

MANAGEMENT

The MSc in Management program provides an awareness of theories of management, research methods, data analysis and other core management topics. It also requires completion of a thesis (for students in the Management Research field) or Major Research Project (MRP) (for students in the Accounting and Innovation, Commercialization and Entrepreneurship field) under the guidance and supervision of a member of the graduate faculty.

The MSc in Management offers opportunities for study in the fields of:

1. **Management Research:** with emphasis on evidence-based decision-making, is designed to equip students with the necessary skills create knowledge and to support managerial decisions, with evidence-based reasoning. Courses are designed in a hybrid format with a mix of face-to-face meetings, seminars and lectures as well as online learning. Students in the Management Research field complete a research thesis.
2. **Innovation, Commercialization, and Entrepreneurship:** equips students with the necessary skills to support managerial decision making and evidence-based reasoning with an emphasis on innovation management and commercialization of technology or business models. This field provides an enriching, professionally relevant and flexible academic experience by including students as part of a collaborative research culture that emphasizes evidence-based management. Students in the Innovation, Commercialization, and Entrepreneurship field complete a major research project.
3. **Accounting:** combines the conceptual and quantitative elements of accounting, while promoting the integration of theory and practice. It provides graduates with a systemic understanding of knowledge of financial accounting and managerial accounting while fulfilling the requirements of the professional accounting standards defined by CPA Canada Competency Map for the first four modules of the Professional Education Program. Students will develop the technical, analytical, evaluative, leadership and, communication skills needed for a successful career in accounting and related management areas in the field/profession. Students in the Accounting field complete a major research project.

The objective of the PhD in Management is to prepare individuals who already have a strong background in a management area such as marketing, organizational behaviour, leadership, hospitality / tourism, quality management, economics, finance, or human resources to be academic scholars. This program prepares individuals with solid, formal foundations in theory and practice.

The PhD in Management is a thesis-based program that is offered through the Gordon S. Lang School of Business and Economics. The participating academic units are the Department of Marketing and Consumer Studies (MCS), the Department of Management (DoM) and the School of Hospitality, Food and Tourism Management (HFTM). The PhD in Management has three fields:

- Marketing and Consumer Behaviour
- Organizational Leadership
- Services Management

which are offered jointly by the three academic units.

Administrative Staff - MSc Program

Chair

Davar Rezaia (209 Macdonald Hall, Ext. 54257)
drezania@uoguelph.ca

Graduate Program Coordinator MSc.MGMT Management Research

Michele Bowring (224 Macdonald Hall, Ext. 52292)
mbowring@uoguelph.ca

Graduate Program Coordinator MSc.MGMT Innovation, Commercialization & Entrepreneurship

Ruben Burga (222 Macdonald Hall, Ext. 54463)
rburga@uoguelph.ca

Graduate Program Assistant Team

mscmgmt@uoguelph.ca

Administrative Staff - PhD Program

Associate Dean, Research and Graduate Studies/Graduate Program

Coordinator

Sean Lyons (303 Macdonald Hall, Ext. 58500)
slyons01@uoguelph.ca

Organizational Leadership Field Coordinator

Michele Bowring - Department of Management (224 Macdonald Hall, Ext. 52292)

mbowring@uoguelph.ca

Services Management Field Coordinator

WooMi Jo - School of Hospitality, Food and Tourism Management (307 Macdonald Hall, Ext. 53633)

woomi@uoguelph.ca

Marketing and Consumer Behaviour Field Coordinator

Yuanfang Lin - Department of Marketing and Consumer Studies (213C Macdonald Institute, Ext. 53818)

yuanfang@uoguelph.ca

Graduate Program Assistant Team

mgmtphd@uoguelph.ca

Graduate Faculty - MSc Program

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

Michele Bowring

BA Queen's, MBA York, PhD Leicester - Associate 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

Sonia Dhaliwal

B.Comm., Ryerson, MTax Waterloo, CPA, CA - Assistant Professor
Associated Graduate Faculty

Rumina Dhalla

MBA, PhD York - Associate Professor
Graduate Faculty

Peter Ghattas

B.Sc. Assiut, M.Sc. Central Florida, PhD Southampton - Assistant
Professor
Graduate Faculty

Jamie Gruman

BA Concordia, MA Lakehead, PhD Windsor - Professor
Graduate Faculty

Louise Hayes

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

Kalinga Jagoda

B.Sc. Moratuwa (Sri Lanka), PhD Western Sydney (Australia), CPA, CMA -
Professor
Graduate Faculty

Audrey Jamal

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

Heather Kennedy

B.Comm. Carleton, PhD Temple - Assistant Professor
Graduate Faculty

Elizabeth Kurucz

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

Philippe Lassou

MBA Senegal, M.Sc., PhD Birmingham - Associate Professor
Graduate Faculty

Katie Lebel

BA St. John's (NY), MA, PhD Western - Assistant 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

Sandeep Mishra

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

Ann Pegoraro

BA, MBA, G.Dip Laurentian, PhD Nebraska - Professor and Lang Chair in
Sport Management
Graduate Faculty

Davar Rezanian

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

Sandra Scott

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

Daniela Senkl

B.Sc., M.Sc. Graz (Austria), PhD Hamburg (Germany) - Assistant
Professor
Graduate Faculty

Alireza Talebi

BBA Allameh Tabatabai (Iran), MBA Alberta, PhD Guelph - Assistant
Professor
Graduate Faculty

John Walsh

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

Sara Wick

BA Wilfrid Laurier, MBA York, PhD Wilfrid Laurier CPA, CA - Assistant
Professor
Graduate Faculty

Agnes Zdaniuk

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

Graduate Faculty - PhD Program

Barak Aharonson

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

Felix Arndt

Diplom-Ingenieur Berlin, PhD Ilmenau (Germany) - Professor
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Ron Baker

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

Julia Christensen Hughes

B.Comm Guelph, MBA, PhD York - President, Yorkville University
Associated Graduate Faculty

Scott R. Colwell

AGD, MBA Athabasca, PhD Bradford (UK) - Associate Professor
Graduate Faculty

Tim Dewhirst

BPHE Toronto, MA Queen's, PhD British Columbia - Professor
Graduate Faculty

Rumina Dhalla

MBA, PhD York - Associate Professor
Graduate Faculty

Tirtha Dhar

BA, MA Delhi, M.Sc., PhD Connecticut - Associate Professor and Chair
Graduate Faculty

Statia Elliot

B.Comm. St. Mary's, MA McMaster, PhD Carleton - Professor and Director

Graduate Faculty

Lianne Foti

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

Peter Ghattas

B.Sc. Assiut, M.Sc. Central Florida, PhD Southampton - Assistant
Professor
Graduate Faculty

Jamie Gruman

BA Concordia, MA Lakehead, PhD Windsor - 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

Towhidul Islam

M.Sc. Inst. of Mech. Tech. (Bulgaria), MBA Dhaka (Bangladesh), DIC
Imperial College (United Kingdom), PhD London (United Kingdom) -
Professor
Graduate Faculty

Kalinga Jagoda

B.Sc. Moratuwa (Sri Lanka), PhD Western Sydney (Australia), CPA, CMA -
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

Marion Joppe

BA Waterloo, MA, PhD Univ.d'Aix-Marseille III (France) - Professor Emerita

Associated Graduate Faculty

Heather Kennedy

B.Comm. Carleton, PhD Temple - Assistant Professor
Graduate Faculty

Elizabeth Kurucz

BA McMaster, MIR Toronto, PhD York - Associate Professor
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Philippe Lassou

MBA Senegal, M.Sc., PhD Birmingham - Associate Professor
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B.Eng. Shanghai, MBA Sungkyunkwan, PhD Calgary, CFA - Associate
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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

Tanya Mark

BA, PhD Ivey (Western) - Associate Professor
Graduate Faculty

Bruce McAdams

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

Brent McKenzie

BA, McMaster, MBA Dalhousie, PhD Griffith - 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

Norm O'Reilly

B.Sc. Waterloo, MBA Ottawa, PhD Carleton - Dean, Maine School of Business, University of Maine
Associated Graduate Faculty

Ann Pegoraro

BA, MBA, G.Dip Laurentian, PhD Nebraska - Professor and Lang Chair in Sport Management
Graduate Faculty

Davar Rezanian

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

Sandra Scott

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

Daniela Senkl

B.Sc., M.Sc. Graz (Austria), PhD Hamburg (Germany) - Assistant Professor
Graduate Faculty

Simon Somogyi

BWM, PhD Adelaide - Professor, Texas A&M University
Associated Graduate Faculty

Erna van Duren

BA Waterloo, M.Sc., PhD Guelph - Professor
Graduate Faculty

John Walsh

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

Juan Wang

BBA Nanjing, M.Sc. Guelph, PhD Ivey (Western) - Assistant Professor
Graduate Faculty

Sara Wick

BA Wilfrid Laurier, MBA York, PhD Wilfrid Laurier CPA, CA - Assistant Professor
Graduate Faculty

Sunghwan Yi

BBA, MBA Korea, PhD Penn State - Associate Professor
Graduate Faculty

Agnes Zdaniuk

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

Jian Zhou

BA, MA Renmin (China), PhD UI Chicago - Professor
Graduate Faculty

MSc Program

Admission Requirements

To be considered for admission, applicants must meet the minimum requirements of a four-year honours undergraduate degree with a minimum average of 73% during the final two years of study. For the field

specialization in Accounting, subject area coverage should be equivalent to that required for entry into the CPA Professional Education Program.

Applicants to the Management Research and Accounting field who do not hold an honours degree with a major in, or possess an undergraduate degree with a strong emphasis in related management fields, may be required to complete additional prerequisites or academic upgrading.

Applicants must submit their transcripts, referee assessment, statement of intent, and resume/CV. Applicants to the Management Research field must submit GMAT or GRE scores. In cases where English is a second language, the applicant must also submit International English Language Testing System (Academic) (IELTS) (minimum 6.5) or Test of English as a Foreign Language (TOEFL Internet-based test (iBT)) (minimum 89 overall with no component score lower than 21). Applicants may also be formally interviewed.

Learning Outcomes

Upon successful completion of the MSc Management program, graduates will be able to:

1. Critically analyze a body of relevant management literature to synthesize perspectives and formulate research questions to address existing gaps, inconsistencies or transferability of knowledge.
2. Select and apply appropriate research methods and analysis techniques to respond to a question in the field of evidenced-based management.
3. MRP Students: Analyze, evaluate, and interpret research results and apply them in an evidence-based management major research project. Thesis Students: Develop, design, and analyze an original research question.
4. Identify and address ethical considerations within the context of their research project and critically apply these insights from a management perspective.
5. Demonstrate the ability to communicate arguments and relevant managerial information effectively both orally and in writing.
6. **Management Research:**
 - a. Assess managerial issues and apply a range of analytic methods to identify and recommend solutions for diverse organizational challenges.
 - b. Critically evaluate major concepts, principles, and research findings related to evidence-based management.
7. **Innovation, Commercialization and Entrepreneurship:**
 - a. Discuss, develop and implement impactful business models and plans for new ventures, products, and services.
 - b. Demonstrate strong knowledge and analytical skills by appraising and evaluating various entrepreneurship, commercialization and innovation problems or opportunities.
 - c. Design business models, new ventures, products or service innovations that demonstrate a strong understanding of sustainability issues.
8. **Accounting:**
 - a. Interpret and discuss information in financial accounting, managerial accounting, assurance, and tax to a standard outlined in the CPA Canada Competency Map.
 - b. Analyze and critique organizational financial performance to identify areas of efficiencies.

Program Requirements

The Master of Science (MSc) in Management focuses on the challenges that face leaders in the public, private and, not-for-profit sectors while emphasizing the importance of evidence-based decision-making. Successful completion of the MSc in Management program involves a comprehensive program of theoretical study, backed by significant practical experience and analysis.

Management Research

A total of 3.0 credits are required for the thesis study option:

Code	Title	Credits
Common core courses		1.00
Field specific courses, chosen in consultation with Advisor		1.50
One qualitative or quantitative research methods course, chosen in consultation with Advisor		0.50
MGMT*6000 Seminar Series Course (Fall and Winter Semester)		0.00
Students must write and defend a research thesis.		

Innovation, Commercialization, and Entrepreneurship

A total of 5.0 credits are required for the coursework/MRP study option:

Code	Title	Credits
Common core courses		1.00
Field specific courses*		1.50
One qualitative or quantitative research methods course*		0.50
Electives*		1.00
MGMT*6000 Seminar Series course (Fall and Winter Semester)		0.00
MGMT*6500 Major Research Project (MRP)		1.00

Accounting

A total of 5.0 credits are required for the coursework/MRP study option:

Code	Title	Credits
Common core courses		1.00
Field specific courses"		2.00
One qualitative or quantitative research methods course*		0.50
Electives*		0.50
MGMT*6000 Seminar Series course (Fall and Winter Semester)		0.00
MGMT*6500 Major Research Project (MRP)		1.00

*To be selected in consultation with the Graduate Program Coordinator.

Core Courses

Code	Title	Credits
MGMT*6000	Management Seminar Series	0.00
MGMT*6100	Evidence Based Management Research	0.50
MGMT*6200	Leadership Assessment and Development	0.50

Field Specific Courses:

Management Research

Code	Title	Credits
MGMT*6300	Business Consulting	0.50
MGMT*6400	Project Management	0.50
BUS*6800	Readings in Leadership I	0.50
BUS*6810	Readings in Leadership II	0.50
BUS*6820	Readings in Management	0.50
BUS*6830	Foundational Theories of Leadership	0.50

BUS*6840	Foundational Theories of Management	0.50
MGMT*6140	Well-Being in the Workplace	0.50
MGMT*6150	Micro-Organizational Behaviour	0.50
MGMT*6160	Macro-Organizational Behaviour	0.50

Innovation, Commercialization, and Entrepreneurship

Code	Title	Credits
MGMT*6130	The Creative Process of Innovation	0.50
BIOT*6600	Innovation Management	0.50
BIOT*6610	Cases in Biotechnology Management	0.50
UNIV*6710	Commercialization of Innovation	0.50

Accounting

Code	Title	Credits
ACCT*6100	Integrated Cases I	0.50
ACCT*6200	Integrated Cases II	0.50
ACCT*6300	Taxation	0.50
ACCT*6400	Performance Management	0.50
ACCT*6500	Assurance	0.50
ACCT*6600	Financial Management	0.50

Students may be permitted to take other courses from the Department of Management with written permission from the Graduate Program Coordinator.

PhD Program

Admission Requirements

The goal of the PhD program in Management is to produce graduates with both a breadth of knowledge about management theories in general, and a depth of knowledge such that they will be competent researchers and/or teachers in their chosen field. The PhD in Management is offered in three fields: 1) marketing and consumer behaviour; 2) organizational leadership; and 3) services management. Applicants seeking to work with a faculty member from any of the three contributing academic units within the Lang School of Business and Economics (i.e., Department of Management, Department of Marketing and Consumer Studies, School of Hospitality, Food and Tourism Management) on a research topic that does not align with any of the three fields listed above are also welcome to apply.

There are three means of entry:

1. An applicant who holds a recognized master's degree in a management related discipline with a high average (normally at least "A-" or first-class standing) may be admitted to PhD studies as a regular or provisional student.
2. An applicant who holds a recognized master's degree with high standing in a field other than management and who wishes to proceed to doctoral study in a management field should consult with the Graduate Program Coordinator about eligibility.
3. An applicant who has achieved excellent standing at the honours baccalaureate level in a management field and who wishes to proceed to doctoral study may enroll in a related master's degree. If the student achieves a superior academic record and shows a particular aptitude for research, the Board of Graduate Studies, on the recommendation of the Department/School admissions committee, may authorize transfer to the PhD program without requiring the student to complete the master's degree.

All applicants are required to submit GRE (Graduate Records Exam) or GMAT (Graduate Management Admission Test) results. Admission normally requires a minimum GMAT score of 600 or GRE scores in the 60th percentile or higher in each of verbal reasoning, quantitative reasoning and analytical writing. In exceptional circumstances when GRE/GMAT scores cannot be provided, applicants are advised to contact the Graduate Program Coordinator to inquire about potential alternative criteria.

An applicant seeking admission outside of one of the three fields must clearly explain in their statement of intent why their intended area of study and research does not fit within any of the three program fields and must indicate the faculty member(s) with whom they intend to study. Admission outside of one of the three fields requires that at least two eligible members of graduate faculty from the same academic unit are willing to support the student's studies and research.

Learning Outcomes

Upon successful completion of the PhD in Management program, graduates will have the capacity to:

1. Critically evaluate the literature in various approaches to management theory and practice synthesizing and articulating key themes and trends in the discipline.
2. Demonstrate a deep understanding of various aspects of management literature and models by applying them to current disciplinary issues and trends.
3. Critically evaluate existing important research questions in the field of management and identify gaps and weaknesses in existing approaches and contributions to the literature.
4. Develop, design and analyze an original research question ethically by contributing to the field of management literature.
5. Understand and develop skills in instructional design, teaching pedagogies, classroom organization and management, and apply these skills in a teaching setting.
6. Develop an understanding of a diverse range of ethical issues, which arise in both management research and management practice.
7. Demonstrate an ability communicate complex arguments and research findings effectively both orally and in writing.

Program Requirements

The PhD in Management requires the completion of 4.50 credits, comprising:

1. A set of four common core courses [2.00 credits];
2. A set of field-specific courses [1.50 credits]; and
3. Electives [1.00 credit]
4. Other requirements as listed below.

Common Core

Four common core courses provide general theoretical and research competencies to succeed as a management scholar.

Code	Title	Credits
MGMT*6800	Philosophical Foundations of Management Research	0.50
MGMT*6810	Management Research Methods & Design	0.50
MGMT*6840	Quantitative Research Methods: Multivariate Techniques	0.50
MGMT*6850	Qualitative Research Methods	0.50

Note: Students without sufficient background in statistics/quantitative methods will be required to take additional graduate-level statistics courses (or equivalent training prior to registering in MGMT*6840).

Field-Specific Courses

Field-specific courses provide content knowledge in the chosen field. Students are encouraged to take additional courses in other fields to supplement their program of study. Students should select all courses in consultation with the Graduate Program Coordinator and their supervisor. Students admitted outside of a field will follow a plan of study recommended by their Advisory Committee, reviewed by the PhD in Management Program Committee and approved by the Graduate Program Coordinator.

The elective courses can be one from the other field required courses list or another course from the list below. Other electives from other University of Guelph academic units can be considered if agreed to by the Graduate Program Coordinator.

Marketing and Consumer Behaviour

Required field courses:

Code	Title	Credits
MCS*6000	Consumption Behaviour Theory I	0.50
MCS*6100	Marketing Strategy	0.50
MCS*6850	Models for Marketing Decisions	0.50

At least 2 additional courses will be selected as recommended by the student's advisory committee.

Organizational Leadership

Required field courses:

Code	Title	Credits
BUS*6840	Foundational Theories of Management	0.50
MGMT*6150	Micro-Organizational Behaviour	0.50
MGMT*6160	Macro-Organizational Behaviour	0.50

At least 2 additional courses will be selected as recommended by the student's advisory committee.

Services Management

Required field courses:

Code	Title	Credits
HTM*6710	Services Management Theory I	0.50
HTM*6720	Services Management Theory II	0.50
TRMH*6100	Foundations of Tourism and Hospitality	0.50

At least 2 additional courses will be selected as recommended by the student's advisory committee.

Other Requirements

- Complete a non-credit mentored research course, MGMT*6900 PhD Research Supervised Project, in the third semester.
- Participate in a non-credit seminar series course, MGMT*6950 Doctoral Research Seminar, when offered, throughout semesters 1 through 12.
- Pass a qualifying examination. The qualifying examination will normally be scheduled during the fourth or fifth semester of full-time study (or equivalent) and must be completed no later than the end of the fifth full-time semester (or equivalent).

- Prepare, present and orally defend a research proposal upon passing the qualifying exam.
- Complete and defend a full doctoral dissertation.

Additional Courses

The individual student's program of study may also include "Additional Courses," selected on the recommendation of the student's Advisory Committee. The program of study will comprise no more than 12 courses in total, including required and additional courses. Students are encouraged to complete at least one field course from a PhD Management field other than their own.

Collaborative Specializations

International Development Studies

The Department of Management participates in the International Development Studies (IDS) MSc collaborative specialization. Please consult the International Development Studies listing (<https://calendar.uoguelph.ca/graduate-calendar/collaborative-specializations/international-development-studies/>) for a detailed description of the collaborative specialization including the special additional requirements for each of the participating departments.

Courses

MGMT*6000 Management Seminar Series Fall and Winter [0.00]

This seminar provides students with exposure to current and emerging research topics in the field of management. Academic speakers (faculty and students) present their work in weekly meetings. Students are encouraged to be engaged and participate actively during the presentations.

Restriction(s): Restricted to Management masters students.

Department(s): Department of Management

Location(s): Guelph

MGMT*6100 Evidence Based Management Research Unspecified [0.50]

This course provides a conceptual overview of management research and its functions for academic and practitioner audiences. Students will explore the purpose of research, its relationship to theory, the benefits of various epistemological approaches and the notion of research impact. Topics include research problem definition and objectives, hypothesis development, research design, ethics approval, measurement, sampling methods, analysis, interpretation of results, and report writing.

Restriction(s): Restricted to Management masters students.

Department(s): Department of Management

Location(s): Guelph

MGMT*6120 Quantitative Methods for Evidence Based Management Unspecified [0.50]

This course provides a practical overview of statistical methods for evidence-based management applications. Students will work with quantitative data to conduct a variety of statistical analysis, including descriptive statistics, visualization of data, null hypothesis significance testing, univariate and multivariate analysis of variance and covariance, correlation, linear and logistic regression and exploratory factor analysis. The course puts an emphasis on the interpretation of results in terms of their practical managerial implications.

Prerequisite(s): MGMT*6100

Restriction(s): Restricted to Management masters students.

Department(s): Department of Management

Location(s): Guelph

MGMT*6130 The Creative Process of Innovation Unspecified [0.50]

This course is focused on the creative process of innovation required to effectively engage in problem solving and opportunity creation toward organizational and societal flourishing. Students will develop both a theoretical understanding and the practical skills to engage in creative experimentation for novel idea generation.

Department(s): Department of Management

Location(s): Guelph

MGMT*6140 Well-Being in the Workplace Unspecified [0.50]

This course examines well-being in the workplace. It draws on research on positive organizations and may explore issues at the individual level (i.e., work engagement), group level (i.e., high-quality connections), and organizational level (i.e., culture). Students learn about how to promote their own well-being at work, in addition to how to build and lead organizations that foster the well-being of others.

Department(s): Department of Management

Location(s): Guelph

MGMT*6150 Micro-Organizational Behaviour Unspecified [0.50]

This course provides an introduction to major topics in the field of organizational behaviour. Students examine theories, methods, concepts and approaches from historical and current perspectives, with a focus on micro-organizational behaviour (Micro OB). The course provides broad exposure to the field, an understanding of its central concepts and controversies and an appreciation for different approaches.

Department(s): Department of Management

Location(s): Guelph

MGMT*6160 Macro-Organizational Behaviour Unspecified [0.50]

This course provides an overview of macro-level organizational theories and research with a focus on sociological analyses. Students examine theories, methods, concepts and approaches from historical and current perspectives, with a focus on macro-organizational behaviour (Macro OB). The course provides broad exposure to the field, an understanding of its central concepts and controversies and an appreciation for different approaches.

Department(s): Department of Management

Location(s): Guelph

MGMT*6170 Equity, Diversity and Inclusion in the Workplace: Advancing Theory, Research And Practice Unspecified [0.50]

Students develop an understanding of the theoretical and methodological foundations for examining issues related to equity, diversity and inclusion (EDI) in the workplace. They learn to examine EDI from a scholarly perspective, conduct research in alignment with EDI practices, and identify challenges/opportunities for promoting EDI within the workplace and for developing evidence-based guidance.

Offering(s): Annually

Department(s): Department of Management

Location(s): Guelph

MGMT*6200 Leadership Assessment and Development Unspecified [0.50]

This course provides a conceptual overview of the leadership competencies that lead to leadership performance. Students will explore and learn a method for assessing their own leadership competencies. They will learn a process for developing themselves, the knowledge and skills relevant for effective leadership. Topics include managerial competencies models, assessment models, learning styles, intentional change process, and personal development plan. This course emphasizes those techniques most frequently used in personal development and coaching individuals and teams.

Offering(s): Offered through Distance Education and on-campus.

Restriction(s): Restricted to MSc Management, Master of Project Management, Graduate Diploma and Master of Conservation Leadership students.

Department(s): Department of Management

Location(s): Guelph

MGMT*6300 Business Consulting Unspecified [0.50]

This course provides students with an understanding of the concepts, principles, and practices for management consulting. Students will be exposed to the various components of the consulting process, consulting approaches and styles, client- consultant relationships, issue and problem diagnosis, reporting of results, and professional codes of conduct and ethics. The emphasis is on techniques most frequently used in the context of both internal and external organizational roles and as a career choice.

Restriction(s): Restricted to MSc Management, Master of Project Management, and Graduate Diploma in Project Management students.

Department(s): Department of Management

Location(s): Guelph

MGMT*6400 Project Management Unspecified [0.50]

This course provides students with an understanding of the concepts, principles, and practices for project management. It introduces an understanding and appreciation of the importance of managing projects, project teams, the project management systems and tools, the various components of the project management process, and professional codes of conduct and ethics. The emphasis is on the techniques most frequently used in the context of, both internal and external organizational roles of a project manager.

Restriction(s): Restricted to MSc Management, Master of Project Management, and Graduate Diploma in Project Management students.

Department(s): Department of Management

Location(s): Guelph

MGMT*6410 Advanced Project Management Unspecified [0.50]

In this course, students learn advanced project management techniques, including estimation, scheduling, costing, scope management, quality management and project closure.

Co-requisite(s): MGMT*6400

Department(s): Department of Management

Location(s): Guelph

MGMT*6420 Project Procurement and Supply Chain Management Unspecified [0.50]

In this course, students will learn how to work with suppliers and contractors in an organization's supply chain to procure the materials and services required to complete a project. Students will learn core principles of the procurement process as well as planning, scheduling, contracting, and managing influence within the supply chain.

Prerequisite(s): MGMT*6400

Restriction(s): Restricted to Master of Project Management students.

Department(s): Department of Management

Location(s): Guelph

MGMT*6430 Project Governance [0.50]

In this course, students develop the strategic competencies needed in the practice of project management, including aligning projects with organizational strategy, selecting projects, obtaining funding, managing costs and finances, managing portfolios, structuring projects, and structuring organizational roles for effective project oversight.

Prerequisite(s): MGMT*6400

Restriction(s): Restricted to Master of Project Management students.

Department(s): Department of Management

Location(s): Guelph

MGMT*6450 Special Topics in Project Management Unspecified [0.50]

In this course, students will gain an understanding of various aspects of current topics relevant to the practice of project management. Sample topics include agile approaches to project management, managing virtual teams, environmental sustainability in project management and cross-cultural project management.

Offering(s): Also offered in Distance Education format.

Prerequisite(s): MGMT*6400

Restriction(s): Restricted to Master of Project Management students.

Department(s): Department of Management

Location(s): Guelph

MGMT*6460 Project Management Capstone Unspecified [1.00]

Students work on a capstone case study and submit a report that integrates learning from prior courses. Course draws from the entire set of knowledge (KMs) from the project management curricula. Students present their work to a panel of business executives, professional project managers, and faculty.

Offering(s): Annually

Prerequisite(s): MGMT*6400

Restriction(s): Restricted to Master of Project Management students.

Department(s): Department of Management

Location(s): Guelph

MGMT*6500 Major Research Project Unspecified [1.00]

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.

Prerequisite(s): MGMT*6100 and MGMT*6200

Restriction(s): Restricted to Management masters coursework/MRP students.

Department(s): Department of Management

Location(s): Guelph

MGMT*6800 Philosophical Foundations of Management Research Unspecified [0.50]

This course introduces students to the underlying philosophical assumptions that support empirical research methods within social science disciplines. The aim of this course is to examine the philosophy of knowledge generation and claims, particularly in the context of management phenomena.

Prerequisite(s): MGMT*6810

Department(s): Dean's Office, Gordon S. Lang School of Business and Economics

Location(s): Guelph

MGMT*6810 Management Research Methods & Design Unspecified [0.50]

This course provides students with an understanding of different research approaches and methodologies relevant to management disciplines. Topics include specifying a significant research topic, identifying a theoretical perspective to inform the methodology, choosing an appropriate research strategy and design, specifying data needs, research ethics, participant sampling and the application of particular research methods of data gathering and analysis.

Department(s): Dean's Office, Gordon S. Lang School of Business and Economics

Location(s): Guelph

MGMT*6830 Applied Univariate Statistical Analysis for Management Fall Only [0.50]

This course focuses on the use of univariate statistics as applied to social and behavioural research within the fields of organizational, management, and consumer studies. Emphasis will be placed on providing a solid understanding of descriptive statistics, mean difference testing, analysis of variance and covariance, linear and logistic regression, and power and effect size. Laboratory sessions will focus on analysis application using statistical packages such as SPSS, R, SAS, Stata, and Mplus.

Department(s): Dean's Office, Gordon S. Lang School of Business and Economics

Location(s): Guelph

MGMT*6840 Quantitative Research Methods: Multivariate Techniques Winter Only [0.50]

This course provides a review of selected multivariate analysis techniques with applications to management. Students will learn to determine which multivariate technique is appropriate for a specific research problem and how to apply multivariate quantitative techniques to research questions. Topics include regression analysis, anova, principal components, factor and discriminant analysis, nonmetric scaling and trade-off analysis. The course uses a hands-on approach and requires computer-program analysis.

Restriction(s): Restricted to Marketing and Consumer Studies and Management students.

Department(s): Dean's Office, Gordon S. Lang School of Business and Economics

Location(s): Guelph

MGMT*6850 Qualitative Research Methods Winter Only [0.50]

This doctoral seminar provides students with the historical roots, underlying theoretical frameworks, and methods of qualitative research for consumer and management studies. Students will develop their capacity to conduct qualitative research through the development of an original qualitative research project.

Department(s): Dean's Office, Gordon S. Lang School of Business and Economics

Location(s): Guelph

MGMT*6900 PhD Research Supervised Project Summer Only [0.00]

The supervised research project familiarizes students with the research process. Students will prepare and submit a supervised research piece drawing on techniques acquired in the research methods courses.

Prerequisite(s): MGMT*6840 and MGMT*6850

Restriction(s): Restricted to Management PhD students.

Department(s): Dean's Office, Gordon S. Lang School of Business and Economics

Location(s): Guelph

MGMT*6950 Doctoral Research Seminar Fall and Winter [0.00]

This is a seminar course attended by graduate students and faculty.

Academic guest speakers present their work in weekly meetings.

Students are encouraged to be engaged and participate actively during the presentations.

Restriction(s): Restricted to Management PhD students.

Department(s): Dean's Office, Gordon S. Lang School of Business and Economics

Location(s): Guelph

Field Courses

Code	Title	Credits
BUS*6830	Foundational Theories of Leadership	0.50
BUS*6840	Foundational Theories of Management	0.50
HTM*6710	Services Management Theory I	0.50
HTM*6720	Services Management Theory II	0.50
HTM*6730	Cases in Management	0.50
MCS*6800	Best Worst Scaling and Discrete Choice Analysis	0.50
MCS*6810	Experimental Design and Analysis for Behavioural Research in Management Studies	0.50