Homework packet 3

**Week 8: Operations and Resource Planning and Final Project Presentations**

Be prepared to discuss:

1. How do firms put the above concepts together into an overall operational plan?
2. How do operations plans and schedules relate to other plans?
3. What is Enterprise Resource Planning (EPR)?
4. How does it differ from Material Requirements Planning (MPR)?
5. How can we take overall demand plans and use them to create a production schedule?

Note: Discussions points depend on time permitting

Week	Topic	Reading Assignment	Written Assignment Due
8	Planning within the Company Types of Plans Tying the plans together Communicating across the Company Enterprise Resource Planning systems Materials Requirement Planning <b>Class Project Presentations</b>	Chapter 14 SCAN Chapter 15 SCAN	Project Final Paper  Project Presentation

**Assessment:**

<b>Assignment</b>	<b>Weight</b>	<b>Description</b>
Classroom Participation	50 points (5%)	Classroom participation will be assessed based on the student's overall contributions to the classroom from both a listening and speaking perspective. The frequency and relevance of the student's comments, his/her respect for the contributions of classmates, and the student's ability to advance ideas that keep the discussion on topic and move the discussion forward will be considered.
Case Write-ups	480 points (48%)	Case write-ups will be graded with consideration of the following: <ol style="list-style-type: none"><li>1. Accurate identification of the key problem areas</li><li>2. Discernment of the Key and Relevant Factors/ Issues</li><li>3. Establishment of reasonable and supportive alternative solutions</li><li>4. Quality and supportability of the recommendations and associated justifications</li><li>5. Reasonableness of the proposed Action Plan</li><li>6. Professionalism of the submitted product</li></ol>
Case Journals	25 points (2.5%)	Case Journals will be graded with consideration of the following: <ol style="list-style-type: none"><li>1. Demonstrated understanding of the case after discussion</li><li>2. Concise statement of what you learned from the case</li><li>3. Accurate assessment of how closely your original write-up addresses the key case issues</li><li>4. Professionalism of the submitted product</li></ol>
Homework <ul style="list-style-type: none"><li>• 3 HW packets</li><li>• Process Write up</li></ul>	80 points (8% 20 points each)	Homework packets will be graded base on the development of the solutions as well as the correctness of the answer.
"The Goal" Quizzes	75 points (7.5% 25 points each)	Quiz 1 Chapters 1-15 Quiz 2 Chapters 16-30 Quiz 3 Comprehensive Completed at own pace.
Main Class Project	290 points (29%)	The main class project will be graded as follows: <ul style="list-style-type: none"><li>• Concept Proposal Paper – 10 pts</li><li>• Core Process Write-up – 50 pts</li><li>• Preliminary Report – 50 pts</li><li>• Final Report – 100 pts</li><li>• Final Presentation – 80 pts with consideration of<ul style="list-style-type: none"><li>○ Organisation</li><li>○ Content/Knowledge</li><li>○ Quality and Clarity of Visuals</li><li>○ Delivery</li><li>○ Group Participation</li></ul></li></ul>

**Course Title:** Competitive Strategy

**Course Code:** MGT 6110

**Core Text:** Strategic Management and Competitive Advantage Concepts and Cases, 4<sup>th</sup> edition, Jay Barney and William Hesterly

The Business Strategy Game (BSG): [www.bsg-online.com](http://www.bsg-online.com)

**Course Description:**

Building on the foundation established in the prerequisite 27 hours of completed MBA coursework. Competitive Strategy explores the objectives and policies that collectively determine how a business positions itself to create economic value. Central to this course is a study of strategic models, competitive advantage, above average returns and the strategic management process. Through an online simulation, students will analyse an industry's competitive landscape and the influence of globalization and technological changes.

**Course Objectives:**

1. Understand the importance of the strategic management process in creating economic value
  - a. Explain the range of strategic decisions organisations face
  - b. Apply structure to complex and unstructured problems
2. Develop a framework to analyse a firm's competitive position in the context of industry and macroeconomic environment
3. Determine whether a firm's resources and capabilities are core competencies
4. Define business level strategy. Use strategic models to analyse and predict how above average returns can be earned.
  - a. Identify and analyse business options
  - b. Recognise barriers to effective decision-making, including biases and decision traps.
5. Develop an analytical tool kit for understanding strategic issues. Think critically about tools, understand the strengths and limitations of each and evaluate consequences of their use.
6. Analyse corporate level strategic choices, including horizontal and vertical integration, partnership and collaboration.

### Course Schedule:

Week	Reading	Assignment
1	Chapter 1: What is Strategy and the Strategic Management Process Assigned articles/cases	Discussion BSG – Practice Decision 1 – Practice Year 11
2	Chapter 2: Evaluating a Firm’s External Environment Chapter 3: Evaluating a Firm’s Internal Capabilities Assigned articles/cases	Discussion BSG <ul style="list-style-type: none"> <li>• Quiz 1</li> <li>• Practice Decision 2 – Practice Year 12</li> </ul> Article/Case Review Due
3	Chapter 4: Cost Leadership Chapter 5: Product Differentiation Assigned articles/cases	Discussion BSG <ul style="list-style-type: none"> <li>• End of BSG Practice Period (Data reset to Year 11, practice results no longer available)</li> <li>• BSG Decision 1</li> </ul> Article/Case Review Due
4	Chapter 6: Vertical Integration Chapter 7: Corporate Diversification Assigned articles/cases	Discussion BSG Decision 2 – Year 12 Article/Case Review Due
5	Chapter 8: Organising to Implement Corporate Diversification Chapter 9: Strategic Alliances Assigned articles/cases	Discussion BSG Decision 3 – Year 13 Article/case review due
6	Chapter 10: Mergers and Acquisition Assigned articles/cases	Discussion BSG Decision 4 – Year 14 Quiz 2 (90 mins) Article/case review due
7	Chapter 11: International Strategies Assigned articles/cases	Discussion BSG 3 Year strategic plan BSG Decision 5 - Year 15 BSG Decision 6 - Year 16 End of game peer evaluations available
8	No reading assignment	Discussion BSG Company Presentations Due End of Game Peer Evaluations Due Final Exam

**Assessment:**

<b>Assignment</b>	<b>Points</b>	<b>Percentage of Grade</b>
Discussion Participation	200	20%
Article/Case Reviews (2)	200	20%
BSG Strategy Game	250	25%
BSG Strategy Presentation	200	20%
Final Exam	150	15%
Total	1000	100%

**Course Title:** Global Managerial and Organisational Behavior

**Course Code:** MGT 6200

**Core Text:** Angelo Kinicki and Robert Kreitner, Organizational Behavior: Key Concepts, Skills, & Best Practices, 2012, 5th Edition, McGraw-Hill, ISBN 978-007813720-4

And students must buy The Careless Collaborators case for \$3.95 at this link:

<https://www.iveycases.com/ProductView.aspx?id=25702>

**Course Description:**

Examines interpersonal Behavior related to organizational performance. Explores Behavioral science, motivation, social perception, group decision making, ethical leadership and multicultural Behavior. Considers global business environment.

**Objectives:**

This course will enable the student to:

- A. Evaluate impact of globalization on managing an organization.
- B. Identify basic management functions, roles and skills
- C. Examine how people use information and make decisions
- D. Evaluate how people interact with one another in dyads, groups and organizations.
- E. Formulate negotiation strategies for desired business outcomes
- F. Relate influences of cognitive and social psychology, economics and related fields to human Behavior and managerial decisions
- G. Use social structure around them to identify opportunities to create value. Mobilize resources and organize to deliver value.
- H. Prepare business leaders for the communication challenges of the work place. Improve oral communication skills.

**Requirements for each class:**

<b>Week 1</b>	<b>What to Prepare</b>	<b>Source</b>
<b>Reading</b>	Text: Chapter 1 & 2 Presentations	Text Blackboard folder for class 1
<b>Individual essay</b>	None	
<b>Exercise preparation</b>	None	
<b>News item</b>	None	

<b>Week 2</b>	<b>What to Prepare</b>	<b>Source</b>
<b>Reading</b>	Text: Chapter 3, 4 & 5 Presentations	Text
<b>Individual essay</b>	Code of Ethics	See Appendix A; internet

<b>Exercise preparation</b>	Choose a Cultural Vignette	See Appendix B
<b>News item</b>	If you are assigned on this date	Class 1 assignments

<b>Week 3</b>	<b>What to Prepare</b>	<b>Source</b>
<b>Reading</b>	Text: Chapter 6,7 Gray Blogs on Motivation (2)	Text See Appendix D for links
<b>Individual essay</b>	Compare 2 Countries	Countries see Geert Hofstede and Appendix D
<b>Exercise preparation</b>	Plan your answers to Motivation Exercise	Appendix B, Text, Presentation
<b>News item</b>	If you are assigned to this date	Class 1 assignments

<b>Week 4</b>	<b>What to Prepare</b>	<b>Source</b>
<b>Reading</b>	Text: Chapter 8, 12 Presentations Gray Blogs on Compensation (3) Gray Blogs on Improving Performance (10 articles) plus 2 other Gray articles	Text Blackboard See Appendix D for link See Appendix D for link  Blackboard
<b>Individual essay</b>	Two Personal Motivation Stories	See Appendix A
<b>Exercise preparation</b>	Plan your answers to Employee Writing exercise	See Appendix B
<b>News item</b>	If you are assigned on this date	Class 1 assignments

<b>Week 5</b>	<b>What to Prepare</b>	<b>Source</b>
<b>Reading</b>	Text: 10, 11 (negot part) Presentations Gray Decision Articles (5)	Text Blackboard Blackboard
<b>Individual essay</b>	Compensation Plan	See Appendix A
<b>Exercise preparation</b>	Plan your answers to Ugli Orange Exercise	See Appendix B
<b>News item</b>	If you are assigned on this date	Class 1 assignments

<b>Week 6</b>	<b>What to Prepare</b>	<b>Source</b>
<b>Reading</b>	Text: 9, 11 (Conflict part) Presentations	Text Blackboard
<b>Individual essay</b>	The Fashion Channel Case analysis and spreadsheets	See Appendix A
<b>Exercise preparation</b>	Plan your answers to Culture Class Exercise	See Appendix B
<b>News item</b>	If you are assigned on this date	Class 1 assignments

<b>Week 7</b>	<b>What to Prepare</b>	<b>Source</b>
<b>Reading</b>	Text: Chapter 14, 16 Presentations Gray Blog on Vision (5) “Some Quotations on Leadership” Gray’s Lecture on Leadership	Text Blackboard See Appendix D for link Blackboard Blackboard
<b>Individual essay</b>	The Careless Collaborators	See Appendix A
<b>Exercise preparation</b>	Plan your assessment of both factors for each project in 9 Cell Exercise	See Appendix B
<b>News item</b>	If you are assigned on this date	Class 1 assignments

<b>Week 8</b>	<b>What to Prepare</b>	<b>Source</b>
<b>Reading</b>	Text: Chapter 15, 13 Presentations Articles in Blackboard	Text
<b>Individual essay</b>	None	
<b>Exercise preparation</b>	See Syllabus	
<b>News item</b>	None	

**Assessment:**

<b>Item</b>	<b>Points</b>	<b># Occurrences</b>	<b>Total Pts by Item type</b>
Quiz in Classes 2-8	10	7	70
News Item	20	1	20
Individual Essays due in classes 2-7	20	6	120
Team Paper in class 8	40	1	40
Team Presentation in class 8	20	1	20
Participation (bring exercise notes to class)	10	8	80
		<b>Total</b>	<b>350</b>

**Course Title:** Corporate Finance

**Course Code:** MGT 6300

**Core Text:** Fundamentals of Financial Management, Concise Seventh Edition (2012)  
Eugene F. Brigham and Joel F. Houston, South Western Cengage Learning  
ISBN: 13: 978-0-538-47712-3

**Course Description:**

This course will emphasize the financial analysis and decision-making associated with managing the organization. Topics include corporate budgeting, working capital management and financial analysis. Corporate decision making regarding complex capital structures and how these decisions impact incentives of claimants.

**Course Objectives/Learning Outcomes:**

It is expected that students will spend a minimum of three to four hours of outside study for each hour in class in order to meet the course objectives.

1. Identify the basic principles of finance.
2. Apply capital budgeting tools.
3. Describe the concepts underlying the firm's cost of capital (e.g. the weighted average cost of capital) and the purpose for its calculation.
4. Complete a basic two-stage discounted future cash flow valuation of a business or project and understand its drivers from a conceptual point of view.
5. Identify the difference between operational leverage and financial leverage.
6. Describe the concept of an optimal capital structure and optimal dividend policy.
7. Discuss Working Capital Management and Short-Term Financing.

**Objectives And Topics:**

To understand the role of finance in a corporation, as well as personal finance, with emphasis on the theory and tools that are used to help company leaders make sound financial decisions. Students who successfully complete this course will have an understanding of analytical tools that can help their current or future companies make sound financial decisions, ensure they have sufficient capital for operations and growth, and maximize shareholder wealth. They will also understand how time value of money, risk analysis, and diversification can contribute to good decision-making in business and to their own accumulation of wealth and financial security.

Upon successful completion of this course the student should be able identify the goal of financial management and explain why it is superior to other possible goals; describe the relation of the financial markets to the economy and financial management; construct and interpret the tools of financial analysis including financial ratios, pro forma financial statements, and cash budgets; understand how financial instruments are priced in financial markets; explain the concepts of risk, return and time value of money, including the application of these concepts to securities, portfolios and capital budgets; describe, calculate and interpret the rate of return on different types of securities issued by corporations; and explain and calculate the cost of capital for corporations and explain its

relationship to the capital structure; describe and compare the sources of funds which a corporation might use to finance its operations. These objectives require quantitative analysis, problem solving critical thinking and computer skills.

**Subjects covered in this course include:**

Part I: INTRODUCTION TO FINANCIAL MANAGEMENT.

1. An Overview of Financial Management.

Part II: FUNDAMENTAL CONCEPTS IN FINANCIAL MANAGEMENT.

2. Financial Markets and Institutions.
3. Financial Statements, Cash Flow, and Taxes.
4. Analysis of Financial Statements.
5. Time Value of Money.

Part III: FINANCIAL ASSETS.

6. Interest Rates.
7. Bonds and Their Valuation.
8. Risk and Rates of Return.
9. Stocks and Their Valuation.

Part IV: INVESTING IN LONG-TERM ASSETS: CAPITAL BUDGETING.

10. The Cost of Capital.
11. The Basics of Capital Budgeting.
12. Cash Flow Estimation and Risk Analysis.

Part V: CAPITAL STRUCTURE AND DIVIDEND POLICY.

13. Capital Structure and Leverage.
14. Distributions to Shareholders: Dividends and Share Repurchases.

Part VI: WORKING CAPITAL MANAGEMENT, FORECASTING, AND MULTINATIONAL FINANCIAL MANAGEMENT.

15. Working Capital Management.
16. Financial Planning and Forecasting.

**Recommended:**

Use of a calculator is highly recommended for the problems and quizzes. When selecting a calculator, a financial calculator is recommended. Students will also need to be functional in a computer spreadsheet such as Microsoft Excel for solving various homework and quiz problems.

**Course Outline:**

<b>Week 1</b> Lecture: Chapter 1 – An Overview of Financial Management Homework: Questions 1-3, 1-4, 1-8, 1-11 Lecture: Chapter 2 – Financial Markets and Institutions Homework: Questions 2-4, 2-8, 2-12
<b>Week 2</b> Lecture: Chapter 3 –Financial Statements, Cash Flows and Taxes Homework: Problems 3-1, 3-2, 3-5, 3-7 Lecture: Chapter 4 – Analysis of Financial Statements Homework: Problems 4-3, 4-5, 4-6
<b>Week 3</b> Lecture: Chapter 5 – Time Value of Money Homework: Problems 5-2, 5-6, 5-8, 5-14 Lecture: Chapter 6– Interest Rates Homework: Problems 6-2, 6-3, 6-5, 6-12
<b>Week 4 – Midterm Exam</b> Lecture: Chapter 7 – Bonds and their Valuation Homework: Problems 7-2, 7-3, 7-4, 7-9 Lecture: Chapter 9 – Stocks and their Valuation Homework: Problems 9-2, 9-5, 9-6, 9-9
<b>Week 5</b> Lecture: Chapter 14 – Distributions to Shareholders: Dividends and Share Repurchase Homework: Problems 14-1, 14-2, 14-3, 14-4 Lecture: Chapter 10 – The Cost of Capital Homework: Problems 10-1, 10-2, 10-3
<b>Week 6</b> Lecture: Chapter 11 – The Basics of Capital Budgeting Homework: Problems 11-1, 11-2, 11-3, 11-4
<b>Week 7</b> Lecture: Chapter 15 – Working Capital Management Homework: Problems 15-3, 15-4, 15-5
<b>Week 8</b> Exam #2 Chapters 7, 9, 14, 10, 11, 15 Final portfolio presentations

**Assessment:**

<b>Course Component</b>	<b>Total</b>	<b>Criteria</b>
Test 1 Chapters 1,2,3,4,5,6	200	In class multiple choice format
Test 2 Chapters 7,9,14,10,11,15	200	In class multiple choice format
Portfolio Paper and Presentation	300	Marketocracy.com run your own portfolio.
Weekly Discussion Board (8)	160	Meaningful participation in each assigned thread
Homework (7)	140	There will 7 homework assignments, each worth 20 points each.
Total points	1000	

**Course Title:** **Managers and the Legal Environment**

**Course Code:** MGT 6520

**Core Text:** Jennings, Business, Its Legal, Ethical and Global Environment, West/Southwestern, 8th Edition (2008) (ISBN 0-324-20488-4)

**Course Description:**

Legal, Political and Ethical Dimensions of Business introduces students to the legal, political, and regulatory controls that define, promote and limit business practice opportunities. The fundamental interaction of law, politics, ethics and corporate social responsibility is emphasized. Topics include: Business and the legal system; foundation of business ethics; the Constitution and business; regulatory and administrative agencies; regulation and administrative agencies; regulation of private business conduct; the employer-employee relationship; the formation and performance of contracts; ownership and control of business; antitrust, trade practices and consumer protection; land use and environmental protection; and the legal environment of international business.

**Course Objectives:**

- A. Given an organizational requirement to conform business practices to both the law and best ethical practices, apply appropriate ethical theories to shape a business decision.
  
- B. Given instances of federal regulation of business and commercial practices, determine the constitutional and regulatory bases for such regulation, and formulate a strategy by which an impacted business can influence or contest regulating outcomes.
  
- C. Given an example of corporate liability arising from the sale of defective and dangerous products, develop a business strategy that includes ethical considerations to minimize liability for claims of product liability and breach of warranty.
  
- D. Given a business requirement to form a contract for the sale of goods and services to a customer, define the elements of a contract and determine whether a duly formed contract is enforceable under the common law or Uniform Commercial Code.
  
- E. Given specified circumstances of an employment relationship, determine the circumstances under which an employer is liable to an employee for employment discrimination or wrongful discharge.
  
- F. Given specified circumstances of business ownership of real and intellectual property, evaluate the rights of business to the protection of its property, and the obligations arising out of the use of the property.
  
- G. Given examples of anticompetitive or unfair trade practices, apply applicable antitrust and other consumer protection laws, and determine appropriate business strategies to prevent trade practices liabilities.

H. Given a conflict between corporate stakeholders over a business decision, evaluate the legal and ethical responsibilities of corporate directors, officers and controlling shareholders.

I. Given specified circumstances of a business decision to expand to international markets, determine what international legal requirements or regulatory controls apply.

J. Strategies to minimize risk, create value and manage legal disputes for business leaders.

### **COURSE SCHEDULE:**

#### **CLASS 1**

- Introduction
- Overview of course and assignments
- Term Project Discussion
- Readings:
  - Read Chapter 1: Introduction to Law
  - Read Chapter 2: Business Ethics and Social Responsibility
  - Read Chapter 3: The Judicial System

#### **CLASS 2**

- Readings:
  - Read Chapter 5: Business and the Constitution
  - Read Chapter 6: Administrative Law
  - Read Chapter 7: International Law

#### **CLASS 3**

- Contemporary Article Research & Discussion (students will be assigned during the prior week).
- Abstract for Term Project Due
- Readings:
  - Read Chapter 9: Business Torts
  - Read Chapter 10: Product Advertising and Liability
  - Read Chapter 11: Environmental Regulation

#### **CLASS 4**

- Contemporary Article Research & Discussion (students will be assigned during the prior week).
- Readings:
  - Read Chapter 16: Trade Practices: Antitrust
  - Read Chapter 20: Forms of Doing Business
  - Read Chapter 17: Management of Employee Conduct: Agency

#### **CLASS 5**

- Contemporary Article Research & Discussion (students will be assigned during the prior week).
- Readings:
  - Read Chapter 18: Management of Employee Welfare

Read Chapter 19: Employment Discrimination  
Read Chapter 12: Contracts and Sales: Introduction and Formation

#### CLASS 6

- Term Project Due and Presentations Presented (in-class)

#### CLASS 7

- Readings:  
Read Chapter 13: Contracts and Sales: Performance and Remedies  
Read Chapter 14: Financing of Sales and Leases: Credit and Disclosure Requirements  
Read Chapter 15: Business Property

#### CLASS 8

- Final Exam

### **ASSESSMENT:**

#### **Readings Assignments:**

The student is responsible for reading assigned chapters before coming to class.

#### **Contemporary Article Research and Discussion (10%):**

- Select a current article that is relevant to our course, the Course Objective's or the chapters by using the online library or other relevant source. Current developments are primarily obtained from the WSJ, Business Week (see the "Socials Issues" column), Fortune, New York Times, US News & World Report, Fast Company, BBC World Service, CCN World News, etc.). There is also an excellent source of sites listed throughout the textbook.

#### **Final Exam (40%):**

- The Final Exam is comprehensive and will be taken during Class 5.
- The Final will be predominately short answer.
- A review will be presented during Class 4.
- Closed Book/Notes.

#### **Term Project Assignment (40%):**

- Your project will be an individual assignment.
- An abstract of the project is due in Class 3.
- See Term Project Hand out for further details.
- A hardcopy of the paper will be handed in, and, a presentation will take place during Class 6.

**Course Title:** Cases in Financial Analysis

**Course Code:** MGT 6990

**Core Text:** Bankable Business Plans, Rogoff, Edward, 2nd Ed, Row House Publishing, [www.bankablebusinessplans.com](http://www.bankablebusinessplans.com)

**Course Description:**

Capstone Experience: Integrate knowledge and skills gained from the MBA program and apply them in a real business environment. Utilize teamwork to solve authentic business challenges.

**Prerequisites:** Students must have completed 30 hours of MBA coursework.

**Learning Outcomes/ Competencies:**

From this course, students will;

1. Use theories, models, and ideas learned throughout the MBA program to develop a sophisticated analysis of a real business situation and make recommendations for future action.
2. Work effectively in a team setting under the challenging time constraints and improve interpersonal relations
3. Take financial research, assessment of risk, market trends and analysis, operational issues and other management challenges and integrate them for making sound judgments and decisions in order to achieve effective outcomes.
4. Practice essential project management skills and utilize time management
5. Effectively communicate results of analysis, status of plans, and final recommendations from the perspective of a business professional to a client, director/officer, or funding source through a formal written document.
6. Effectively communicate results of analysis, status of plans, and final recommendations from the perspective of a business professional to a client, director/officer, or funding source through a formal business presentation..
7. Recognize the legal and ethical environment impacting your business decisions

## Course Outline

Week	Topics Covered
1	<p data-bbox="336 277 767 309">Due – read text p. 1-38, 153-168</p> <p data-bbox="336 315 847 347">The Power of a Bankable Business Plan</p> <ul data-bbox="384 353 1299 551" style="list-style-type: none"> <li data-bbox="384 353 1299 427">• What A Bankable Business Plan Is and How It Can Help You Start a Successful Enterprise</li> <li data-bbox="384 434 1075 465">• Bankable Business Plans Serve a Specific Purpose</li> <li data-bbox="384 472 975 504">• Your Business Plan is an Extension of You</li> <li data-bbox="384 510 874 542">• Entrepreneurship is a Team Sport</li> </ul> <p data-bbox="336 595 612 627">Putting it into Action</p> <ul data-bbox="384 633 940 707" style="list-style-type: none"> <li data-bbox="384 633 940 665">• What a Business Plan Should Look Like</li> <li data-bbox="384 672 780 703">• How to Create a Time Line</li> </ul> <p data-bbox="336 757 588 788"><u>Final project rubric</u></p> <p data-bbox="336 831 1353 862">Define Your Company, What Will You Accomplish for Others .... And Yourself?</p> <ul data-bbox="384 869 983 900" style="list-style-type: none"> <li data-bbox="384 869 983 900">• What will your business accomplish for ....</li> </ul> <p data-bbox="336 949 1299 981">Identify your Company initial needs, what will you require to get started?</p> <ul data-bbox="384 987 874 1184" style="list-style-type: none"> <li data-bbox="384 987 699 1019">• The major expenses</li> <li data-bbox="384 1025 580 1057">• Real estate</li> <li data-bbox="384 1064 874 1095">• Employees and employee benefit</li> <li data-bbox="384 1102 767 1133">• Start up and capital costs</li> <li data-bbox="384 1140 788 1171">• Advertising and promotion</li> </ul> <p data-bbox="336 1227 509 1258">Team Time –</p> <ul data-bbox="384 1265 855 1382" style="list-style-type: none"> <li data-bbox="384 1265 823 1296">• Research industries and ideas</li> <li data-bbox="384 1303 855 1335">• Choose a new venture concepts</li> <li data-bbox="384 1341 708 1373">• Formulate a timeline</li> </ul>

<p>2-3</p>	<p>Due – read text p109-154, 203-250</p> <p>Outline a simple business plan Business plan resources</p> <p>Target your funding sources: Where will you find your financing?</p> <ul style="list-style-type: none"> <li>• Potential sources of financing</li> <li>• How banks decide on loans</li> </ul> <p>Explain your financial data: How will you convince others to invest in your endeavour?</p> <ul style="list-style-type: none"> <li>• The essential financial statements</li> <li>• The Six key financial assumptions</li> <li>• How to create statements</li> </ul> <p>Use the RMA data: Check your answers against the answer key</p> <ul style="list-style-type: none"> <li>• Working with the RMA data</li> <li>• The answer key revealed</li> <li>• It really is that simple</li> </ul> <p>Team Time –</p> <ul style="list-style-type: none"> <li>• Teamwork exercises</li> <li>• Company description</li> <li>• Industry and market analysis</li> <li>• Financial analysis – data, projection, funds</li> </ul>
<p>4</p>	<p>Due – Read test p93-108, 177-184</p> <p>Design the company: How will you hire and organise your workforce?</p> <ul style="list-style-type: none"> <li>• Structuring your company</li> <li>• Means of control</li> <li>• HRM</li> <li>• Legal structures</li> <li>• Matching the legal structure</li> <li>• With your investors</li> <li>• Franchises</li> </ul> <p>Managing contradictions</p> <p>Team time –</p> <ul style="list-style-type: none"> <li>• Financial analysis – data, projections, funds</li> <li>• Operations plan</li> <li>• Management and ownership</li> <li>• Organisation and personnel</li> </ul>

5-6	<p>Due read test p29-84, 185-202</p> <p>Choose a winning strategy: What will distinguish your product or service from the competition?</p> <ul style="list-style-type: none"> <li>• Create a powerful competitive advantage</li> <li>• Use a SWOT analysis to determine the competitive advantage of an existing business</li> <li>• Plan ahead, anticipate an exit strategy</li> <li>• Match your strategy to any type of industry</li> </ul> <p>Analyse your market: Who will want your product or service?</p> <ul style="list-style-type: none"> <li>• Research your potential market thoroughly</li> <li>• Target your market like a bull’s-eye</li> <li>• Test before you launch</li> </ul> <p>Develop a strong marketing campaign: How will you reach your customers and what will you say to them? The four P’s.</p> <p>Presenting yourself in the best light</p> <p>Team time –</p> <ul style="list-style-type: none"> <li>• Marketing plan – Products and Services, marketing strategy</li> </ul>
7	<p>Due – read text p 85-92</p> <p>Build a dynamic sales effort: How will you attract customers?</p> <ul style="list-style-type: none"> <li>• Get an order today – or yesterday</li> <li>• Make sales a priority for everyone</li> <li>• Never delegate yourself completely out of sales</li> <li>• Create the right ethical environment</li> <li>• Be highly organised</li> <li>• Compensate based on long-term performance</li> <li>• Your salesforce can be your competitive advantage</li> </ul> <p>Team time –</p> <ul style="list-style-type: none"> <li>• Marketing plan – sales strategy</li> <li>• Executive summary</li> <li>• Appendix, exhibits, table of contents</li> </ul>
8	Presentations

**Assessments:**

Mission/Vision statement	5pts (Individual to Team)
Elevator speech	5pts (Individual to Team)
Executive Summary	20pts (Team to Professor)
PowerPoint presentation	20pts (Team to "Shark Tank")
Final project (Bankable Plan)	50pts (Team to Professor)

## Concordia Academic Requirements/Regulations

### Grading Scale

*Unless otherwise indicated the grading scale for all courses is as follows:*

Grade	Points
A	100-92
A-	91-90
B+	89-88
B	87-82
B-	81-80
C+	79-78
C	77-72
C-	71-70
D+	69-68
D	67-62
D-	61-60
F	59 or below

### Assignment Guidelines:

- Do your own work, and cite your sources for statements or quotes to avoid violating the Honour Pledge
- Submit assignments by the due date by email
- Make sure your name is part of the document's filename!

To be an effective communicator in a world where most managers and executives suffer from information overload, you must refine your ability to organize your thoughts, communicate them logically, and support your views with evidence. Your course assignments should be written at least as well as a paper you would turn in to your boss. Therefore, your written work will be graded on these criteria:

1. Your writing should be well-organized. The main point of the argument should be evident, and there is logic in going from A to B. Sentences are short, and they all have a noun and a verb. Plurals are properly pluralized. Words are used correctly ("accept" does not mean "except").
2. You justify your arguments using readings, class material, or other references. You must show proof to a sceptical audience, and your unsupported opinion is not proof. When you say "I believe", the instructor says "So what? Find a credible source."
3. You have synthesized readings or discussions to create your own ideas and draw your own conclusions.
4. You mention some of the implications of your analysis, mentioning the trade offs involved and hence the negative as well as positive consequences of the course you recommend.

**Grading Policy:**

A = 90% or more of total points offered (350)

B = 80% to 89.4% of total points offered

C = 70% to 79.4% of total points offered

D = 60% to 69.4% of total points offered

F = Less than 60% of total points offered

**Out-of-class Study and Inquiry**

Graduate level study requires an inquisitive mind and the discipline to associate outside learnings to the coursework and objectives. A proactive learning effort by the student will assist toward successfully completing the course requirements.

**APA Documentation**

All written work (e.g. worksheets/essay questions, reflection papers, final projects, etc.) in the Concordia University MBA Program must conform to the APA parenthetical notation style. This includes:

- An APA title page (including a running header and page number)
- An “Abstract” page with 1-2 paragraph summary of your paper (an abstract is only necessary for your major essays and research papers, but not for smaller assignments)
- In-text citations (with author(s), date, and page number (if applicable))  
NOTE: Even discussion board postings and PowerPoint presentations, for example, must use in-text citations when you cite another person’s work or ideas.
- A “References” page (it is not called a “bibliography”)
- One-inch margins
- 12 point Times-Roman font
- Double-spaced (unless instructed otherwise for short essays)

**Course Adjustments:** (Course Syllabus/ Course Guide/ Course Content)

The course syllabus serves as a guide for the student and presents the expected learning objectives. The professor reserves the right to make adjustments as needed (during the course term) to facilitate the best possible means of student engagement with the textbook and other course resources and activities. Notice will be given when such changes are made to this and other related documents.

**Late submission of coursework:**

Unless otherwise stated late submission of coursework or homework will result in zero marks.