

# BUSINESS ADMINISTRATION

The Lang Master of Business Administration, with its focus on sustainable commerce, equips students with the strategic competencies to lead profitable enterprises while prioritizing environmental and social responsibility. In keeping with the Lang School's vision of Business as a Force for Good,<sup>®</sup> graduates emerge as dynamic leaders who are able to navigate complex business landscapes, driving innovation and growth, while fostering a more sustainable future.

## Administrative Staff

If you have any questions pertaining to the MBA program at the University of Guelph, please contact:

### Associate Dean, Research and Graduate Studies

Sean Lyons (303 Macdonald Hall, Ext. 58500)

lang.mba@uoguelph.ca

### Graduate Program Assistant Team

lang.mba@uoguelph.ca

## Graduate Faculty

The MBA program is administered and managed by the Gordon S. Lang School of Business and Economics, through the Executive Programs Office.

*This list may include Regular Graduate Faculty, Associated Graduate Faculty and/or Graduate Faculty from other universities.*

### Barak Aharonson

BA, MBA Tel-Aviv, PhD Toronto - Professor  
Graduate Faculty

### Felix Arndt

Diplom-Ingenieur Berlin, PhD Ilmenau (Germany) - Professor  
Graduate Faculty

### Ron Baker

B.Comm. Laurentian, MBA Athabasca, PhD Birmingham (UK), CPA, CMA - Associate Professor  
Graduate Faculty

### Laurie Barclay

BA Calgary, PhD British Columbia - Professor  
Graduate Faculty

### Cris Bravo Monge

BBA Georgia, MBA Clemson, PhD San Diego - Assistant Professor  
Graduate Faculty

### Ruben Burga

B.A.Sc. Toronto, MBA Bryant, PhD Guelph - Assistant Professor  
Graduate Faculty

### Nita Chhinzer

BA York, MBA, PhD McMaster - Associate Professor  
Graduate Faculty

### Hwan-Suk (Chris) Choi

BA Chung-Ang, MTA George Washington, PhD Texas A&M - Professor  
Graduate Faculty

### Rumina Dhalla

MBA, PhD York - Associate Professor

### Graduate Faculty

#### Lianne Foti

B.Comm. Guelph, MBA EDHEC, DBA Bradford - Associate Professor  
Graduate Faculty

#### Louise Hayes

B.Sc., MBA British Columbia, PhD Waterloo, CPA, CA - Associate Professor  
Graduate Faculty

#### Mark Holmes

B.Comm., MSA Ryerson, PhD York - Associate Professor  
Graduate Faculty

#### Audrey Jamal

BA Guelph, MBA Royal Roads, PhD Waterloo - Assistant Professor  
Graduate Faculty

#### WooMi Jo

BS Kansas, MS Houston, PhD Kansas - Associate Professor  
Graduate Faculty

#### Amirali Kani

B.Sc., MBA Sharif University of Technology, M.Sc., PhD Pennsylvania State - Assistant Professor  
Graduate Faculty

#### Elizabeth Kurucz

BA McMaster, MIR Toronto, PhD York - Associate Professor  
Graduate Faculty

#### Saerom Lee

BBA Seoul National, MS Illinois, PhD Pennsylvania State - Associate Professor  
Graduate Faculty

#### Yuanfang Lin

BA Renmin, MS Nevada, M.Sc., PhD Washington University in St. Louis - Associate Professor  
Graduate Faculty

#### Jing Lu

B.Eng. Shanghai, MBA Sungkyunkwan, PhD Calgary, CFA - Associate Professor  
Graduate Faculty

#### Sean Lyons

BPA Windsor, MA, PhD Ottawa - Professor and Associate Dean (Research and Graduate Studies), Gordon S. Lang School of Business and Economics  
Graduate Faculty

#### Sara Mann

B.Comm. MBA McMaster, PhD Toronto - Professor and Interim Dean, Gordon S. Lang School of Business and Economics  
Graduate Faculty

#### Bruce McAdams

B.Comm., MA Guelph - Associate Professor  
Graduate Faculty

#### Sandeep Mishra

B.Sc. McMaster, M.Sc., PhD Lethbridge - Associate Professor  
Graduate Faculty

**William C. Murray**

BA Carleton, MBA Guelph, PhD Saint Mary's - Assistant Professor  
Graduate Faculty

**Davar Rezanian**

M.Sc. Utrecht, MBA Derby, PhD Ramon Llull, CPA, CMA - Associate  
Professor  
Graduate Faculty

**Kathleen Shea Rodenburg**

B.Comm., MA, PhD Guelph, MBA Wilfrid Laurier - Associate Professor  
Graduate Faculty

**Sandra Scott**

B.Sc. Toronto, MBA McMaster, CPA, CA, CFA - Associate Professor  
Graduate Faculty

**Francis Tapon**

DES Paris, MBA Columbia, MA, PhD Duke - Professor  
Graduate Faculty

**John Walsh**

BA Thames Polytechnic, MBA, PhD Western - Professor  
Graduate Faculty

**Agnes Zdaniuk**

BA, M.A.Sc., PhD Waterloo - Associate Professor  
Graduate Faculty

## MBA Program

### Admission Requirements

A four-year undergraduate degree or its equivalent (from a recognized university) with an average of at least a B- (70-72%) in the last two years of study and:

1. At least three years of industry related experience including supervisory and managerial responsibility **or**
2. At least three years of industry-related experience (without supervisory and managerial responsibility) and a GMAT (with a minimum score of 550-600).

Alternate admission may be offered to applicants with a three-year General degree, diploma and/or an acceptable professional designation AND having completed at least five years of relevant work experience.

Meeting minimum criteria for admission does not guarantee acceptance into the program. Limitations of funds, space, facilities or personnel may make it necessary for the University, at its discretion, to refuse admission to an otherwise qualified applicant.

### Learning Outcomes

By the end of the program, graduates will be able to:

1. **Develop core knowledge in the field of sustainable commerce.**
  - a. Demonstrate disciplinary competency by developing a capacity to identify and illustrate key concepts and ideas related to sustainable commerce.
  - b. Apply sustainability concepts and financial literacy to business situations and contexts.
2. **Make evidence-based decisions.**
  - a. Prepare and propose sustainable business recommendations and solutions to support decision making through evidence-based professional research.

3. **Develop transferable professional ethical skills and behaviours.**
  - a. Develop as a business professional by demonstrating an ability to be adaptable and reflect on and manage their self-development.
  - b. Demonstrate an ability to assess and address sustainability and ethical challenges in organizations.
4. **Communicate ideas, issues, and conclusions clearly and effectively.**
  - a. Communicate evidence-based ideas and information to various business stakeholders both orally and in writing.
5. **Work effectively in a team environment as member and/or leader.**
  - a. Demonstrate an ability to work in a team environment by effectively interpreting group dynamics and taking on different roles as appropriate in a group setting.

## Program Requirements

### Core Courses

The core courses (5.00 credits) build and develop key managerial skills applicable in the private, public and non-profit sectors of the economy, with a focus on the principles and practices of sustainable commerce:

Code	Title	Credits
BUS*6060	Introduction to the MBA	0.00
LEAD*6200	Leadership of Organizational Change	0.50
BUS*6140	Foundations of Human Resource Management	0.50
BUS*6180	Financial and Managerial Accounting	0.50
BUS*6200	Financial Management	0.50
BUS*6440	Business Analytics	0.50
BUS*6600	Sustainable Value Creation	0.25
BUS*6700	Strategic Management	0.25
BUS*6790	Operations Management	0.50
BUS*6850	Marketing Strategy	0.50
BUS*6300	Business Practices for Sustainability	0.50
BUS*6500	Governance for Sustainability	0.50

### Additional Requirements

In addition to the core courses, students have two options to complete the requirements for the MBA degree:

1. **Course Work Option:** Completion of two additional elective courses\* (1.0 credits), selected in consultation with the Graduate Program Coordinator. Students may use these two courses to specialize in various areas of study offered by the Lang School; or
2. **Major Research Project (MRP) Option:** Completion of BUS\*6150 Research Methods for Managers and BUS\*6900 Major Research Project. The MRP requires students to develop a research proposal, conduct a literature review, research an applied management problem, and requires data collection, analysis and the ability to link understanding of the problem with an appropriate body of literature. Students interested in the MRP option should consult with the Graduate Program Coordinator for approval.

\*Elective course offerings are subject to availability and registration and will differ from year to year.

### Program Time Commitment and Duration

The MBA courses are normally completed in sequence over two years. Students are expected to devote 20 to 25 study hours per week to participate in the program.

## Courses

### **BUS\*6050 Business Fundamentals Unspecified [0.50]**

Examination of theory, function, application, and practice of business with a particular emphasis on important skills, including strategy, communications, content, stakeholders, and decision-making. Course also includes study of critical business concepts such as ethics/ethical decision making; sustainable business development; ethical management; diversity and cross cultural management.

**Equate(s):** HTM\*6050

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

### **BUS\*6060 Introduction to the MBA Unspecified [0.00]**

This course provides an introduction to the Master of Business Administration program, including an overview of the program learning outcomes, academic and professional expectations, and learning environment. Students participate in professional development activities such as workshops and keynote addresses related to contemporary business issues.

**Restriction(s):** Restricted to MBA students.

**Department(s):** Executive Programs

**Location(s):** Guelph

### **BUS\*6070 Topics and Analysis in Sustainability Unspecified [0.50]**

This course allows students to examine, analyze and discuss the evolving concept of sustainable development and "sustainability" in a transdisciplinary context and build upon their knowledge and experience in this area. We will examine various current issues that require a global understanding and explore the intersection of business, society and the environment using multi-disciplinary frameworks and perspectives. Students will apply concepts of sustainable development and the UN Sustainable Development Goals in analyzing the intersection of business and society.

**Offering(s):** Offered through Distance Education format only

**Equate(s):** UNIV\*6070

**Restriction(s):** Restricted to Lang Executive Programs students.

**Department(s):** Executive Programs

**Location(s):** Guelph

### **BUS\*6100 Food and Agribusiness Economics and Policy Unspecified [0.50]**

An analysis of economic and policy issues relevant for food and agribusiness managers in affluent economies, with emphasis on the economic and policy environment that exists within North America.

**Equate(s):** AGBU\*6100

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

### **BUS\*6110 Foundations of Leadership Unspecified [0.50]**

The course will enhance students' interpersonal skills, expand their knowledge and understanding of the theory and research behind leadership and leader development. Leadership issues such as ethical decision-making, engagement, toxic leadership and the impact of team management and collaboration in the organization are explored.

**Equate(s):** HTM\*6100

**Restriction(s):** Credit may be obtained for only one of BUS\*6110 or LEAD\*6200. Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

### **BUS\*6120 Food and Agribusiness Marketing Unspecified [0.50]**

A study of marketing decision-making in food and agribusiness firms, with emphasis on the formulation of strategic marketing plans.

**Equate(s):** AGBU\*6120

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

### **BUS\*6140 Foundations of Human Resource Management Unspecified [0.50]**

This course examines the essential strategic and operational human resource management functions. Topics covered include the legal context, attracting, acquiring and building human capital, employee empowerment, engagement, and rights, globalization of HR, health and safety, labour relations, and legal compliance, in a variety of organizational settings.

**Equate(s):** HTM\*6140

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

### **BUS\*6150 Research Methods for Managers Unspecified [0.50]**

Students learn to formulate a research problem and to select and use appropriate quantitative and qualitative techniques for the collection and analysis of relevant data. The course also covers ethical issues and responsibilities in research.

**Equate(s):** HTM\*6150/AGBU\*6070

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

### **BUS\*6180 Financial and Managerial Accounting Unspecified [0.50]**

This course emphasizes the gathering and use of financial information to facilitate effective financial and management decisions by managers to contribute towards overall corporate vision and exercise fiscal responsibility towards overall corporate results and governance. This course takes an accounting information user rather than supplier perspective.

**Equate(s):** AGE\*6180/AGBU\*6180

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

### **BUS\*6190 Cyberpreneurship Winter Only [0.50]**

This course merges the disciplines of entrepreneurship and cybersecurity with a focus on the process of generating and launching new cybersecurity sensitive or dependent ventures. Students who successfully complete this course will be able to assess cybersecurity market opportunities, develop a startup plan, assess risks and ethical considerations and effectively communicate ideas to ensure success of new ventures.

**Offering(s):** Offered through Distance Education format only

**Restriction(s):** Restricted to Cybersecurity Leadership and Cyberpreneurship, Project Management, MBA, and MA Leadership students.

**Department(s):** Executive Education

**Location(s):** Guelph

**BUS\*6200 Financial Management Unspecified [0.50]**

This course takes the viewpoint of a senior financial officer, focusing on cash management, accounts receivable, inventories and capital assets, and sourcing of funds through debt and equity. Business decisions impact on employees and customers, society and community, government relations, and the environment are considered.

**Prerequisite(s):** BUS\*6180

**Restriction(s):** Restricted to Lang Executive MBA students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6220 Special Topics in Management Issues Unspecified [0.50]**

An advanced course for those specializing in management, marketing or organizational behaviour. Deals with current and future topics, trends and problems in the industry, strategic planning, and the integration of management, marketing, and organizational behaviour.

**Equate(s):** HTM\*6220

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6230 Special Topics in Business Unspecified [0.50]**

An advanced course for those specializing in organizational behaviour. Deals with in-depth analysis of industry organizational behaviour, management of current and future problems, reorganizations, corporate cultures, multi-cultural organizations, and ethics.

**Equate(s):** HTM\*6120/AGBU\*6700

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6300 Business Practices for Sustainability Unspecified [0.50]**

This course focuses on critical strategic and managerial issues related to sustainability and introduces students to concepts linking organizational strategies and sustainability principles. It explores how managers can integrate consideration of the environment and society into business strategies and business practices to improve competitive advantage and create environmental, social and economic value.

**Prerequisite(s):** BUS\*6600

**Restriction(s):** Restricted to Lang Executive MBA students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6320 Hospitality and Tourism Marketing Unspecified [0.50]**

Analysis and application of marketing foundations through integration of marketing variables with real-world situations and in-depth analysis of strategic marketing issues.

**Equate(s):** HTM\*6300

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6400 Canadian Business Law: Addressing Legal Issues in Organizations Fall and Winter [0.50]**

This course provides an introduction to Canadian business law and an understanding of legal principals as they apply to business organizations. After reviewing basic foundational concepts and sources of law in Canada, students will undertake a more in-depth review of practical legal issues and solutions that arise in various business environments. Topics include contracts, torts, employment law, class action and conflict resolution.

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6440 Business Analytics Unspecified [0.50]**

In this course, students learn how to analyze and visualize statistical data to make evidence-based business decisions. Students will work with data using established statistical techniques to generate findings and interpret and communicate those findings to make practical managerial decisions.

**Offering(s):** Also offered through Distance Education format.

**Restriction(s):** Restricted to Master of Project Management, Lang Executive MBA, and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6450 Global Business Today Unspecified [0.50]**

This course will survey the key issues related to doing business internationally including the cultural context for global business, cross border trade and investment, ethics, the global monetary system, foreign exchange challenges and effectively competing in the global environment.

**Equate(s):** MCS\*6500

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6500 Governance for Sustainability Unspecified [0.50]**

This course introduces MBA students to the rise of environmentalism and state-led environmental management, and the evolving world of environmental governance. Coupled with this review is coverage of some key contemporary environmental issues of relevance to business executives such as climate change and fisheries decline.

**Prerequisite(s):** BUS\*6600

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6510 Hospitality and Tourism Revenue Management Unspecified [0.50]**

This course discusses revenue maximization strategies and tactics that improve the profitability of businesses that work in fixed capacity environments, face time-varied demand, their product is homogeneous and their cost structure reflects a high proportion of fixed and a low proportion of variable cost items.

**Prerequisite(s):** BUS\*6320

**Equate(s):** HTM\*6510

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6520 Managing Price Risk Unspecified [0.50]**

The course deals with the use of futures, options and other instruments for marketing, risk management and investment purposes. Emphasis is placed on the development and implementation of trading strategies and on the policy and corporate governance framework necessary to support effective management.

**Equate(s):** AGBU\*6510

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6550 Managing Service Quality Unspecified [0.50]**

A holistic and interdisciplinary approach is used to explore the principles of service management. The course will enhance participants' understanding of what actually constitutes quality, the nature of service, and strategies for improving it.

**Equate(s):** HTM\*6550

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6590 Organizational Theory and Design Unspecified [0.50]**

Core concepts in organizational theory and their interrelationships as well as concepts such as group decision making and intragroup and intergroup dynamics are explored.

**Equate(s):** HTM\*6590

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6600 Sustainable Value Creation Summer Only [0.25]**

Many organizations have redefined their business strategies in line with principles of sustainability in order to maximize value creation for the organization and its stakeholders. In this course students will critically examine these sustainability drivers and strategic approaches to value creation.

**Offering(s):** Offered through Distance Education format only.

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6700 Strategic Management Unspecified [0.25]**

This course examines the study of business in a global context through a "live case study," with specific emphasis on the strategic implications of food, hospitality, agribusiness, and sustainable commerce. This integrative course draws together the conceptual theories and models of the graduate program core.

**Offering(s):** Offered through Distance Education format only

**Equate(s):** HTM\*6700/AGBU\*6400

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6790 Operations Management Unspecified [0.50]**

This course delves into key decisions and techniques used to provide a good or service and deliver customer value in today's global environment. The focus is on modelling service and product delivery systems with emphasis on managerial problems in hospitality, tourism, food and agribusiness organizations.

**Equate(s):** HTM\*6800

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6800 Readings in Leadership I Unspecified [0.50]**

This course is available to individuals or groups of graduate students. Students will complete a set of readings and an associated paper as approved by designated faculty. Specific learning objectives consistent with the University's will be developed each time the course is offered.

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6810 Readings in Leadership II Unspecified [0.50]**

This course is available to individuals or groups of graduate students. Students will complete a set of readings and an associated paper as approved by designated faculty. Specific learning objectives consistent with the University's will be developed each time the course is offered.

**Co-requisite(s):** BUS\*6800

**Department(s):** Department of Management

**Location(s):** Guelph

**BUS\*6820 Readings in Management Unspecified [0.50]**

This course is available to individuals or groups of graduate students. Students will complete a set of readings and an associated paper as approved by designated faculty. Specific learning objectives consistent with the University's will be developed each time the course is offered.

**Department(s):** Department of Management

**Location(s):** Guelph

**BUS\*6830 Foundational Theories of Leadership Fall Only [0.50]**

This doctoral seminar introduces students to the underlying philosophical assumptions that support empirical research methods within management studies. The challenge facing future researchers, leaders and managers is to distill vast amounts of information into meaningful and action oriented knowledge.

**Restriction(s):** Instructor consent required.

**Department(s):** Department of Management

**Location(s):** Guelph

**BUS\*6840 Foundational Theories of Management Winter Only [0.50]**

This doctoral seminar provides a survey of classic and contemporary management thought. The objective of this course is to explore foundational and emerging areas of inquiry that are influential in the realm of management theory and practice.

**Restriction(s):** Instructor consent required.

**Department(s):** Department of Management

**Location(s):** Guelph

**BUS\*6850 Marketing Strategy Unspecified [0.50]**

An advanced course for those specializing in marketing. Deals with marketing theories, models, and specific subsets of marketing such as pricing, consumer and industrial-buyer behaviour, distribution, services, and service-delivery concepts.

**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.

**Department(s):** Executive Programs

**Location(s):** Guelph

**BUS\*6900 Major Research Project Unspecified [0.50]**

A detailed critical review of an area of study specific to the specialization of students in the MBA by course work and major paper option.

**Prerequisite(s):** BUS\*6150

**Restriction(s):** Restricted to Lang Executive MBA students.

**Department(s):** Executive Programs

**Location(s):** Guelph