

VIII. Certificate in Business Administration (30 credits) CONBUS

This certificate may be completed on a full-time or a part-time basis.

Description and objectives:

The Certificate in Business Administration provides an academic background in Business Administration to students who are pursuing or wishing to pursue a career in management in the private or public sectors. The Certificate program presents a broad survey of underlying disciplines and an introduction to the functional areas in Business Administration, both theoretical and practical.

Admission requirements:

(See *Regulations governing Certificate programs*).

Prerequisites to the program:

The Certificate in Business Administration requires that applicants complete MAT 196.

The Certificate in Business Administration requires the completion of the following courses:

BAC 121	Purposes of Accounting
BMG 100	Understanding Business and Society
BMA 140	Statistical Analysis for Business Decisions I (requires MAT 196)
BFN 100	Basic Finance (requires BAC 121, ECO 103 and MAT 196)
BMK 211	Marketing Management
Plus 15 credits of Business electives	

Regulations Applying to All Business Programs

1. Exemptions

Students who have been granted exemptions from Required Business core courses must replace them with Business courses. Students are advised to consult with the Academic Advisor or Department Chair prior to course selection.

2. Double counting policy

In cases where B.B.A. students are pursuing more than one concentration, double counting will be allowed and there will not be any need to replace the courses with other business courses. In order to graduate with more than one concentration, students will be required to have completed all requirements for each concentration.

Exceptions

Students pursuing any concentration are not eligible to graduate with the General Business stream.

Students pursuing the Global Management and Leadership concentration are not eligible to add the International Business profile to their concentration.

Students pursuing the Marketing and Entrepreneurship concentration are not eligible to add the Entrepreneurship profile to their concentration.

3. Double Failure Rule

Any student who twice receives a failing grade in a course offered by the Business Department or in ECO 102, ECO 103, MAT 196 or MAT 197 will not be permitted to repeat the course again. If this is a **required** course to graduate with any business programs, the student will not be eligible to graduate with that program. This regulation also applies to students in non-business programs where a business course is **required** to complete their degree. Receiving twice a failing grade in a course precludes a student from later receiving transfer credits for this course.

4. Transfers

a. Between Business programs

Students already enrolled in the B.B.A. or the B.A. Business Major wishing to transfer to the Major in Management can do so at any time upon request, provided that they have no double failure in a course required by the Major in Management. They would then have 12 months following the transfer to be admitted in an additional primary major program. Failing to do so will prevent them from graduating with a Major in Management.

Students in the B.B.A. or B.A. Business Major can transfer between the two programs at any time upon request.

b. From other Bishop's programs

To be eligible to transfer into either the B.B.A. or B.A. Business Major from a non-business program, a student must have successfully completed at least 30 credits at Bishop's and have achieved a minimum cumulative average of 75% based on all courses attempted. Students may also be required to meet with the

Dean of Business for an interview. The number of student transfers is determined based on final enrolment figures and the quota for the School's maximum enrolment. Deadline to apply is May 31 for the Fall semester and October 1 for the Winter semester. This regulation also applies to part-time general students.

To be considered for entry into the Major in Management, students must already be admitted to a primary major at Bishop's, have successfully completed at least 30 credits at Bishop's University and have achieved a minimum overall average of 75% based on all courses attempted. The Major in Management can only be a second major.

To be considered for entry into the Minor in Business Administration, students must be in good University Academic Standing.

To be considered for entry into the Minor in Entrepreneurship, students must be in good University Academic Standing.

5. WSB Academic Standing

Notwithstanding the University regulations on Academic Standing, the Williams School of Business has its own regulations on maintenance of good standing. Students with a cumulative average of 60% or more are in good standing in the B.B.A., B.A. Business Major or Major in Management programs.

After 24 credits attempted, students with a cumulative average less than 50% must withdraw from their program. Those with a cumulative average between 50% and 59% will be permitted to remain in the Williams School of Business for one semester in which they must improve their cumulative average to at least 60%. Students who do not achieve good standing will not be eligible to continue in the B.B.A., B.A. Business Major or Major in Management programs at Bishop's University, nor will they be eligible to later transfer back into these programs.

Students who fail to maintain the WSB Academic Standing in Business will be required to make a choice of an alternate degree program by the end of two consecutive semesters following their dismissal from the Business program. Should they fail to do so, or fail to be accepted into an alternate program, they will not be permitted to register as a full-time student in the next semester.

Students in the Certificate in Business Administration must meet the Academic Standing criteria for part-time students as outlined in the Academic Calendar and must also fulfill the requirements for maintaining the WSB Academic Standing.

6. Graduation "With Distinction"

The notation "with Distinction" will appear on the transcript of students who graduate with a cumulative average of 80% or more and is only available for first degree students.

7. Additional Graduation Requirement (B.B.A., B.A. Business Major and Major in Management)

A student must have a minimum cumulative average of 60% in all courses taken in order to graduate with a B.B.A., B.A. Business Major or a Major in Management degree. Calculation of this average will employ the same methodology as in the "WSB Academic Standing" section.

Students will need to meet all the requirements in their primary major to be allowed to graduate with the Major in Management.

8. International Student Exchanges

Students need a minimum cumulative average of 70% to qualify to apply to go on exchange and must maintain a minimum cumulative average of 70% in the semester prior to leaving on exchange to remain eligible to go on exchange. Also, students studying on exchange, whether it be for one or multiple semesters, will only be recognized a maximum of 9 credits in total in their concentration. Students are invited to consult with the Departmental Chair and the International students' office for more important academic information concerning exchanges and course equivalencies approval.

Exceptions

B.B.A. students in the Accounting, Finance or Marketing and Entrepreneurship concentration streams are allowed to take BMA 141 Statistical Analysis for Business Decisions II while on exchange, in addition to these 9 credits.

B.B.A. students in the Global Management and Leadership concentration or the General Business stream are allowed to take 3 other credits in their concentration while on exchange, in addition to these 9 credits.

BUSINESS COURSES

BAC 121 Purposes of Accounting 3-3-0

The study of accounting and its role in the analysis and communication of financial events. The information provided by accounting, particularly through the financial statements, and issues associated with existing accounting processes will be explored.

BAC 122 Financial Accounting 3-3-0

An examination of the measuring, recording and reporting of financial information with reference to specific items in the financial statements.

Prerequisite: BAC 121

BAC 211 Intermediate Financial Accounting I 3-3-0

Further development of accounting principles. Particular emphasis is placed on an in-depth evaluation of financial statement presentations in Canada.

Prerequisite: BAC 122

BAC 212 Intermediate Financial Accounting II 3-3-0

An in-depth consideration of specific accounting topics (e.g. accounting for income taxes, partnership accounting, current value accounting). Current practices and the relevant CICA recommendations will be reviewed in terms of theoretical concepts and principles.

Prerequisite: BAC 211

BAC 221 Introductory Managerial Accounting 3-3-0

This course is an introduction to the tools of accounting information for management decision making. Topics include comparison of financial and managerial accountants, job order costing, process costing, cost behaviour, cost-volume relationships, activity based costing, budgeting, standard costs and reporting for control.

Prerequisite: BAC 121

BAC 311 Advanced Financial Accounting 3-3-0

A study of accounting theory and application related to the following topics — business combinations, long-term intercorporate investments, branch accounting, non-profit accounting, and foreign exchange. Emphasis is on accounting principles currently accepted in Canada.

Prerequisite: BAC 212

BAC 312 Intermediate Managerial Accounting 3-3-0

This is the second course in managerial accounting which covers new topics such as balanced scorecards, limitations of reporting for control, non-financial measurements and outsourcing. Furthermore, application of the various techniques learned in BAC221 will be applied.

Prerequisites: BAC 212 and BAC 221

BAC 322 Management Control 3-3-0

Written and oral analysis of management control problems. Topics include decision models, performance evaluation and decentralization. This course also applies theories from other accounting courses into practice via case analysis.

Prerequisite: BAC 312

BAC 331 Taxation I 3-3-0
Introduction to income tax law in Canada with primary emphasis on the determination of the tax liability of individuals in receipt of various sources of income. Topics include Residence, Tax Status, Capital Cost Allowances, Capital Gains, Property Income and Tax Credits. Issues such as the equity fairness and complexity of the tax system, tax evasion and tax planning are considered.

Prerequisite: BAC 122

BAC 332 Taxation II 3-3-0
This course builds upon the principles and concepts of Canadian Income Tax introduced in BAC 331. In particular, it examines the application of income tax law as it applies to Corporations. Attention is given to effective income tax planning for shareholder — manager remuneration, estates and for capital gains deferrals.

Prerequisite: BAC 331

BAC 340 Auditing: Systems and Control 3-3-0
All organizations require reliable and secure information systems in order to successfully conduct their day-to-day operations. For many businesses, sophisticated accounting information systems are in place and internal control is crucial in the process of producing reliable financial information. In the context of the information age, this course examines corporate responsibility as well as the function of computerized systems. Topics such as accounting systems development, implementation of controls, fraud detection and E-commerce security will be explored.

Prerequisite: BAC 212

BAC 341 Auditing: The Process 3-3-0
The concept of internal control and fundamentals of auditing. Topics include: legal and moral responsibilities of the auditor; controls required in principal accounting systems; selection of appropriate audit techniques; and preparation of audit reports.

Prerequisite: BAC 340

BCS 115 Spreadsheet Applications 1-0-1
Use of spreadsheets has become very common in all business disciplines to organize complex issues into simpler models. Its use has become essential to increase one's productivity and decision support. Workers and prospective employees are required to learn Spreadsheet software to enter or remain in the workplace. This course will provide a strong foundation to allow students to utilize spreadsheets in any discipline and also adapt to their specific need. The topics include: working with formulas and Functions, Creating charts and Graphics, analyzing data with Excel, using Advanced Excel features such as, Pivot tables, what if Analysis, goal seeking and solver. This course does not count towards overall degree credit count.

BCS 210 IT Entrepreneurship 3-3-0
This course is designed to introduce undergraduate students to Information Technology (IT) Entrepreneurship. First of all, it provides the history and background of IT-enabled start-up companies (originating from Silicon Valley and now widespread throughout the world). Second, students in this course will learn the process that IT entrepreneurs use to launch and manage IT-enabled start-up companies. Third, students will gain experience building up their own detailed business plans and models for an IT-enabled start-up company, which involves generating business ideas, identifying customers, funding their business, developing a team for the start-up, and addressing legal issues.

Prerequisite: BCS 220

BCS 212 Electronic Commerce 3-3-0
Internet technology has dramatically changed the way people communicate, collaborate, coordinate and conduct business. This course is about Electronic Commerce and Electronic Business; a different way of doing business. The course deals with EC technological infrastructure including the World Wide Web networks, hardware and software. It also deals with EC implementation strategies and the impact of EC on traditional businesses and organizational structures, strategies and management.

Prerequisite: BMK 211

BCS 216 Managing Information Technology 3-3-0
The objective of this course is to provide students with a better understanding of modern techniques to manage information Technology. This includes a basic knowledge of main ideas and key theories relating to IT management; management of hardware, software and network of large scale information systems; management and control of information systems security; and understanding complex concepts of data management.

Prerequisite: BCS 220

BCS 220 Management of Information Systems 3-3-0
This course covers the management perspective of Information Systems. An IS Department or IS unit manages data and information which are among the most valuable organizational resources in today's modern businesses. The MIS includes the setting of a direction for information resources, the management of technology

resources and the management of the information systems function. A variety of different types of IS will be covered. The list includes Enterprise Resource Planning Systems, Knowledge Management Systems, and Electronic Systems.

Prerequisite: BMG 100

BCS 313 System Design and Development 3-3-0
This course combines concepts and practices in business information systems development. The entire process of MIS development will be studied: the feasibility study, structured analysis techniques, data file modelling and normalizing, database schema definition, implementation strategies, security and maintenance constraints. To emphasize the concepts covered in class, a MIS prototype will have to be developed using a DBMS such as ACCESS. A case study approach will be used.

Prerequisite: BCS 220

BFN 100 Basic Finance 3-3-0
Income, inflation, interest rates, foreign exchange rates, prices of commodities, recessions, etc. are factors affecting businesses performance. Understanding the economic environment as well as the drivers of the different sectors of the Canadian economy and how these are impacting financial statements of businesses is the main focus of this course.

Prerequisites: BAC 121, ECO 103 and MAT 196

BFN 200 Introduction to Finance 3-3-0
This course introduces the study of finance in the context of modern business decision-making. The central focus of the course is the valuation of real and financial assets and the tools used for that purpose. Students will become familiar with such concepts as time value, discount rate, and net present value. These concepts will be presented with the help of real-life examples and cases that will illustrate the many ways in which finance can solve business problems.

Prerequisite: BAC 121, ECO 103 and MAT 196

BFN 203 Corporate Finance 3-3-0
This course represents an introduction to corporate finance. It focuses on the determinants of financial policy at the microeconomic level. The students will become familiar with the issues and challenges faced by a financial manager. Emphasis will be placed on financial planning and corporate growth, capital structure, and dividend policy decisions.

Prerequisite: BFN 200

BFN 210 Capital Markets 3-3-0
The emphasis in this course is on domestic and international capital markets — stocks, bonds, foreign currencies, etc. Whereas Finance I and Finance II concentrate on internal financial decision making, this course surveys the external environment in which the firm operates. Managers need to know how to satisfy investors' demands and obligations in order to meet their external needs for capital resources. Students interested in a career as a money manager, research analyst, investment sales and virtually any occupation involved with the investment management process should consider this course. Topics will include the efficient market hypothesis, analysis of fixed income and equity securities, derivatives and principles of portfolio management.

Prerequisite: BFN 200 and BMA 140

BFN 215 Small Business Finance 3-3-0
Small business owners or entrepreneurs need to know how to (a) read basic financial statements; (b) understand product costing, initial profit-and-loss development and break-even analysis; (c) manage cash flow; and (d) understand various revenue models. This course will use Excel spreadsheets to develop practical financial projections that are immediately relevant to business operations.

Prerequisite: BFN 100 or BFN 200

BFN 301 Capital Budgeting 3-3-0
This course describes how managers are making long-term investment decisions involving capital assets, such as plant, equipment, machinery, research and development, etc. The main topics include, but are not limited to net present value, internal rate of return, cost of capital, adjusted present value, real options, mergers and acquisitions, and many others. Special emphasis is placed on tackling complex case studies that require an integrative approach to understanding various corporate finance issues.

Prerequisites: BFN 203 and BFN 210

BFN 306 Behavioural Finance 3-3-0
This course brings together knowledge from the area of modern finance and cognitive sciences into one unified framework. Students will learn about cognitive biases and how individuals make financial decisions, the role of emotions and heuristics in dealing with complex critical systems, and how individual behaviour aggregates into corporate financial strategies and broad stock market movements.

Prerequisites: BFN 203 and BFN 210

BFN 335 Topics in Finance I 3-3-0

This is an advanced course in Finance covering special topics including, but not limited to, case studies in corporate finance and investments, complexity and networks, trading strategies, derivatives and hedging, foreign exchange risk management, international capital budgeting, risk management in financial institutions, and any other topic that might reflect current research interest of faculty members. This course should be of particular interest to those students expecting to pursue a career in the investment industry and/or graduate studies in Finance.

Prerequisites: BFN 203 and BFN 210

BFN 336 Topics in Finance II 3-3-0

This course is expanding on some themes already covered in other Finance courses, or adding new subjects including, but not limited to corporate finance and investments, complexity and networks, trading strategies, derivatives and hedging, foreign exchange risk management, international capital budgeting, risk management in financial institutions, and any other topic that might reflect current research interest of faculty members. The course will be delivered through regular class lectures, individual case studies, or group projects.

Prerequisites: BFN 203 and BFN 210

BFN 341 Corporate Governance 3-3-0

Corporate Governance offers insights into the relationship between economic efficiency and economic organization. The main issues addressed in this course include the comparative analysis of free markets and hierarchies, the nature and allocation of financial claims, the organization and functioning of various corporations around the world, and the connection between ethics and economic performance.

Prerequisites: BFN 203 and BFN 210

BFN 352 Investment Analysis and Portfolio Management 3-3-0

Introduction to the various security instruments and intermediaries and the structure and functioning of the markets within which they are cast. Conventional techniques for evaluating securities, including technical analysis. The construction of a portfolio by traditional diversification, randomized selection and efficient diversification methods.

Prerequisite: BFN 203 and BFN 210

BFN 356 SEED Portfolio 6-3-0

The SEED course has been designed with the objective of providing finance students with the means to practically apply their knowledge. The course gives students the opportunity to act as investment managers, in order to gain a more comprehensive understanding of portfolio management. This will be accomplished by having students invest in recognized North American equities, after prudent research and consulting with an external advisory board.

Students will apply to the program upon entering their penultimate year. After an application process which includes resumes and interviews, students will be selected as Research Assistants. Research Assistants have to complete two company analyses, which they will present to their External Board. As well, they have to answer any requests their Portfolio Managers may have. Upon completion of a year as Research Assistants, students will move into the position of Portfolio Managers, conditional upon the approval of the Faculty Advisor. Portfolio Managers are in charge of setting up the strategy for the portfolio. They are responsible for all buy/sell/hold decisions. Emphasis will be on the importance of analysis and presentation, in order to reach consensus among Portfolio Managers, and on the use of appropriate decision making tools.

Prerequisite: Permission of instructor.

BFN 361 International Finance 3-3-0

This course provides a broad overview of the major aspects of finance in an international setting. The focus will be on measuring and coping with foreign exchange risk from the managerial perspective of multinational corporations. The main topics of this course include the examination of spot, forward and futures markets, the use of derivative contracts, international financial markets, international financing, capital budgeting, direct foreign investment and international mergers and acquisitions.

Prerequisite: BFN 100 or BFN 200

BHR 221 Organizational Behaviour 3-3-0

This course is designed as an introduction to the study of individual and group behaviour in organizations. The purpose is to enable students to understand human behaviour and its determinants in the organizational setting and, therefore, to deal with it effectively. Throughout the course emphasis will be placed on students' conceptualization of the theoretical aspects of organizational behaviour, as well as the practical application of these theories through case analyses.

Prerequisite: BMG 100

Note: Students who complete BHR221 cannot receive credit for PSY309. For prerequisite purposes PSY309 is equivalent to BHR 221.

BHR 224 Human Resource Management 3-3-0

Management of people is a recognized competitive corporate advantage. This course is designed to introduce the current theory, research and practice of human resource management. Specialized topics central to human resource management are introduced. Learning is facilitated through lecture, student presentations, and class discussions.

Prerequisite: BHR 221

BHR 315 Training and Development 3-3-0

The course introduces students to the practice of training and developing employees. Both practical and theoretical aspects are explored. The entire process of training is explained, from the determination of training needs, setting training objectives, designing the training programs, selecting the appropriate training and development techniques, to the evaluation of training results. Both traditional and contemporary training methods are reviewed within this framework.

Prerequisite: BHR 224

BHR 326 Personnel Recruitment and Selection 3-3-0

This course introduces students to the theory and practices of personnel recruitment and selection. In addition to critically reviewing the various recruitment and selection strategies used by organizations, students will be exposed to the technical and theoretical underpinnings of the field (e.g., Validity; Reliability; Criteria Measures). The course will cover selection and recruitment issues as they relate to the Canadian legal framework.

Prerequisites: BHR 224 and BMA140 or PMA260

BHR 328 Occupational Health, Safety, and Wellness 3-3-0

This course is designed to provide students with an introduction to the management of health and safety in the workplace. The course first examines the legislative context, and the hard and soft cost implications of effective health and safety programs. In this context, best practices in terms of occupational hygiene, safety, ergonomics, and workplace wellness are explored. Related topics such as accident investigation, workplace safety and insurance, and occupational disability management are also discussed.

Prerequisite: BHR 221

BMA 140 Statistical Analysis for Business Decisions I 3-3-0

Data summarization: frequency distributions, measures of central tendency and variability; probability; introduction to statistical decision analysis; discrete probability distributions: binomial, Poisson probability distributions; continuous probability distributions: normal, uniform and exponential probability distributions.

Prerequisite: MAT 196

This course is not open to students with credit for EMA 140.

BMA 141 Statistical Analysis for Business Decisions II 3-3-0

Sampling methods and sampling distributions; statistical inference; estimation and hypothesis testing; simple linear regression and correlation; multiple linear regression; chi-square tests for independence and goodness-of-fit; introduction to analysis of variance.

Prerequisites: MAT 197 and BMA 140

This course is not open to students with credit for EMA 141.

BMA 142 Quantitative Modeling 3-3-0

This is an introductory course dealing with quantitative models used in decision-making. Focus of this course would be in developing analytical skills to create precise and structured models for understanding of a complex business problem. Topics to be covered in this course would include, dash-boarding, linear programming, project management, etc. to demonstrate how analytical techniques and statistical models can help enhance decision making by converting data to information and insights for decision making. Excel would be used to impart students how to understand, analyze, summarize and communicate quantitative information in a business setting through spreadsheet models and presentations. Other specialized software for project management (MS Projects) and other modelling would be used where needed.

BMG 100 Understanding Business and Society 3-3-0

With the onset of Globalization, the rapidly improving economic conditions have led to many inequities and issues rising to the forefront. Income inequality, environmental protection and regulations, cultural extinction are just some of the many issues that are impacting all stakeholders. As businesses, governments and workers attempt to balance growth and increases in productivity to improve standards of living with social and economic costs, understanding multiple viewpoints will be critical to ensuring the future of this planet. In this class, you will be drawn into these debates and explore the underlying perspectives related to theories of society and human nature and in their value presuppositions.

BMG 191 Fundamentals of Workplace Preparation and Professional Development**1-0-1**

This course introduces students to notions of professional development in order to successfully transition into the workplace. Topics include job search and networking techniques, personal branding and self-awareness, cover letter and resume preparation, interviewing skills as well as workplace etiquette and professionalism in the workplace. This course is mandatory for all co-operative education students, but does not count towards overall degree credit count.

Note: Restricted to Business and Computer Science students only and is not included in the calculation of the cumulative average.

BMG 214 Introduction to Entrepreneurship: New Venture Creation**3-3-0**

An introduction to thinking entrepreneurially, thinking how to pursue your goals and opportunities by “creating something new from little”. The course is designed to help students pursue their goals through entrepreneurship. Topics include opportunity identification, financing your goal, and venture generation.

BMG 215 Introduction to International Business**3-3-0**

This introductory course is designed to expose the student to the international business environment and its current patterns. The major theories of international business transactions are examined including the critical institutions that influence and facilitate international trade. These dynamic factors as well as the pressures of globalization are reviewed in the context of overall corporate policy. The course also briefly develops the important international issues within the framework of the various functional disciplines of management.

Prerequisites: BMG 100 and BMK 211

BMG 221 Business Law**3-3-0**

In addition to the fundamentals of basic contract law, students will be introduced to a number of legal issues affecting contemporary business including: competition policy, environmental law, securities legislation, fiduciary responsibilities, property law, professional liability and consumer protection.

BMG 311 Business Policy and Strategic Management**3-3-0**

The objective of this course is to introduce students who have completed their B.B.A. core courses to the business policy and strategic management areas. This course attempts, through the uses of cases, readings and lectures, to provide an awareness of overall organizational goals, strategies and environmental relationships. Where possible, the course utilizes knowledge gained in other areas of the B.B.A. Division.

Prerequisites: All other Required Core courses. BMS 231 may be taken concurrently.

Note: Permission of the Departmental Chair is required for non B.B.A. or non B.A. Business Major students, including exchange students.

BMG 315 International Management**3-3-0**

The course is designed to further develop the students' understanding of the international business environment. The course reviews the global competitive forces affecting the internationalization process including the decision to expand abroad and the various modes for foreign market entry i.e. licensing, joint ventures and international alliances. Other topics include various aspects of international control, organizational structure and foreign subsidiary issues. The course is developed around the case study method.

Prerequisite: BMG 215

BMG 323 Interpersonal Skills**3-3-0**

Studies consistently show that good “interpersonal skills are critical to managerial success.” Although individuals differ in their basic characteristics, personalities, and competencies, better interpersonal skills can be learned. This course uses both conceptual and experiential approaches to focus on key interpersonal skills of communication, conflict management, and leadership, within a team setting.

Prerequisite: BHR 221

BMG 325 Leadership in a Multicultural World**3-3-0**

Whether at home or abroad, the business world is becoming increasingly multicultural. Leaders must foster excellence in their diverse workforce by displaying cultural skills. This course begins by taking an in-depth look at main leadership theories while reflecting upon their relevance for a variety of sub-cultures as well as within different international contexts. Ultimately, we introduce some of the current literature on the transferable skills required for successful global leaders. Accordingly, we seek to develop students' cultural intelligence and prepare them for multicultural leadership applications.

Prerequisites: BMG 100 and BHR 221

BMG 335 Global Value Chain Analysis**3-3-0**

The main aim of this course is to develop students' skills and capabilities for analyzing industries across countries. With this course students will learn: (a) How to apply the global value chain analytical framework to analyze the structure and

dynamics of different actors in global industries, (b) How to examine the complex network of relationships between firms and institutions that span a wide range of countries, (c) How value chains are controlled and coordinated by different governance structures, (d) How to determine global competitive positions of firms in a given industry and geographic location especially in the emerging markets of Asia, Latin America and Africa. (e) How the participation of emerging markets drives the dynamics of global value chains, (f) How global value chains can be used to create social value (g) The different methods and strategies used by countries, regions and other economic stakeholders to maintain or improve their positions in the global economy.

Prerequisite: BMG 215

BMG 345 International Marketing and Export Management**3-3-0**

The aim of this course is to provide students with the necessary tools and resources that will enable them to manage the process of exporting and marketing products across countries. The course will examine the broad issues related to exporting and marketing products, countries and services as well as technical concepts and processes that are specific to exporting. At the end of this course students will be able to: (a) Know the necessary steps required to successfully export products and services (b) Appreciate the opportunities, challenges and risks related to exporting (c) Develop an international export and marketing business plan, (e) Identify the escalating costs related to exporting (f) Differentiate the different pricing methods and their implications to profitability and competitiveness in foreign markets, (g) Understand the necessary documentation and institutions involved in the exporting process, (h) To follow emerging digital technologies and exploit them for international competitive advantage.

Prerequisite: BMG 215

BMG 351 Independent Studies**3-3-0**

Proposals for independent studies should be submitted to the faculty member who is to supervise the project. All such studies must be approved by the Division.

BMG 352 Honours Project**6-3-0**

The Honours project will be taken by all students accepted by the Department into the BBA Honours program. The student will select a topic in consultation with a professor in the concentration area. The completed project will be reviewed by three professors, two of which must be in the area, and be subject to an oral defense.

Prerequisite: acceptance in the Honours program

BMG 355 International Entrepreneurship**3-3-0**

International entrepreneurship is an interdisciplinary field that is based upon theoretical foundations of international business and entrepreneurship. The rapid scale and intensity of globalization and the advancement of digital technologies has created opportunities for entrepreneurs to create new ventures that take advantage of these new technologies to exploit opportunities that emerge across the world. The aim of this course is to provide students with the necessary tools and frameworks for developing new ventures that take advantage of emerging global opportunities for both, for profit entrepreneurs, as well as, non-profit social entrepreneurs.

Prerequisite: BMG 215

BMG 391 Co-operative Placement I**3-0-0**

Students will integrate theory and practice through the analysis of an issue, opportunity or problem in some way related to the student's work placement.

Prerequisite: Admission to the Co-operative Education Program and BMG 191

Note: It cannot count as a 300-level Business course but only as a Business elective.

BMG 392 Co-operative Placement II**3-0-0**

Students will integrate theory and practice through the analysis of an issue, opportunity or problem in some way related to the student's work placement

Prerequisite: BMG 391

Note: It cannot count as a 300-level Business course but only as a Business elective.

BMG 393 Co-operative Placement III**3-0-0**

Students will integrate theory and practice through the analysis of an issue, opportunity or problem in some way related to the student's work placement.

Prerequisite: BMG 392

Note: It cannot count as a 300-level Business course but only as a Business elective.

BMK 211 Marketing Management**3-3-0**

Introduction to the nature of marketing in our competitive business environment. The main emphasis of the course revolves around a close examination of the “marketing mix” (product, price, place and promotion) in a managerial setting, and interpretation of market forces and opportunities.

BMK 214 Consumer Behavior 3-3-0

To understand how consumers and organizations interact and the processes that take place as part of this exchange. The main emphasis of this class is on how consumers and organizations drive change and the impact of these changes on both a micro and macro level. In addition, a secondary focus examines the process by which consumers and organizations consume/deliver products and services in order to understand the evolution of this process from both a managerial and global perspective.

Prerequisite: BMK 211

BMK 291 Entrepreneurship Practicum I 3-1-2

The main goal of Entrepreneurship Practicum I is to guide teams through the process of how to develop a product/market vision. Student teams will work through exercises aimed at developing a joint core competence description for the team, linking this joint core competence to emerging market opportunities using market research, experiencing a mentoring relationship and developing a product concept based on their product/market vision. This course is to be taken in the same calendar year as BMK392, which will be offered in the winter term.

Prerequisites: BMG 214, BMK 211 and BMK 214

BMK 321 Marketing Research 3-3-0

The course equips students with the key concepts and methods of marketing research, and allows students to understand how to apply those tools to solve real-life business problems. The emphasis in the course is on interpretation of results of marketing research and the use of such information to facilitate strategic marketing decision making.

Prerequisites: BMK 214 and BMA 141

BMK 323 Marketing Communications 3-3-0

This course will examine the theory and techniques applicable to all the major marketing communication functions: advertising, direct marketing, sales promotions, public relations, and personal selling. It will provide a knowledge base that will allow students to research and evaluate a company's marketing and promotional situation and use this information in developing effective communication strategies and programs.

Prerequisite: BMK 214

BMK 332 Marketing Channels 3-3-0

This course views marketing channels as a key strategic component of the marketing mix and builds an understanding of how the firm can best maximize its position with respect to its environment. Key concepts include the types of participants in marketing channels, channel structures, functions and flows, and the various behavioural processes which exist. The course examines how the firm can best maximize its strategy to influence these factors through strategic channel design, building good networks and alliances and, finally, by understanding how to motivate members of the channel.

Prerequisite: BMK 214

BMK 340 Product Strategy and Innovation 3-3-0

This course focuses on the nature of the decisions and actions taken by firms concerning innovation with respect to their products and services. Topics covered will include innovation and R&D management, managing knowledge and networks, and the new product development process. The course will expose students to the contemporary challenges encountered by innovative firms in developing and launching new products and services, and the strategies which are used by those firms in building and defending brand equity throughout the product life cycle.

Prerequisite: BMK 214

BMK 355 Happiness Marketing 3-3-0

The course discusses practical applications of positive psychology in marketing. Backed up by evidence-based scientific research findings, it aims to help students understand how to be a happier person, a happier consumer, and a better marketer who is able to enhance consumers' well-being. The course introduces cutting-edge marketing tools which help create win-win situations for both consumers and companies alike.

Prerequisites: BMK 214

BMK 381 Marketing Policies 3-3-0

This course integrates the marketing elements in an overall business approach and is designed as a capstone course for graduating students in the marketing and entrepreneurship stream. It focuses on helping students become a strategic marketer, so that they can create, gain support for and execute marketing plans that will build strong and enduring businesses. Special consideration will be given to the playing of a realistic marketing simulation game.

Prerequisite: BMK 214

BMK 392 Entrepreneurship Practicum II 3-1-2

The team from Entrepreneurship Practicum I builds a business plan to take the concept developed in BMK 291 to the next stage. The exercises will include niche market detailing, idea blueprinting, prototype/concept development, concept testing with lead users in the market place, web site development, brand creation and final market tests. The final business plan will be vetted with potential funding organizations/investors. Students are expected to enrol in both BMK 291 and BMK 392 in the same calendar year.

Prerequisite: BMK 291

BMS 231 Operations Management 3-3-0

This course views the management of operations as the design, management and control of business processes. The course introduces the decisions and trade-offs associated with production of goods and services. Topics include: strategy in operations and supply chain, process design and selection for manufacturing and services, capacity planning, six-sigma quality, lean manufacturing, inventory management, aggregate sales and operations planning, MRP/JIT, and scheduling operations.

Prerequisite: BMA 140

ILT 100 Information Literacy and Critical Thinking (lab) 1-0-1

This one credit lab course is required for all Business Students. The objective of this laboratory course is to introduce students to the skills necessary to effectively complete their research assignments in Business. The course includes the correct use of library resources, including the online catalogue, periodical indexes, and other relevant databases. Other areas of study include the identification of key terms for effective searching, productive use of the internet, and the critical evaluation of retrieved resources. Academic integrity, plagiarism and the correct citation of print and online sources are also taught. The course is practical, and students are given the opportunity for hands-on experience in the library's electronic classroom. This lab course cannot be used as a lecture course credit.

Courses Offered on a Sporadic Basis

BFN 315 Financial Derivatives 3-3-0

Futures and options markets have become increasingly important in the world of finance and investments. It is essential that all professionals understand how these markets work, and how derivatives are valued. This course will study the derivatives markets, assess their characteristics, and describe how they are used by hedgers, speculators and arbitrageurs.

Prerequisites: BFN 203 and BFN 210

BHR 312 Labour Relations 3-3-0

Through an integration of theory and practice, the objective of this course is for students to be able to understand and manage Canadian labour relations. Using a broad interdisciplinary context, this course surveys the major aspects of the union-management relationship with a focus on the following: the establishment of union bargaining rights; the negotiation process; the administration of the collective agreement; and, the role of strikes and lockouts. Other topics include the changing nature of employment and the impact of globalization; minimum conditions of work; and the uniqueness of the public sector. When appropriate, reference will be made to other NAFTA and EU jurisdictions.

Prerequisite: BHR 224 or POL 214

BHR 313 Compensation Management 3-3-0

This course provides students with an understanding of the strategic role of organizational compensation management in today's competitive environment. Students will explore the theory, concepts and methods used to design compensation systems which will contribute to individual and organizational goal achievement. Current and controversial topics in the field of Compensation Management will also be discussed.

Prerequisite: BHR 224

BHR 316 Organizational Conflict and Negotiation 3-3-0

This course introduces students to the structure and processes of conflict and negotiations faced by organizations. Both formal and informal conflict and negotiation practices at the interpersonal, intra group and inter group levels are examined from theoretical and practical perspectives. Particular emphasis is placed on understanding and dealing with conflict from a "conflict management" viewpoint wherein conflict is viewed as having the potential for positive and negative individual/organizational consequences. A significant portion of the course is devoted to the development of conflict management and negotiation skills.

Prerequisite: BHR 221

BHR 325 Topics in Human Resource Management 3-3-0
The course will present selected topics of current interest at an advanced undergraduate level. Topics covered may vary from year to year. Subject matter may reflect current research interests of faculty members. This course should be of particular interest to those expecting to pursue graduate studies in Human Resource Management and related fields.

Prerequisite: BHR 224

BHR 333 Employment Law 3-3-0
This course is designed to provide students with an understanding of the key statutes, case law, and adjudicative processes in employment law. Whereas students will be introduced to the theory of public law and administrative tribunals, emphasis will be placed on the practical implications of the legal rights and obligations of the workplace parties. An emphasis is placed on the contract of employment and the duty to accommodate. Other topics include the law of the following: human rights; employment standards; occupational health and safety; workplace accident insurance; pay equity; and, employment equity.

Prerequisite: BHR 224

BHR 334 Administering the Collective Agreement 3-3-0
The collective agreement constitutes the negotiated terms and conditions of employment between management and the union. Through an integration of theory and practice, students gain an understanding of the major substantive and procedural issues in administering a collective agreement. An emphasis is placed on dispute resolution from the initial stages of a grievance through to labour arbitration.

Prerequisite: BHR 224 or POL 214

BMG 322 Change Management 3-3-0
This course explores the process of change within organizations and the management of that process. Topics include the forces that create and inhibit change, decisions about what needs to be changed, and the techniques to implement and sustain change. The role of the change agent will also be examined.

Prerequisite: BHR 221

Note: It is recommended that students take this course in their last 30 credits.

BMG 324 Management of Innovation 3-3-0
The course is designed to introduce students to the innovation process, the management of the innovation process within the organization, and the role and treatment of innovation in the Canadian context.

Prerequisite: BHR 221

BMG 330 Case Competition 3-3-0
Through the use of case studies and discussion in class and in small groups, students will learn to better understand the forces shaping the current business environment and the processes of formulating, and efficiently implementing, a powerful presentation to a panel. Critical analysis of current business practices, integrative decision-making and presentation skills will be developed. Strategy formulation and implementation will be investigated in the context of complex business case competitions.

Prerequisite: Permission of Departmental Chair

BPH 240 Business and Professional Ethics 3-3-0
An examination of ethical issues and responsibilities in the field of business, surveying contemporary and traditional ethical theory and undertaking case study of contemporary issues.

Prerequisite: Students must have completed a minimum of 30 credits at Bishop's University.

Note: This course is cross listed as PHI 240. Students who receive credit for BPH 240 cannot receive credit for PHI 240.

BMK 350 Marketing Strategies for Environment Sustainability 3-3-0
This course aims to provide a forum for students to consider innovative approaches to advancing environmental sustainability through the marketing function of organizations. The course is designed to help students build effective strategies for gaining competitive advantage through environmentally sustainable practices which need to be built into the core areas of strategic marketing: product and process development, design of the supply chain, communications and pricing. In addition, the course will help students understand the publics which need to be involved and the macro factors which need to be considered in order for such strategies to be effective.

Prerequisite: BMK 214

BMK 354 Topics in Marketing 3-3-0
The course will present selected topics of current interest at an advanced undergraduate level. Topics covered may vary from year to year and will reflect current research interests of marketing faculty members.

Prerequisite: BMK 214

BMK 362 Sport Marketing 3-3-0
This course will illuminate the theoretical underpinnings and practical applications of marketing strategies to collegiate and professional sport, special events, international sport, broadcasting, facility management, and the sporting goods industry. The course is designed to allow students an opportunity to apply key marketing concepts and strategies within various settings in order to garner a better understanding of both participant and spectator markets.

Prerequisite: BMK 211

BMK 371 Industrial Marketing Strategy 3-3-0
This course is designed to help students understand the complexities and unique challenges faced by marketing managers and top management in their efforts to harmonize the organization's objectives, capabilities, and resources with marketplace needs and opportunities, in the specific case of industrial or business-to-business marketing. Particular emphasis is placed on high technology and dynamic environments which drive specific industries that play key roles in today's society including, but not limited to, biopharmaceuticals, nanotechnology, integrated networks and energy.

Prerequisite: BMK 214

BMS 303 Forecasting Techniques 3-3-0
This course introduces various forecasting techniques used in the business world. Computers are used to apply and interpret the forecasting information.

Prerequisite: BMA 141

BMS 325 Operations Research 3-3-0
This course introduces more concepts and applications of quantitative management techniques not covered in BMS 231. Topics to be covered are: linear programming: the simplex method; simplex-based sensitivity analysis and duality; integer programming; introduction to dynamic programming; queuing models; and Markov processes. Computer programs are available for students to experiment with specific techniques.

Prerequisite: BMS 231

BMS 332 Supply-Chain Management 3-3-0
The main purpose of the course is to learn how models can be effectively constructed and applied to supply-chain planning problems. Specific topics include: Motivation for using models to analyze supply chain problems with particular attention to developments in Information Technology, Linear and mixed Integer programming models, applications of modelling systems to strategic, tactical, and operational supply chain problems. The perspective is the resource-view of the firm, a new paradigm for strategic planning.

Prerequisite: BMS 231

BUS 200 Business Experiential Learning Project (for-profit) 3-1-10
Students will provide business services to "for-profit" organizations based on the needs that are mutually determined by both the students and the organization. The student or student team will be involved in creating a needs analysis, providing strategic recommendations as well as a critical reflection of the learning that occurred. The course will normally take place over a regular semester or the summer. The course must be supervised and evaluated by a business professor and an organizational representative. Each BUS200 course is unique; therefore, the description of the mandate and its objective must be approved by the Business Division for each experience.

BUS 201 Business Service Learning Project (not-for-profit) 3-1-10
Students will provide business services to "not-for-profit" organizations based on the needs that are mutually determined by both the students and the organization. The student or student team will be involved in creating a needs analysis, providing strategic recommendations as well as a critical reflection of the learning that occurred. The course will normally take place over a regular semester or the summer. The course must be supervised and evaluated by a business professor and an organizational representative. Each BUS 201 course is unique; therefore, the description of the mandate and its objective must be approved by the Business Division for each experience.

BUS 202 International Business Experience 3-0-10
The International Business Experience course is an ideal experience for students who want their first study abroad experience or those who are unable to study abroad for a semester. This course is designed to provide students with a truly real-world experience in international business, where they will gain an understanding of the local culture and learn the challenges and opportunities of doing business in that country, firsthand. Students will participate in business visits and discussions with the country's business leaders, while sharing in a different and unforgettable cultural experience.

Note: Countries will be determined in collaboration with professors who are interested in engaging in this type of course as well as availability of resources and contacts in that given country.