

# Faculty of Business

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# The Faculty of Business

## Who We Are

The University of Alberta Faculty of Business, also known as the School of Business, is an award-winning Faculty and a very proud member of the University of Alberta team. We are within striking distance of our goal-to be recognized among the top one percent of business schools in the world.

We are building on a proud history of achievement. Since 1916, when it was established as a School of Accountancy, the Faculty of Business has trained good men and women who are equipped to manage public and private organizations across the globe. Our 15,000 alumni make their mark in Canada and around the world.

## What We Do

We are a “full service” business school offering undergraduate, master’s and PhD degrees. The varied disciplines covered by these degrees are grouped into four departments:

- Accounting, Operations and Information Systems
- Finance and Statistical Analysis
- Marketing, Business Economics and Law
- Strategic Management and Organization

We offer BCom majors in traditional and newer areas of study as well as specialty niches. You can take your BCom in one of our specialized language programs: East Asian Studies, European Studies, Latin American Studies or International Business. You can take your Bilingual BCom in partnership with Faculté Saint-Jean. You can take your BCom and gain valuable experience through our Cooperative Education program. Programs with other Faculties allow students to minor in business or take joint degrees.

Our MBA program includes specializations in Natural Resources, Energy and Environment, Finance, Leisure and Sport Management, Technology Commercialization, and International Business. We offer joint MBA degree programs with the Faculties of Law, Engineering, and Agricultural, Life and Environmental Sciences. We offer a joint Executive MBA program with the University of Calgary.

Our PhD program attracts outstanding students globally. Our PhD graduates are teaching at universities around the world including Berkeley, the Australian Graduate School of Management and Carnegie-Mellon.

## Faculty Awards and Accomplishments

Our culture of research and teaching could not happen without award-winning faculty. Outstanding research puts some departments among the top 50 in North America and among the top one or two business schools in Canada. Faculty awards and accomplishments include:

- four 3M Teaching Fellowships. No other business school in Canada has more than one.
- ranked 35th in the world in research by the *Financial Times of London’s* ranking of top 100 business schools; ranked among the top 50 business schools worldwide in terms of research in a recent benchmarking exercise undertaken by the University of British Columbia
- 2 *National Post* Leaders in Management Education Award
- Fellow of the Royal Society of Canada
- Fellow of the Academy of Management
- First Canadian Business School accredited by the AACSB
- Distinguished Scholar Award - Academy of Management
- three Killam Annual Professorships; two Kaplan Awards
- Erhan Erkut - First Vargo Professor of Teaching

## Student Awards and Accomplishments

- MBA students: Silver Medal winners of the 2006 MBA Games and host of the 2007 MBA Games
- Undergraduate students: Winners of the 2011 Manitoba International Marketing Competition (U of Manitoba)
- Winners of the John Molsen Undergraduate Case Competition (McGill) 2011
- Top Undergraduate School Rotman International trading Competition (U of Toronto) 2011-2012 Host School of JDC West

# The Professors

## Members of the Faculty

### Officers of the School

#### Dean

J Doucet, PhD, Dean and Stanley A Milner Chair in Leadership

#### Vice Dean

L Steier, PhD (Distinguished Chair, Entrepreneurship & Family Enterprise) (Academic Director, CEFE) (Academic Director, Alberta Business Family Institute)

#### Associate Dean (Executive Education)

H Christensen, MBA, BA

#### Associate Dean (Undergraduate)

E Geddes, LL.M.

#### Associate Dean (PhD Programs)

D Deephouse, PhD

#### Associate Dean (Research)

M Lounsbury, PhD (Thornton A Graham Chair in Business) (Canada Research Chair in Entrepreneurship & Innovation)

#### Associate Dean (MBA Programs)

M Maier, PhD

#### Assistant Dean, Advancement

K Crocker, MBA, CFRE

#### Assistant Dean (International)

E Wong, PhD (Director, Centre for International Business Studies)

#### Director of Business Career Services

D McNeely

#### Director, Finance and Administration

T Mireau, CMA, MBA

#### Adjunct Professors

R Li  
B Mah, CA, CMA  
J Poon, LL.M.

## Accounting, Operations and Information Systems

#### Professor and Chair

K Jamal, PhD (Chartered Accountants Distinguished Chair in Accounting)

#### Professors

D Cooper, PhD  
F Sabac, PhD  
H Wier, PhD

#### Associate Professors

A Ingolfsson, PhD (Academic Director, Centre for Excellence in Operations)  
Y Ji, PhD  
B Kofal, PhD

J Lee, PhD

#### Assistant Professors

S Banerjee, PhD  
A Esplin, PhD  
R Hagtvedt, PhD  
Y Hao, PhD  
C Mashruwala, PhD  
S Mashruwala, PhD  
N Rothenberg, PhD  
M Samorani, PhD  
K Wang, PhD  
L Xiao, PhD

#### Contract Lecturers

L Amerongen, PhD  
V Davis  
K Dewald  
J King  
M Maier, PhD  
P Stringer

#### Adjunct Professor

O Arazy, PhD  
R Patterson, PhD

## Finance and Statistical Analysis

#### Professor and Chair

V Mehrotra, PhD [AF (Chip) Collins Professor of Finance and Jarislowsky Fellow]

#### Professors

M Huson, PhD (Pocklington Professor of Free Enterprise and Jarislowsky Fellow)  
R Morck, PhD (University Distinguished Professor) (Stephen A Jarislowsky Distinguished Chair in Finance)  
AO Nakamura, PhD

#### Associate Professors

F Aguerrevere, PhD (Finance Faculty Fellow)  
A Kaul, PhD (Life Underwriters Fellow and Jarislowsky Fellow)  
L Roth, PhD  
A Watanabe, PhD  
M Watanabe, PhD  
M Zhao, PhD

#### Assistant Professors

E Avdis, PhD  
I Cribben, PhD  
E Matveyev, PhD

#### Contract Lecturers

P Davidson  
G Morales, PhD  
C Stefanescu, PhD

#### Adjunct Professors

G Barone-Adesi, PhD  
S El Ghoul, PhD  
Y Kim, PhD  
D Laughton, PhD

#### Executive Professors in Finance

A Marosi, PhD  
A Monga, PhD  
G Smith, PhD

## Marketing, Business Economics and Law

#### Professor and Chair

R Fatum, PhD (Foote Professor in International Business)

#### Professors

J Argo, PhD (George M Cornie Professor of Marketing)  
R Beason, PhD  
J Doucet, PhD (Dean and Stanley A Milner Professor)  
R Fisher, PhD  
G Haeubl, PhD (Ronald K. Banister Chair in Business)  
K Murray, PhD (Director, School of Retailing)  
P Popkowski Leszczyc, PhD  
B Scholnick, PhD  
E Silva, PhD (Campus Alberta Innovates Program Chair)

#### Associate Professors

A Leach, PhD  
R Liu, PhD  
Y Ma, PhD  
P Messinger, PhD  
S Moore, PhD  
J Pracejus, PhD

#### Assistant Professors

B Boskovic, PhD  
J Cherniwchan, PhD  
D Feils, PhD  
K Wang, PhD  
G Zhu, PhD

#### Visiting Assistant Professors

E Geddes, LL.M. (Associate Dean, Undergraduate Program)

#### Contract Lecturers

J Bone  
W Dussome  
D Peterson  
J Swaffield  
C Velasquez

#### Adjunct Professors

U Chakravorty, PhD  
R Dixon  
G Houlden  
I Osipov  
A Yacyshyn, PhD

## Strategic Management and Organization

#### Professor and Chair

Y Reshef, PhD

#### Professors

D Deephouse, PhD (Associate Dean, PhD Program)  
R Field, PhD  
I Gellatly, PhD  
R Gephart, PhD  
R Greenwood, PhD (Telus Chair in Strategic Management)  
K Hughes, PhD (Joint with Arts)  
D Jennings, PhD  
J Jennings, PhD  
M Lounsbury, PhD (Associate Dean Research, Canada Research Chair In Entrepreneurship and Innovation)  
L Steier, PhD (Vice Dean) (Distinguished Chair, Entrepreneurship & Family

Enterprise) (Academic Director, Centre for Entrepreneurship & Family Enterprise) (Academic Director, Alberta Business Family Institute)

#### Associate Professors

M Inness, PhD  
A Luchak, PhD  
P Reay, PhD  
M Washington, PhD

#### Assistant Professors

J Gehman, PhD  
V Glaser, PhD  
T Hannigan, PhD  
C Steele  
M Toubiana, PhD

#### Visiting Assistant Professor

**Senior Contract Lecturer**  
R Bradford, MBA

#### Research Chair

D Miller, PhD

#### Executive Professor

A Briggs, PhD

#### Contract Lecturer

H Caltigione

#### Adjunct Professors

C Haag, PhD  
H Krahn, PhD  
P Silverstone, MD

### Professors Emeriti

R Beck, PhD, CPA  
S Beveridge, PhD  
J Brown, PhD  
E Chambers, PhD  
T Daniel, PhD  
R Denham, PhD

T Elrod, PhD  
A Finn, PhD  
E Fisher, PhD  
J Gaa, PhD  
M Gibbins, PhD, FCA  
D Goodale, PhD, CA, FCMA  
CR Hinings, BA  
C Hoskins, PhD  
I Ivankovich, MBA, LLB  
C Janssen, PhD  
J Jobson, PhD  
J Kao, PhD  
H Kennedy, PhD  
R Korkie, PhD  
S McFadyen, PhD  
R Mirus, PhD  
G Mumej, PhD  
J Newton, PhD  
M Percy, PhD  
W Preshing, PhD  
R Rasmussen, PhD  
P Raworth, LL.M, MPhil  
G Reschenthaler, PhD  
R Schneck, PhD  
R Smith, PhD  
P Talwar, PhD  
P Tiessen, PhD  
A Warrack, PhD  
CB Williams, PhD  
P Winters, PhD

### Additional Members of Faculty Council

#### President and Vice-Chancellor

David H. Turpin, CM, PhD, LL.D, FRSC

#### Registrar of the University

LM Collins

#### Professors

One representative from the following Faculties:  
Arts, Education, Extension,  
Law, Science

#### Winspear Business

#### Reference Room

T Klassen, Librarian

#### Institute of Chartered

#### Accountants of Alberta

One representative

#### Student Representatives

Two MBA students  
Five Undergraduate students  
One PhD student

#### Business Alumni

#### Association

One representative

#### Support Staff

One representative

#### Sessional Staff

Three representatives

## General Information

The Faculty of Business offers the degrees of Bachelor of Commerce, Master of Business Administration, and Doctor of Philosophy in Business Management. Information on the graduate programs can be found in Business.

## Undergraduate Programs

### BCom Program

The Bachelor of Commerce program seeks to provide the student with a broad background in the different areas of business as well as in related fields in the humanities and social sciences. The business world and its environment have changed enormously in the last twenty years and will change at an even faster pace in the next twenty. In this trend, questions about the environment will become increasingly important. No school of business can possibly teach the solution to problems which will arise several years from now. A school should, therefore, seek to provide a basis for effective self-learning through actual experience by teaching the broad underlying fields of knowledge which are basic to business. The emphasis is on developing a comprehensive analytical framework within which various organizational problems can be analyzed. Students will also be able to study an area of interest in some depth.

### BCom Program after Approved Degree

Requirements for a BCom degree after another approved degree will depend, in part, on the previous degree held.

Individuals who have been admitted to the Faculty and have an approved degree conferred in the last eight years shall be required to satisfy the requirements of the Business Core plus five senior business electives. This is subject to completing a minimum of ★45 in coursework and not more than ★60 in the Faculty of Business. Students possessing a previous Business degree or equivalent from another institution may not be eligible for the After-Degree Program. Depending on previous coursework, a student in the After-Degree program may not be eligible to take certain majors or minors. The Bilingual Bachelor of Commerce is not available to After-Degree students.

For further information, contact the Undergraduate Office of the Faculty of Business.

### Bilingual BCom/Baccalauréat bilingue en Administration des affaires

The four-year Bilingual Bachelor of Commerce degree is a collaborative effort between Faculté Saint-Jean and the Faculty of Business. This is a program unique in Canada for offering students the opportunity to obtain a fully bilingual Business degree in Canada's two official languages. Students will complete half of their course work at Faculté Saint-Jean and half of their coursework in the Faculty of Business. The objectives of the program are:

- To respond to a need expressed by Francophone and Francophile students for course in French leading to a Bachelor of Commerce degree in Alberta;
- To prepare bilingual (French-English) graduates who will be competitive in a global economy;
- To promote the University of Alberta as a leading University offering a unique degree in North America;
- To attract students from French-speaking Canada and other countries in the world where French is a major language.

Students seeking entry to this program should consult the admissions sections for both the Faculty of Business (Readmission of Previous Students) and Faculté Saint-Jean (Regulations of the Faculté). For a detailed program description see Bilingual BCom and Bilingual BCom.

### Transition Year Program

This admission category is reserved for aboriginal applicants who have successfully completed the Transition Year Program administered by Aboriginal Student Services Centre (Student Services Office) at this University. Such applicants will be considered for admission to the Faculty of Business if they have obtained a GPA of 2.3 or better. For further details, see Transition Year Program for Aboriginal Applicants.

## Visiting Students

Students from other universities or colleges are eligible to be considered for admission to the Faculty of Business as visiting students if

1. they are Business or equivalent degree program students at their home institution;
1. their home institution provides a letter of permission;
2. they have completed a minimum of ★24 at the home institution;
3. their academic record shows satisfactory standing.

Priority for visiting student status is given to students who are applying under the auspices of a formal exchange program. Visiting student status is granted for one academic year. Visiting students must reapply each year and present a new letter of permission from their home institution. As the Faculty of Business is a limited enrolment Faculty, visiting student admissions may be restricted.

Degree students in the Faculty of Business wishing to attend another institution as a visiting student see Attendance at Another Institution.

## Special Students Studying to Satisfy Requirements of Professional Accounting Organizations

The Faculty's policy with respect to special students taking courses to satisfy the requirements of professional accounting organizations such as the Chartered Professional Accountants, is as follows:

2. Special accounting students, see Admission and Readmission Deadlines for deadlines.
1. All students applying for Special Student Status are required to be registered as a student with one of the professional accounting organizations and provide the Faculty with a letter confirming this registration. The letter must also detail which courses the student requires.
2. Students who hold a Bachelor of Commerce Degree, awarded by the University of Alberta within the previous five years from date of application, will be considered for admission to take the courses required to meet professional accounting requirements.
3. Students who received the Bachelor of Commerce Degree from the University of Alberta more than five years previous to the date of application must have graduated with a grade point average of at least 3.0 during their final year of study to be considered for admission.
4. All other applicants who hold an approved degree must have obtained a grade point average of at least 3.0 during their final year of study to be considered for admission.
5. Students who are admitted in accordance with (5) above will be allowed to take a maximum of ★24 to satisfy professional accounting requirements. In all cases, course prerequisites must be satisfied. If the total number of courses required exceeds ★24, including prerequisites, the applicant will be considered for the BCom program for applicants holding an approved degree.
6. Students will be admitted only if space exists both in the BCom program overall and in the courses required by the student.
7. Further information about professional accounting organizations is available from: The Chartered Professional Accountants [www.albertaaccountants.org](http://www.albertaaccountants.org).

## Certified Management Accountants (CMA)

The University of Alberta Faculty of Business is a CMA Canada Accredited University Program. The accreditation process recognizes universities that achieve high standards of instruction in management accounting. Graduates of the University of Alberta Bachelor of Commerce program and MBA program may be exempt from writing the CMA Entrance Exam. Contact CMA Alberta for more information [www.cma-alberta.com](http://www.cma-alberta.com).

## The Degrees of BSc in Forest Business Management and BSc in Agricultural/Food Business Management

These programs are offered jointly by the Faculty of Agricultural, Life and Environmental Sciences, and the Faculty of Business. While they are administered in the Faculty of Agricultural, Life and Environmental Sciences, the programs are managed by an interdisciplinary committee with representation from both Faculties. (See BSc in Agricultural/Food Business Management and BSc in Forest Business Management for details.)

## Graduate Programs

The Faculty of Business offers the degrees of Master of Business Administration, and Doctor of Philosophy in Business Management. Information on these graduate programs can be found in Graduate Programs.

## Executive and Management Development

The University of Alberta Faculty of Business, Executive Education and Lifelong Learning, specializes in delivering excellence in education and career development. Through participation in our programs, participants enhance business and organizational results by learning key management, leadership, and project management principles and practices. For more information please contact:

University of Alberta, Faculty of Business  
Executive Education and Lifelong Learning  
2-006 Enterprise Square  
10230 Jasper Avenue  
Edmonton, AB T5J 4P6  
(780) 492-5832  
Toll-free: 1-877-MGMT-DEV  
E-mail: [executiveeducation@ualberta.ca](mailto:executiveeducation@ualberta.ca)  
Website: [www.executiveeducation.ca](http://www.executiveeducation.ca)

## Diploma in Corporate Finance

The Diploma in Corporate Finance is designed to offer advanced finance and management information systems training to working professionals. For more information please contact the The University of Alberta Faculty of Business, Executive Education and Lifelong Learning above.

## Executive MBA

The Alberta Executive MBA program is an integrated program that is provided jointly by the Faculty of Business at the University of Alberta and the Faculty of Management at the University of Calgary. It provides a challenging curriculum for executives and managers wishing to upgrade and enhance their existing skills. For more information please contact the

The Office of MBA Programs  
2-30 Business Building  
University of Alberta, Edmonton, AB T6G 2R6  
(780) 492-3946  
E-mail: [mba.programs@ualberta.ca](mailto:mba.programs@ualberta.ca)  
Website: [www.albertaemba.com](http://www.albertaemba.com)

## School of Retailing

The School of Retailing is Canada's leading institution for retail education and research. The focus is on educating business students to become successful in a retail-related career, and advancing retailing by building stronger relationships among businesses, students and the academic community. The School of Retailing is a primary source of retail knowledge attracting students and retailers alike to hone both academic and practical skills.

## Undergraduate Major and Minor in Retailing and Services

Please see Major in Retailing and Services.

## Internship Program

Any student registered in the Bachelor of Commerce program or Bilingual Bachelor of Commerce program is eligible to participate in the School of Retailing Internship program. It provides students with paid employment in addition to course credit in MARK 465. Contact the School of Retailing for more information.

## Career Opportunities

The opportunities for Bachelor of Commerce graduates range from positions in government (federal, provincial and municipal) and large enterprises, to partner or owner of small firms. The types of positions graduates hold in these organizations range from systems analysts to financial analysts, from sales managers to accountants.

Opportunities in any year fluctuate with the general level of economic activity in the country. Although it is difficult to forecast the job market several years ahead, the demand for graduates is expected to grow or at least remain constant in the next few years; the job market outlook is therefore favorable.

Additional information about employment opportunities is available from the Faculty of Business, Business Career Services, 2-21 Business building.

Information regarding the various areas of specialization within the field of business administration is found in Majors in Business.

## Student Organizations

### BSA (Business Students' Association)

The BSA is the largest undergraduate student organization within the Faculty. Undergraduates registered in the Faculty are automatically members of the Association and are entitled to run in BSA elections for both executive and council positions in the BSA. In addition, a number of positions are available on the Faculty of Business Council, General Faculties Council and Students' Council. These representatives act as liaisons between students, the Faculty, the University and the business community.

The BSA publishes a handbook for all Business students, rents lockers in and around the Business building and operates a number of social, academic and professional events throughout the year. Contact the office [2-06 Business, (780) 492-2454] for further details.

### The MBA Association

Office: BUS 4-06B

The MBA Association is the official body representing masters' degree students in the Faculty of Business. It is a non-profit service organization administered by the students of the MBA program. The organization promotes fellowship among students through their activities; promotes cooperation and rapport between the students and the academic and administrative staff; represents students on all organizations and bodies on which the Association has representation; promotes contact between graduate students and members of the business community; extends the academic and non-academic interests of the members through forums, special lectures, and discussion groups; and advises, counsels, and acts on student problems which cannot be handled effectively through Faculty channels.

### Other Student Organizations

Business students are actively involved in various clubs across many disciplines. Below is a list of student organizations. Detailed information is available at: <https://business.ualberta.ca/programs/bachelor-of-commerce/current-students/student-organizations>.

## Faculty Regulations

### Admission

#### Graduate Study

For information regarding Graduate Study, please consult Business of the Graduate Program section of the Calendar.

#### Undergraduate Study

General university admission requirements are set out in Admission to Undergraduate Programs and General Admission Requirements. Detailed admission requirements for the Faculty of Business are set out in Faculty of Business.

#### Continuing Students

Students in good standing who are continuing their program without interruption do not have to reapply for admission; they need only obtain their registration material and use the Bear Tracks web registration system at [www.registraroffice.ualberta.ca](http://www.registraroffice.ualberta.ca)

## Changes in Registration

The Faculty makes every effort to assure that program requirements are met by the courses in which a student is registered. However, the responsibility for the completeness and accuracy of registration rests with the student, and the student should be satisfied that the program is in accordance with degree specifications.

### Adding or Dropping Courses

The deadlines for adding Fall Term, Fall/Winter, and Winter Term courses can be found in Academic Schedule. Courses dropped before the deadline will not be part of the student's record.

### Withdrawing from Courses

The deadlines for withdrawing from courses are as noted in Major Deadlines from the 2016-2017 Academic Schedule.

A grade of W (withdrawal) will be recorded on a student's record if they withdraw from a course after the add/drop deadline but before the withdrawal deadline. No withdrawal after the deadline will be permitted except for major causes beyond a student's control, such as extended illness.

## Withdrawal from the University

Subject to the provisions specified in Changes in Registration, a student may withdraw from the University at any time but should seek advice from Faculty advisors or Student Counselling Services before taking such action. Further information regarding fee refunds or exemption from fees is found in Refunds and Withdrawals.

### Discontinuance of Attendance

Students must apply for permission before discontinuing their registration if they wish to retain their place in the program and not be required to requalify. The consequence of unapproved discontinuances is the requirement to requalify in accordance with provisions in force at the time of reapplication.

- Individuals registered as students in the Faculty of Business must have the permission of the Associate Dean, Undergraduate Program, if they wish to discontinue their attendance and retain their status in good standing in the Faculty.
- Students given permission to discontinue their program may not take academic coursework elsewhere unless explicitly permitted to do so in writing.
- Students mentioned in (1) above are still required to submit an application for readmission when they choose to return to the program.
- Discontinuance is defined to be no course completions for a full Fall/Winter (September-April).
- Normally, discontinuance will be allowed for many reasons related to an individual's well-being. These may include health reasons, the necessity for personal reflection or other similar reasons, and they may or may not relate to employment. It is expected that a date of recommencement and expression of commitment to degree completion are established at the time discontinuance is allowed.
- Discontinuance is not permitted to enable the student to pursue another academic degree or program at the University of Alberta or elsewhere.

## Attendance at Another Institution

Students admitted to the Bachelor of Commerce program are expected to complete all remaining requirements at the University of Alberta. Students may not receive credit for coursework taken at another institution following admission unless permitted to do so by either Attendance at Another Institution as a Visiting Student or Attendance at Another Institution on a Recognized Exchange. There is no obligation to grant transfer credit unless prior permission has been obtained in writing.

### Attendance at Another Institution as a Visiting Student

BCom students who present circumstances that justify taking coursework at another institution may apply to the Associate Dean, Undergraduate Program, for permission to take that coursework and receive transfer credit if

- they have already completed a minimum of ★24 of their program at the University of Alberta;
- they present "Satisfactory" academic standing (i.e., GPA of 2.0 or greater);

- they have fewer than ★60 in transferable courses to the Bachelor of Commerce program; and
- they have evidence of special personal or academic circumstances that make it appropriate for an exception to the normal rules to be granted.

Permission will not normally be granted if an equivalent course is given on campus in the same term. Approval will not be granted for requests where the student has already received the maximum allowable transfer credit (★60). Qualified students should contact the Undergraduate Office, 2-20 Business Building, to request permission prior to enrolling in any course at another institution.

## Attendance at Another Institution on a Recognized Exchange

For students already admitted to a degree program in the Faculty of Business who are participating in approved international exchange programs, credit will be considered on a credit-fail (CR-F) basis only. Approved international exchanges include exchanges through the University of Alberta or the Faculty of Business. Grades achieved in such courses will not normally be included in promotion or graduation average. Credit may be granted if a passing grade is achieved. Students must contact the Undergraduate Office to have transfer credit approved. There is no obligation to grant transfer credit unless prior permission has been obtained in writing.

## Academic Standing and Graduation

- Records of academic performance for individual students are maintained in the Undergraduate Office. Students should consult their records from time to time to attest to their accuracy. Academic performance is normally measured by grade point average attained during the academic year. Determination of each student's academic performance will normally occur after the end of the regular academic year based on work during that year. However, no student will be classified as marginal or unsatisfactory on the basis of fewer than ★15 attempted since initial enrolment in the Faculty or since the last year-end evaluation of performance. A student whose academic performance evaluation is deferred under the terms of this provision may be evaluated at either or both of the following mid-year and year-end times, with appropriate classification and possible action as follows.
  - Promotion** of the student from year to year depends on satisfactory academic performance.
    - Satisfactory standing:** A grade point average of 2.0 or more. Students who maintain satisfactory standing are permitted to continue their studies in the Faculty.
    - Marginal standing:** A grade point average of less than 2.0 but not less than 1.7. Students receiving the assessment of marginal standing for the first time are permitted to continue, under academic warning, until the next assessment of academic standing. At that time, students who obtain a minimum GPA of 2.0 on all courses attempted since the last assessment may continue in satisfactory standing. Students who fail to achieve a minimum GPA of 2.0 on all courses attempted since the last assessment will be required to withdraw. Students receiving the assessment of marginal standing for a second or subsequent time will be required to withdraw.
    - Unsatisfactory standing:** A grade point average of less than 1.7. In such cases, the student must withdraw from the Faculty. Students whose performance has once been classified as either marginal or unsatisfactory must in all subsequent years in the degree program demonstrate satisfactory performance.
  - Readmission after a Requirement to Withdraw** Refer to Bachelor of Commerce (BCom) for information on the regulations pertaining to readmission to the Faculty of Business after a requirement to withdraw. Students required to withdraw from the Faculty of Business are not normally required to complete coursework elsewhere before being considered for readmission. A student who has been required to withdraw from the Faculty but is subsequently readmitted or allowed to continue in the Faculty due to a successful appeal of their academic standing, must maintain a GPA of 2.0 or again be required to withdraw. Continuation on marginal standing below 2.0 is not permitted in such cases. All students who have previously been required to withdraw from the Faculty of Business are not permitted any subsequent marginal performance.

- First-Class Standing** is awarded to each student who achieves a grade point average of at least 3.5 on ★27 or more of academic study during a Fall/Winter.
- The notation "With Distinction" is inscribed on the permanent record and graduate parchment if the candidate has obtained a grade point average of 3.5 or higher, over the last ★60 of the program, subject to the following:
  - Students must have completed at least 4 academic terms at the University of Alberta with a minimum of ★12 completed in each term.
  - For the purposes of this section "term" means Fall Term, Winter Term or Spring/Summer Terms combined.
- The **Dean's List** commends the superior academic performance of each student who has completed ★30 during the Fall/Winter with a grade point average of 3.7 or more.
- Graduation**
  - In order to graduate, students are required to apply for graduation on Bear Tracks (<https://www.beartracks.ualberta.ca>) in their graduating year by the applicable deadline. See the Academic Schedule for application deadlines for Bachelor of Commerce degrees to be awarded at Spring and Fall Convocations.
  - To qualify for graduation, the student must satisfy all degree requirements as specified in BCom (General) and demonstrate satisfactory academic performance (as defined in (2) above) during the last academic year of the program.
  - If such final year involved less than ★30, a sufficient number of immediately preceding full terms of study shall be added to the basis of evaluation to provide a minimum of ★30.
  - Students who have successfully completed all program requirements but are not in satisfactory academic standing, may appeal to be permitted one further Fall/Winter of study to bring their GPA up to the required satisfactory standing. See Appeals and Grievances.
- Reexaminations:** Reexaminations are not normally permitted in the Faculty of Business except in circumstances that would justify the granting of a deferred examination. Students wishing to be considered for a reexamination in a course in the Faculty of Business must, in addition to meeting the requirements set out in Reexaminations, also meet the following conditions:
  - Students must provide evidence of a medical condition or similarly compelling circumstance existing at the time of the writing of the examination; and
  - provide evidence that the student's performance in the final examination was so affected by circumstances as shown in a. that there was a substantial difference between the final examination results and the term work.

Students requesting a reexamination in the final term of their graduating year may be granted such reexamination notwithstanding their inability to provide evidence of a. and/or b. above. A maximum of one such reexamination will be granted where the student would otherwise fail to graduate.

## Transfer of Credit and Residency Requirements

- Students may be granted a maximum of ★60 in transfer credit for coursework completed prior to admission to the Faculty of Business.
  - Once admitted to the BCom program, a student may not receive transfer credit for any coursework taken at any other institution without the prior written permission of the Associate Dean, Undergraduate Program.
  - Students without a previous university degree must normally:
    - successfully complete at least ★60 in University of Alberta courses, and
    - be registered as a student in the Faculty of Business while taking these courses.
  - Of the ★60 referred to in (3) above, ★45 must be required primary or secondary core courses in Business or senior Business electives in the Faculty of Business. Of this ★45, ★15 must be 300- and 400-level courses in the student's major area of concentration.
  - Students in the BCom After-Degree program who hold a prior university degree may fulfill their program requirements by taking a minimum of ★45 and a maximum of ★60. All coursework must be in the Faculty of Business at the University of Alberta with the exception of out of faculty courses required by the student's major area of concentration. (See Program Information)

## Course Load Requirements

Each BCom student normally must, at some time during the program, be registered as a full-time student during at least two terms (not necessarily consecutive) of the regular academic year.

★30 is the normal course load for undergraduate students during the Fall/Winter. Students considering a heavier load should first consult the Undergraduate Office.

Students who plan to do a significant portion of the degree on a part-time basis should consult the Undergraduate Office concerning difficulties they may encounter. The University and the Faculty are unable to assure that courses will be available during terms and at times convenient for students with full-time employment. In particular, resource constraints prevent the University from offering large numbers of evening classes.

## Time Limit to Complete Program

Each BCom student normally must complete all degree requirements within eight years, beginning with the year original admission to the program was granted.

## Appeals and Grievances

There are four major areas in which appeals may be made in the Faculty of Business. Policies and procedure may vary according to the reasons for appeal. Detailed formal policies of the Faculty in these areas are available from the Undergraduate Office, 2-20 Business Building. Students are advised to consult the Undergraduate Office early with respect to deadlines for appeals. A student may submit an informal appeal/petition to the Associate Dean, Undergraduate. Regardless of whether or not a student initiates an appeal, however, the Associate Dean, Undergraduate, may issue any remedy that waives the Faculty's academic standing regulations as approved by GFC and published in the University Calendar. This informal process is meant to precede and to avoid formal appeal, but does not preclude formal appeal to the Faculty Academic Appeals Committee. The following are general rules to be followed for various classes of appeals.

7. **Academic standing appeals:** These include appeals from decision involving promotion, graduation and the requirement to withdraw. Such appeals are heard in the first instance by the Faculty of Business Academic Appeals Committee. A student may have a further right of appeal to the GFC Academic Appeals Committee. The GFC Academic Appeals Committee may only entertain and uphold an appeal if a miscarriage of justice has occurred. See Appeals and Grievances.
1. **Grades:** Appeals concerning marks or grades must be first referred to the relevant instructor for resolution. Where the dispute cannot be resolved with the instructor, the student must discuss the matter with the relevant Department Chairman and then with the Associate Dean, Undergraduate Program. Where no resolution occurs, the student may have a right to appeal to the Faculty Appeals Committee. The Faculty decision is final and may not be appealed.
2. **Residency:** Appeals relating to residency requirements may be permitted where these requirements differ from general University policy. The student may appeal to the Faculty Appeals Committee. The Faculty decision is final and may not be appealed.
3. **Cooperative Education program:** Failure in a work term or removal from the Cooperative Education program may be appealed to the Faculty Appeals Committee. Appeals concerning such decisions must first be discussed with the Director of Business Career Services, and then with the Associate Dean, Undergraduate Program.
  - a. If the dispute cannot be resolved, and the dispute concerns the student's failure to fulfill the academic requirements of the Cooperative Education program or any part of them, an appeal may be made to the Faculty of Business Appeals Committee. The Faculty decision in this case is final and may not be appealed.
  - b. Where withdrawal or denial of a cooperative work placement by the Faculty has occurred because of concerns relating to safe, ethical and competent professional practice, an appeal may be made to the Faculty of Business Appeals Committee. A student may have a further right of appeal to the GFC Practice Review Board in some cases. Students should contact University Governance ([www.governance.ualberta.ca](http://www.governance.ualberta.ca)) for information concerning such an appeal. See the University of Alberta Practicum Intervention Policy.

## Student Advising

The administrative details associated with students' programs are handled by (a) the Undergraduate Office for undergraduates; (b) the MBA Office for masters students; and (c) the PhD Office for doctoral students. These offices maintain records of their students' course registrations, course marks, and status within the program. Students should consult the appropriate office about program regulations and administration, e.g., admissions, course enrolment, and degree requirements.

All academic members of the Faculty are available to students in all programs for consultation relating to areas of study and career planning.

## Credit by Special Assessment

The Credit by Special Assessment procedure is normally not available for courses taught by the Faculty. In any case where the Credit by Special Assessment is granted, the assessment will be by written examination. Further details may be obtained from the Undergraduate Office. See also Credit by Special Assessment.

## Courses

Faculty of Business courses are listed in Course Listings, under the following subject headings:

- Accounting (ACCTG)
- Business (BUS)
- Business Economics (BUEC)
- Business Law (B LAW)
- Finance (FIN)
- Human Resource Management (HRM)
- Industrial Relations (IND R)
- Management Information Systems (MIS)
- Management Science (MGTSC)
- Marketing (MARK)
- Strategic Management and Organization (SMO)
- Work Experience (WKEXP)

All Undergraduate Business courses required by the BCom program carry 200- or 300-level numbers; most Undergraduate Business electives carry 400-level numbers.

## Restricted Enrolment in Business Courses

Enrolment in all courses, except ACCTG 300, B LAW 301 and SMO 200, is restricted to students registered in the Faculty of Business, or to students registered in specified programs that require Business courses to meet degree requirements and who have obtained prior approval of their Faculty.

Furthermore, a number of changes usually occur after the preparation of the Calendar. Information as to which courses will be offered, the names of the instructors, and all further details must be sought from the Undergraduate Office.

## Programs

### BCom (After Degree)

#### Program

The After-Degree program is for students who already possess a University degree to add to their qualifications by acquiring basic business skills. The After-Degree program is not open to students holding a previous degree that is the equivalent of a Business degree, or to students who have completed a sufficient number of Business or related courses so that they could not meet

the requirements of Students in the BCom After-Degree and Program Information. After-Degree students may major in any available area. They should consider a major complementary to their previous degree. After-Degree Students are normally expected to fulfill the course load requirements of Course Load Requirements. However, there is limited space available for students who wish to pursue their program on a Part-time basis. Prior written permission of the Faculty of Business is required. Students are still required to meet all other requirements of the program including the time limit on completion of the degree in Time Limit to Complete Program. Students interested in pursuing this option should contact the Undergraduate Programs Office.

## Sequence of Courses—For students possessing all prerequisites to the BCom program

### Year One—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance (See Note 1)
- MARK 301 - Introduction to Marketing (See Note 1)
- MGTSC 312 - Probability and Statistics for Business (See Note 1)
- ★6 Senior Business Electives (See Note 3)

### Year One—Winter

- FIN 301 - Introduction to Finance (See Note 1)
- SMO 310 - Introduction to Management (See Note 1)
- ★9 required electives (See Note 3)

### Year Two

- ★15–★30 Senior Business electives (See Note 3)

#### Notes

1. Courses may be taken in the term indicated as part of a cohort with permission of the Faculty.
2. May be taken in either of Year One or Two, either term. This sequence is recommended.
3. The number of Senior Business courses allowed will depend in part on the amount of exemptions an After-Degree student may be given. Students possessing exemptions in any of the required Year One courses will have their Year One schedule adjusted to reflect this. Students should consult the Undergraduate Office with respect to their program requirements before commencing Year One. After-Degree students must declare a major, and must follow the requirements for that major. This choice may be made as early as Winter Term in Year One. After-Degree students take a minimum of ★45 and a maximum of ★60 at the University of Alberta while registered as a student in the Faculty of Business. The number of required electives and Senior Business courses permitted to an After-Degree Student will depend on the requirements of the major selected.
4. Completion of BUS 201 or equivalent is normally a prerequisite to entrance to the Cooperative Education program. After-Degree Students may apply to the program without completion of BUS 201 as they are exempt from taking BUS 201.

## Sequence of Courses—For students possessing no prerequisites to the BCom program

### Year One—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance (See Note 1)
- ECON 101 - Introduction to Microeconomics (See Note 5)
- MATH 113 - Elementary Calculus I (See Note 5)
- ★3 Senior Business Electives (See Note 3)

#### One of

- (See Note 5)
- ENGL 111
- ENGL 112
- ENGL 113
- ENGL 114

### Year One—Winter

- ECON 102 - Introduction to Macroeconomics (See Note 5)
- SMO 310 - Introduction to Management (See Note 1)
- STAT 151 - Introduction to Applied Statistics I (See Note 5)
- ★3 in required electives (See Note 2)
  - One of

- (See Note 5)
- ENGL 111
- ENGL 112
- ENGL 113
- ENGL 114

### Year Two

- FIN 301 - Introduction to Finance
- MARK 301 - Introduction to Marketing
- MGTSC 312 - Probability and Statistics for Business
- ★6 Senior Business electives (See Note 3)

### Year Two—Winter

- ★15 Senior Business electives (See Note 3)

### Year Three

- ★15 Senior Business electives (See Note 3)
- ★3 required electives (See Note 3)

#### Notes

1. Courses may be taken in the term indicated as part of a cohort with the permission of the Faculty.
2. See Policy on Elective Courses
3. The number of Senior Business courses allowed will depend in part on the amount of exemptions an After-Degree student may be given. Students possessing exemptions in any of the required Year One courses will have their Year One schedule adjusted to reflect this. Students should consult the Undergraduate Office with respect to their program requirements before commencing Year One. After-Degree Students must declare a major, and must follow the requirements for that major. This choice may be made as early as Winter Term in Year One. After-Degree Students take a minimum of ★45 and a maximum of ★60 at the University of Alberta while registered as a student in the Faculty of Business. The number of required electives and Senior Business courses permitted to an After-Degree Student will depend on the requirements of the major selected.
4. Completion of BUS 201 or equivalent is normally a prerequisite to entrance to the Cooperative Education program. After-degree students may apply to the program without completion of BUS 201 as they are normally exempt from taking BUS 201.
5. Missing prerequisite courses are required to be made up in the first year of the program following admission. Courses taken as part of the preprofessional requirements do not count toward the total of ★45–★60 required courses for After-Degree students.

## BCom (Cooperative Education Program)

### General

The Faculty of Business offers a cooperative education option for students in Business specializations. Cooperative Education is an experiential learning program in which students alternate periods of study with periods of paid, discipline-related work experience in cooperating employer organizations. All new and continuing students are eligible to compete for places in the Cooperative Education option provided there is sufficient room in their programs to complete the requirements. Normally, a student who has completed more than ★75 prior to entry will not be accepted. Students will be admitted to the program based on a combination of grades, work and volunteer experience and background, and a letter of intent. An interview may also be necessary. The online application deadline for September entry is July 30. The application deadline for early September admission for continuing students is March 31. The online application deadline for January entry is October 31. Modest program and application fees are charged. For more information, contact the Business Career Services Office at 2-21 Business.

To qualify for the Cooperative Education degree, students accepted into the option must successfully complete the following four courses in addition to the regular requirements for the Bachelor of Commerce degree within their major area of study:

1. Introduction to Cooperative Education (non-credit seminar)
2. WKEXP 911



3. WKEXP 912
4. WKEXP 913

Students registered in the Cooperative Education option will complete 12 months of work experience. To accommodate the work experience portion of the program, students will normally require a minimum of four and one-half years to complete the requirements of the Cooperative Education degree. The normal sequencing for Cooperative Education students is that they attend the Introduction to Cooperative Education seminar in the fall of the third year of studies. The first work term will begin the following January. School terms and work terms will continue to alternate, with the program concluding with a school term in the fall of the fifth year of study.

Students in the cooperative option are considered full-time students at the University of Alberta for the full 12 months of any academic year (July 1–June 30) while they are registered in work terms.

All work experience courses are graded on a pass/fail basis. Grades are determined by a student's job performance as evaluated by the employer, by the student's performance on a work term report, and by the student's ability to integrate the work experience and the classroom study. Students who fail a work term must normally withdraw from the Cooperative Education program.

Students registered in the Cooperative Education option receive assistance in locating suitable work placements. The Business Cooperative Education coordinator is responsible for developing Cooperative Education students to conduct an active personal job search. However, the ultimate responsibility for obtaining suitable work term employment rests with the student.

## Sequence of Courses

### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTSC 312 - Probability and Statistics for Business
- ★3 in electives outside Business (See Note 1)

### Year Two—Winter

- FIN 301 - Introduction to Finance
- SMO 310 - Introduction to Management
- ★3 in electives outside Business (See Note 1)
- ★6 in free electives (See Note 1)

### Year Three

- Introduction to Cooperative Education (non-credit seminar)
- WKEXP 911 - Business Work Experience I (See Note 3)
- (See Note 4 for academic requirements)

### Year Four/Five (See Notes 2 and 5)

- WKEXP 912 - Business Work Experience II (See Note 3)
- WKEXP 913 - Business Work Experience III (See Note 3)

### Notes

1. See Courses in the Faculty of Business
2. Co-op students are encouraged to take SMO 441. This course will allow them to draw on their work experience for classroom discussion, and will help them synthesize the cooperative education learning experience.
3. Work experience terms may be taken at any time in Year Three or Year Four. The final term in the Co-op Education program must be a study term.
4. Cooperative Education Students must declare a major by the beginning of Year Three and fulfil all the requirements of that major in addition to the Cooperative Education requirements.
5. An additional optional WKEXP 914 placement is available under special circumstances. Students should inquire with the Co-operative Education Office for details.

## Police Information Check

Under the provisions of the Protection for Persons in Care Act, all new employees, volunteers and other people engaged for services by designated agencies (hospitals, nursing homes, lodges, group homes, etc.) must complete a Police Information Check (also known as a Criminal Check, Security Clearance Check, or Police Clearance), which must include a Vulnerable Sector Check. In addition, certain other agencies, organizations, and educational facilities may require students to present a Police Information Check prior to entering a practicum, work placement term, internship, or field experience placement.

Students who have concerns related to their ability to provide a clear Police Information Check should consult with the Associate Dean, Undergraduate Program. Students will be informed of the need for a Police Information Check prior to specific field experience placements. Requirement for Police Information Checks for more information on the general requirements concerning Police Information Checks and the fees associated with them.

## BCom (General)

### General Information

The Degree of Bachelor of Commerce (General) is a three-year degree program following one year of preprofessional studies at an approved postsecondary institution.

Year Two is important for Business students. In this year, students take the six primary core courses, two electives outside the Faculty and two additional electives. The primary core courses are designed to develop a foundation in business knowledge and to develop personal abilities regarding communication, interpersonal skills and computer skills. Learning is enhanced through interaction with peers. The majority of students will take each course with a common cohort of peers. The primary core also provides a basis for selecting a major.

The Faculty allows students many free electives during the three years of the program. During Year Two, students must take two external electives. Some majors require specific external electives as part of the prescribed sequence of courses. In choosing external electives, students must consult the specific major and keep these requirements in mind. Students should also consider exploring disciplines that are of interest and are offered outside the Faculty of Business. Basic course work in Year Two may be built on in Years Three and Four to deepen understanding of chosen elective areas. Students should design informal minors in disciplines outside Business, or sample a variety of perspectives by taking courses from different disciplines.

The choice of a major area of concentration must be made by the commencement of Year Three, but in practice students may make the choice earlier. Students should carefully examine the course requirements in Majors in Business. Some majors require coursework outside Business that should be commenced in Year Two or as early as the preprofessional year. Several majors rely on introductory courses that are not part of the primary core. (See, for example, the majors in Management Information Systems, Business Economics and Law, or Operations Management.) Students considering one of these majors may facilitate their progress by taking the required introductory prerequisite courses during term two of Year Two. This will give the student an understanding of the proposed field and permit better sequencing of the other required courses in Years Three and Four. A major area of concentration gives a student a degree of expertise within a particular field and is, in particular, an excellent preparation for various professional designations. Students seeking broader knowledge of all basic functional areas can select a Business Studies major to obtain exposure to senior courses in all areas.

### Program Information

To obtain the Degree of Bachelor of Commerce (General), students must receive credit in ★120 including a minimum of ★24 (taken in the preprofessional year) and a maximum of ★60 in transfer credit. Students entering with less than ★30 in transfer credit must complete the missing credits in courses outside the Faculty of Business. At least ★60 in University of Alberta courses must be successfully completed while the student is registered in the Faculty of Business.

Students may not normally take coursework extra to the ★120 needed to meet the Bachelor of Commerce degree requirements.

The BCom (General) contains a second year core of requirements that are normally taken in a cohort structure. Transfer students with credit in all of the second year core may elect a major area of specialization on admission. Transfer students with credit in some but not all of the second year core should consult the Undergraduate Office for information concerning the completion of second year requirements.

The BCom (After Degree) allows students with a degree from an approved postsecondary institution to obtain a Bachelor of Commerce Degree on completion of between ★45 to ★60 depending on the number of course exemptions and the specific requirements of the chosen Major.

The BCom (Cooperative Education) follows the same course of studies as the BCom (General) with the additional requirement of three work terms of four months each which are taken at any time in Year Three or Year Four.

The BCom Language Studies Programs (East Asian Studies, European Studies, Latin-American Studies) combine the BCom (General) program with intensive training in language which is ideally begun in the Preprofessional Year. The programs also require extensive course work outside the Faculty of Business.

Students should be aware that the BCom programs requirements are designed to most easily be fulfilled by students entering Year Two with ★30 in transfer credit, and taking standard full course loads in each subsequent year. Students granted provisional admission, and part-time students should consult the Undergraduate Office to ensure that they complete required coursework in Year Two.

## Courses in the Faculty of Business

Courses in the Faculty of Business fall into six categories:

- Preprofessional Requirements:** ECON 101, ECON 102, MATH 113, STAT 151, ★6 in junior level English which includes any 100-level ENGL and a maximum of ★3 in WRS. Completion of these courses or their equivalents is normally a prerequisite to admission to any of the BCom programs. Where a student is deficient in any of these requirements, probationary admission may be granted if the deficient course(s) is/are made up in the first year the student is registered in the Faculty of Business.
- Primary Core:** BUS 201, ACCTG 311, SMO 310, MARK 301, FIN 301, MGTS 312. These courses or their equivalents are required for all BCom students and are normally taken as a cohort in Year Two.
- Secondary Core:** ACCTG 322, MIS 311, B LAW 301, OM 352, BUEC 311, BUEC 479, SMO 441. These courses are required by most but not all of the major areas of specialization in the BCom (General) and in the other BCom programs. Students should consult the detailed course requirements under each program and each major.
- Senior Business Electives:** All courses at the 400-level offered by the Faculty of Business, and courses at the 300-level where these are not part of the Primary core. Secondary core courses not required to fulfil major or program requirements are also acceptable as Senior Business electives. Individual departments may deem other courses acceptable as substitutes for Senior Business courses. ECON 281 is permitted as a substitute for BUEC 311 in many majors. See Policy on Elective Courses (4) below.
- Electives Outside Business:** Any course offered by the University of Alberta in any Faculty except Business.
- Free Electives:** Any course offered by the University of Alberta in any Faculty including Business.

## Policy on Elective Courses

- Students may receive credit in no more than ★21 of junior-level electives whether taken at the University of Alberta or presented for transfer credit. This total does not include the preprofessional courses or junior courses taken to fulfil specific program or major requirements.
- All students in the BCom programs must take ★6 in electives outside Business in Year Two. Some programs and majors have specific requirements for electives outside Business including requirements for the preprofessional year. Students should consult the detailed course requirements under each program and each major.
- The Faculty of Business strongly urges students in the BCom programs to choose electives outside Business to complement their major areas of specialization. Courses in the Faculty of Arts, Science and Engineering are particularly recommended. Suggested elective courses and course sequences are available from Department Offices, the Undergraduate Office, and this Calendar.
- Students in many majors are permitted a choice between BUEC 311 and ECON 281 to satisfy major requirements. Students intending to proceed to senior-level work in Economics should take ECON 281, as BUEC 311 is not accepted as a prerequisite for ECON 384, ECON 385, ECON 386, ECON 399 or for any 400-level work by the Department of Economics. Students who have already received credit for ECON 281 may not take BUEC 311 for credit.

## Minors for Business Students

All students must select a major area of concentration at the beginning of Year Three. Most students are not required to but may select a minor area of concentration at any time thereafter. Minors are available for most students in most major areas. Students in International Business must choose a minor.

## Minors in Business

A minor area of concentration in Business is created in the following way:

- Any area of Business may be chosen if it meets the conditions below.
- A minimum of ★12 credits in one area is required.
- Courses eligible are any in the Faculty of Business at the 300- or 400-level beyond the primary core.
- An area is defined as
  - any group of courses with the same course prefix, i.e., ACCTG, FIN, MARK, SMO, or
  - any group of courses designated as International Business courses (eligible courses listed in Major in International Business ), or
  - any group of courses approved by a Department as sufficient to constitute a minor within a major area of study. For Department approved minors under this definition, students should consult the description of the major.
- Individual study courses, special projects courses, internships, competitions, and special topics courses in the Faculty of Business may be acceptable as coursework toward the relevant minor. Students should consult the Undergraduate Office in Business for information.
- Courses required to be taken by a student to fulfill major requirements will not normally be permitted to be used to satisfy requirements of a minor. Exceptions exist where explicitly permitted in the descriptions of the major.

## Minors outside Business

Students are strongly urged to consider coursework outside the Faculty of Business as complementary to their Business studies. A considerable advantage may be obtained by the disciplined study of advanced material in other Faculties. Students should be aware that many majors require coursework outside the Faculty of Business and all programs strongly recommend students investigate courses available in other Faculties for complementary courses.

- Students in all majors may complete minors in other Faculties by completing the requirements of that minor as listed in the relevant section of the Calendar.
- Students in the Management Information Systems Major may pursue a Minor in Computing Science [see Major in Management Information Systems].

Students may not take courses extra to their degree for the sole purpose of satisfying requirements for a minor area of concentration.

## Majors in Business

### Major in Accounting

#### Description of Field

Although there is significant overlap, accounting is generally divided into financial and managerial perspectives, with auditing and taxation as related areas of expertise. Financial accounting responds to the need for organizations to be accountable to society and to provide external parties with relevant information for making economic decisions. Financial statements are used by investors, creditors, government agencies, taxation authorities, employees, consumers, and other groups. Managerial accounting emphasizes the use of information within organizations to effectively plan and control operations, and to make a wide variety of business decisions. Auditing plays an integral role in providing accounting information. Auditors are independent accountants who assess accounting information and systems to ensure that the information produced is sufficiently objective and reliable that users can confidently use the information to make decisions and enter into contracts.

Accounting is of interest to all those who expect to be involved in managing and decision making within organizations because it provides a significant part of the information available. Conversely, accountants must extend their

knowledge to include knowledge of other business disciplines, as well as knowledge about the economy and society at large, if they are to provide consistently useful information in a changing, competitive world. Accordingly, the accounting major leaves students considerable room to select electives to round out their personal program.

## Career Opportunities

Graduates with an accounting major may wish to continue their studies by pursuing a professional designation in accounting. Chartered Professional Accountant (CPA) is the new Canadian business and accounting designation. See Special Students Studying to Satisfy Requirements of Professional Accounting Organizations for contact information. Graduates holding this designation work in public practice and in industry. Those in public practice engage in a wide variety of tasks including accounting and financial advisory services, auditing, taxation and business consulting. In industry, the roles of controller, chief financial officer, and other management positions are often filled by professional accountants. An accounting background is also useful to other professional designations such as Chartered Financial Analyst (CFA), Chartered Financial Planner (CFP), Chartered Business Valuator (CBV), and Certified Investment Manager (CIM). Students considering any of these designations should consult the appropriate professional publications for more information.

Accounting backgrounds are also useful for students who prefer to move directly into managerial or entrepreneurial positions because accounting information forms the basis for many business decisions.

## Sequence of Courses

### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MGTSC 312 - Probability and Statistics for Business
- MARK 301 - Introduction to Marketing
- ★3 in electives outside Business (See Note 1)

### Year Two—Winter

- ACCTG 322 - Introduction to Accounting for Management Decision Making
- SMO 310 - Introduction to Management
- FIN 301 - Introduction to Finance
- MIS 311 - Management Information Systems (See Note 4)
- ★3 in electives outside Business (See Note 1)

### Year Three

- ACCTG 414 - Intermediate Financial Accounting I
- ACCTG 415 - Intermediate Financial Accounting II
- ACCTG 424 - Intermediate Management Accounting
- B LAW 301 - Legal Foundations of the Canadian Economy (See Note 2)
- 
- BUEC 311 - Business Economics, Organizations and Management (See Note 3) **OR**
- ECON 281 - Intermediate Microeconomic Theory I (See Note 3)
- 
- OM 352 - Operations Management (See Note 4)
- ★9 in free electives (See Note 1)
- ★3 in electives outside Business (See Note 1)

### Year Four

- ACCTG 426 - Management Control Systems (See Note 5)
- ★9 Accounting electives (See Note 6)
- ★18 in free electives (See Note 1)

### Notes

1. See Policy on Elective Courses.
2. May be taken in either of Year Three or Year Four.
3. May be taken in any year except Year Two, Fall Term. Students planning to take advanced course work in Economics may wish to substitute ECON 281, which is accepted as a substitute for BUEC 311 in the Accounting major.
4. May be taken either in Year Two, (Winter Term) or Year Three.
5. Students may choose to do ACCTG 416, FIN 430, OM 468 or SMO 441 in place of ACCTG 426.
6. a. Students planning to work toward a professional accounting designation should, in addition to the requirements of the major, consider taking courses for the applicable accounting organization. See Special Students

Studying to Satisfy Requirements of Professional Accounting Organizations for information concerning the Chartered Professional Accountants.

- d. b. While students are advised to follow the sequencing of accounting courses determined by the course prerequisites, when necessary, after-degree students or students with special scheduling problems may take an accounting course and its prerequisite concurrently with permission of the Department Chair.

## Minors

1. Students with a declared major in Accounting may choose to do a minor in any subject area of Business. See Minors for Business Students . Minors are not required.
2. Students with a declared major in another area may complete a minor in Accounting by fulfilling the requirements of Minors for Business Students .

## Professional Requirements

Contact the applicable Accounting Organization for a listing of professional requirements. See Requirements of Professional Accounting Organizations

## Major in Business Economics and Law

### Description of Field

The Major in Business Economics and Law looks at the application of managerial economic and legal concepts and at the way in which they combine and interact to affect the conduct of business. It studies how business economics and law affect the firm and its operation and how both create the environment in which the firm operates. Many courses within the two areas relate predominantly to one orientation, although some courses have extensive elements of both. It is thus possible within the major to take a broad approach or to concentrate on the firm or on the environment of the firm. The major requirements ensure, however, that students are exposed to the basic managerial economic issues that affect the conduct of business and to several functional areas of business law.

### Career Opportunities

Employers frequently prefer students with broad based education and a good grasp of the "real world" environment. Students in this major benefit from the breadth of a more generalist degree, while also acquiring specialist knowledge. This major is suited to students interested in working in smaller companies where a broad perspective of the operations of the firm and its environment is essential. The major may also be of interest to students who intend further advanced study in the areas of economics or law.

### Sequence of Courses

#### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MGTSC 312 - Probability and Statistics for Business
- MARK 301 - Introduction to Marketing
- ★3 in electives outside Business (See Note 1)

#### Year Two—Winter

- ACCTG 322 - Introduction to Accounting for Management Decision Making
- SMO 310 - Introduction to Management
- FIN 301 - Introduction to Finance
- ★3 in electives outside Business (See Note 1)
- ★3 in free electives (See Note 1)

#### Year Three

- B LAW 301 - Legal Foundations of the Canadian Economy (See Note 2)
- BUEC 311 - Business Economics, Organizations and Management (See Note 3)
- ★6 Business Economics and Law electives (See Note 4)
- ★15 in free electives (See Note 1)
- ★3 in electives outside Business (See Notes 1 and 5)

#### Year Four

- BUEC 479 - Government and Business in Canada
- 
- B LAW 402 - Business Contracts **OR**
- B LAW 403 - Commercial Transactions

- 
- ★6 Business Economics and Law electives (See Note 4)
- ★18 in free electives (See Note 1)

#### Notes

1. See Policy on Elective Courses
2. May be taken in either of Year Three or Year Four.
3. May be taken in any year except Year Two, Fall Term.
4. Students must take at least ★12 in Business Economics and Law courses at the 300 or 400-level. Of these, at least ★3 must be in BUEC and ★3 must be in B LAW. Business Economics and Business Law courses may be chosen from the following depending on the stream selected:  
Firm: BUEC 311 or ECON 281; B LAW 402; ECON 373, ECON 378, ECON 471, ECON 472.  
Environment: BUEC 342, BUEC 442, BUEC 444, BUEC 463, BUEC 464, BUEC 488 ; B LAW 428, B LAW 432, B LAW 442, B LAW 444, B LAW 488.  
Firm and Environment: B LAW 403, B LAW 422; ECON 373, ECON 471, ECON 472. (BUEC 311, BUEC 342, ECON 281, ECON 373 and ECON 378 are considered 400-level courses for the purpose of satisfying this major.)
5. ECON courses used to satisfy the requirements of this major may not also be used to satisfy the requirements for coursework outside the Faculty of Business.

#### Minors

1. Students with a declared major in Business Economics and Law may choose to do a minor in any subject area of Business. See Minors for Business Students. Minors are not required. Business Economics and Law students are permitted to count one of the secondary core courses required in the Business Economics and Law major as one of the four courses constituting their minor.
2. Students with a declared major in another area may complete a minor in Business Economics and Law by completing both B LAW 301 and BUEC 311 (whether or not they are required by the student's major). An additional ★9 in Business Economics and Law courses at the 400-level is also required. Of these, at least ★3 must be in B LAW and ★3 must be in BUEC.

### Major in Business Studies

#### Description of Field

Students who wish to keep their options open and explore the many facets of a Business education should choose a major in Business Studies. This major allows students to choose coursework from all functional areas to obtain a broad, generalist degree. Students must do coursework outside the Faculty of Business that supports the major's intent to produce well-rounded graduates with diverse talents. Courses in languages, science and technology, humanities and social sciences are particularly recommended with an ideal balance being selections from each of these major areas.

#### Career Opportunities

Many employers prefer the generalist graduate with a versatile education background. Such a graduate has exposure to many functional areas and is thus flexible enough to move into many roles and positions in institutions, whether large or small, public or private. A graduate will be well-positioned for entrepreneurial ventures and for further educational and professional training.

#### Sequence of Courses

##### Year Two—Fall

- BUS 201 - Introduction to Canadian Business
- ACCTG 311 - Introduction to Accounting for Financial Performance
- MGTS 312 - Probability and Statistics for Business
- MARK 301 - Introduction to Marketing
- ★3 in electives outside Business (See Note 1)

##### Year Two—Winter

- SMO 310 - Introduction to Management
- FIN 301 - Introduction to Finance
- ACCTG 322 - Introduction to Accounting for Management Decision Making (See Note 3)
- ★3 in electives outside Business (See Note 1)
- ★3 in free electives (See Note 1)

##### Year Three

- B LAW 301 - Legal Foundations of the Canadian Economy (See Note 2)
- BUEC 311 - Business Economics, Organizations and Management (See Note 3)
- MIS 311 - Management Information Systems (See Note 3)
- OM 352 - Operations Management (See Note 3)
- ★9 Senior Business electives (See Note 4)
- ★6 in electives outside Business (See Note 1)
- ★3 in free electives (See Note 1)

##### Year Four

- SMO 441 - Business Strategy
- BUEC 479 - Government and Business in Canada
- ★15 Senior Business electives (See Note 4)
- ★6 in electives outside Business (See Note 1)
- ★3 in free electives (See Note 1)

#### Notes

1. See Policy on Elective Courses.
2. May be taken in either of Year Three or Year Four.
3. May be taken in any year except Year Two, Fall Term.
4. See Courses in the Faculty of Business. All Business Studies majors must take Senior Business electives from at least four of the subject areas of Business, one of which may be expanded into a minor area of specialization. Students may elect to do a minor in any subject area of Business. Areas available for minors are Accounting, Management Information Systems, Finance, Management Science, Marketing, Business Economics, Business Law, and Organizational Analysis. A minor is constituted by ★12 in any subject area at the 300- or 400-level beyond the primary core.

#### Minors

1. Students with a declared major in Business Studies may choose to do a minor in any subject area of Business. See Minors for Business Students. Minors are not required.
2. Students with a declared major in another area may not choose to minor in Business Studies.

### Major in Decision and Information Systems

#### Description of Field

Decision and Information Systems merges topics in operations management and management information systems. Many business operations require intensive knowledge of computing and information systems. Similarly, management of computing and information facilities often requires deep understanding of such issues as scheduling, replacement strategy, and policies on the development and adoption of new technology.

#### Career Opportunities

This program trains students for managerial positions and entrepreneurial opportunities in an economy that is becoming more computer and information intensive. Specialists in Decision and Information Systems combine a background in Operations Management with a knowledge of current computing technologies. They design and manage computerized systems that control the production and distribution of a firm's goods and services. Career opportunities exist in most industries and government organizations.

#### Sequence of Courses

##### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTS 312 - Probability and Statistics for Business
- ★3 in electives outside Business (See Note 1)

##### Year Two—Winter

- FIN 301 - Introduction to Finance
- MIS 311 - Management Information Systems
- MGTS 352 (See Note 2)
- SMO 201
- ★3 in electives outside Business (See Note 1)

### Year Three

- ACCTG 322 - Introduction to Accounting for Management Decision Making
- B LAW 301 - Legal Foundations of the Canadian Economy (See Note 2)

- BUEC 311 - Business Economics, Organizations and Management **OR**
- ECON 281 - Intermediate Microeconomic Theory I (See Notes 2 and 5)

- CMPUT 114 **OR**
- CMPUT 174 - Introduction to the Foundations of Computation I (See Note 1)

- CMPUT 115 **OR**
- CMPUT 175 - Introduction to the Foundations of Computation II

- MIS 412 - Managerial Support Systems (See Note 3)
- MGTSC 422 (See Note 3)
- ★3 to ★6 in free electives (See Note 1)
- ★3 electives outside Business (See Note 1)

### Year Four

- MIS 413 - Systems Analysis and Design (See Note 3)
- MIS 415 - Data Base Design and Administration (See Note 3)
- ★15 in Decision and Information Systems electives (See Note 4)
- ★9 in free electives (See Note 1)

### Notes

1. See Policy on Elective Courses. Some Decision and Information Systems students will find it useful to develop a strong background in computing science. Such students should consult the Computing Science section or seek Faculty advice for appropriate course offerings and sequencing. Students contemplating the pursuit of higher level computing science courses should consider taking either CMPUT 114 and CMPUT 115 or CMPUT 174 and CMPUT 175 in Year One (Preprofessional Year) or Year Two, to obtain the prerequisites for higher level computing courses. Students with no prior programming experience should either take CMPUT 101 followed by CMPUT 114 and MCPUT 115, or take the CMPUT 174 and CMPUT 175 sequence, which does not require prior programming experience. These courses satisfy the requirements in Year Two for electives outside Business. Students must contact the Department of Finance and Statistical Analysis early in their program regarding appropriate and available coursework.
2. May be taken in any year except Year Two, Fall Term.
3. May be taken in either of Year Three or Four.
4. Decision and Information Systems electives may be chosen from any 400-level MGTSC courses, any 400-level MIS courses and from a list of additional approved courses available from the Department of Finance and Statistical Analysis office. At least two of the five courses chosen must be MGTSC courses.
5. Students planning to take advanced course work in Economics may wish to substitute ECON 281. See Policy on Elective Courses (4). ECON courses used to satisfy the requirements of this major may not also be used to satisfy the requirements for coursework outside the Faculty of Business.

### Minors

1. Students with a declared major in Decision and Information Systems may choose to do a minor in any subject area of Business. See Minors for Business Students . Minors are not required. Students are urged to select areas that complement the major. Students may also wish to consider the Cooperative Education program (see BCom (Cooperative Education Program)).
2. Students with a declared major in another area may not choose a minor in Decision and Information Systems. Interested students should consult the Management Information Systems major or the Operations Management major for information on minors in those areas.
3. Students wishing to construct informal programs of study outside the Faculty of Business should consider the following suggestions:
  - a. Economics: Any senior ECON course, with Departmental approval.
  - b. Statistics/Mathematics: Additional work is recommended for students interested in research and/or graduate work.

## Major in Distribution Management

### Description of Field

This field addresses the systems and facilities which physically deliver products to consumers. It includes such topics as optimal plant and warehouse location, management of complex inventories, and the relationship of storing and moving goods to the marketing and purchasing strategy of a business. The success of many businesses and government organizations depends on how quickly and efficiently they can bridge the gaps between location of sources of products and the location requirements of the consumers who use these products.

### Career Opportunities

Opportunities for employment are found in large and small organizations with complex distribution systems. Examples include organizations with a large number of products and outlets, as well as organizations where products or services must be delivered in a timely manner. Specialists in Distribution Management design and locate production facilities, warehouses, and product networks. Employment opportunities exist in many diverse industries.

### Sequence of Courses

#### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTSC 312 - Probability and Statistics for Business
- ★3 in electives outside Business (See Note 1)

#### Year Two—Winter

- ACCTG 322 - Introduction to Accounting for Management Decision Making (See Note 2)
- FIN 301 - Introduction to Finance
- SMO 201
- MGTSC 352 (See Note 2)
- ★3 in electives outside Business (See Note 1)

#### Year Three

- B LAW 301 (See Note 3)

- BUEC 311 - Business Economics, Organizations and Management **OR**
- ECON 281 - Intermediate Microeconomic Theory I (See Notes 2 and 5)

- MARK 468 - Retailing and Channel Management (See Note 3)
- MIS 311 - Management Information Systems (See Note 3)
- MGTSC 405 - Forecasting for Planners and Managers (See Note 3)
- MGTSC 426 (See Note 3)
- ★9 in free electives (See Note 1)
- ★3 in electives outside Business (See Notes 1 and 5)

#### Year Four

- MGTSC 461 (See Note 3)
- ★9 in Distribution Management electives (See Note 4)
- ★18 in free electives (See Note 1)

### Notes

1. See Policy on Elective Courses
2. May be taken in any year except Year Two, Fall Term.
3. May be taken in either of Year Three or Year Four.
4. Distribution Management electives may be chosen from any 400-level MGTSC courses and from a list of additional approved courses available from the Department of Finance and Statistical Analysis office.
5. Students planning to take advanced course work in Economics may wish to substitute ECON 281. See Policy on Elective Courses (4). ECON courses used to satisfy the requirements of this major may not also be used to satisfy the requirements for coursework outside the Faculty of Business.

### Minors

1. Students with a declared major in Distribution Management may choose to do a minor in any subject area of Business. See Minors for Business Students . Minors are not required. Students are urged to select areas that complement the major. Students may also wish to consider the Cooperative Education program (see BCom (Cooperative Education Program)).

- Students with a declared major in another area may not choose a minor in Distribution Management. Interested students should consult the Marketing major or the Operations Management major for information on minors in those areas.
- Students wishing to construct informal programs of study outside the Faculty of Business should consider the following suggestions:
- Economics: Any senior ECON course, with Departmental approval.
- Statistics/Mathematics: Additional work is recommended for students who are interested in research and/or graduate work.

## Major in East Asian Studies

### Description of Field

The Faculty of Business, through its Centre for International Business Studies (CIBS), and in cooperation with the Faculty of Arts, Department of East Asian Studies, offers this innovative and unique program to produce business graduates with an expertise in the language, culture, history, and economics of East Asian countries with particular emphasis on China, Japan and Korea. Formal international study exchanges are available in China, Japan and Korea to enhance the experience in the program. Support has been received from the Asia Pacific Foundation and the Eldon Foote Endowment Fund.

### Career Opportunities

Students acquire the functional business skills required of today's managers, and the language capability and cultural sensitivity enabling them to interact comfortably with Alberta and Canada's East Asian trading partners. A graduate would also qualify to assume an overseas posting or to pursue further studies in East Asian countries. Opportunities in all areas of business would exist both in the government and the private sector, wherever specialized expertise in the Far East is called for.

### Sequence of Courses

#### Preprofessional Year

- ECON 101 - Introduction to Microeconomics
- ECON 102 - Introduction to Macroeconomics
- ★6 ENGL
- MATH 113 - Elementary Calculus I
- STAT 151 - Introduction to Applied Statistics I
- ★6 in language (See Note 1)
- ★6 in electives outside Business (See Note 2)

#### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTC 312 - Probability and Statistics for Business
- ★3 in language (See Note 1)

#### Year Two—Winter

- ECON 211 - Chinese Economic Development
- FIN 301 - Introduction to Finance
- SMO 310 - Introduction to Management
- ★3 in language (See Note 1)
- ★3 in free electives (See Note 2)

#### Year Three

- HIST 281 - East Asia from 1500
- ★6 in language (See Note 1)
- ★3 Asian electives (See Note 3)
- ★9 Senior Business electives (See Note 4)
- ★3 International Business Electives (See Note 5)
- ★6 in free electives (See Note 2)

#### Year Four

- ★3 Asian electives (See Note 3)
- ★9 Senior Business electives (See Note 4)
- ★6 International Business electives (See Note 5)
- ★12 in free electives (See Note 2)

#### Notes

- See (Language Streams) for specific sequencing. Some students in the Chinese stream may not be required to take as many language courses as others. In these cases, students must take an additional number of East

Asian electives equal to the number of language courses from which they are exempt.

- Up to ★6 of the language requirements may be fulfilled by participation in a qualified academic exchange, international internship or work placement, approved international research project or international study tour related to the language of study. Contact the Undergraduate Programs Office for information on approved substitutes.
- Asian electives should be chosen from courses in culture, history, political science, economics and geography (Earth and Atmospheric Sciences) relating to their area of interest. As available and appropriate courses will vary from year to year, students should consult the Undergraduate Office for approval of Asian electives. Students in the Chinese stream may be required to take more Asian electives depending on their language competency. See Language Streams(Chinese).
- See Courses in the Faculty of Business. Language studies majors should consider taking coursework in the secondary core in Business.
- International Business Electives may be chosen from the following: ACCTG 442; B LAW 442; B LAW 444; BUEC 342, BUEC 442, BUEC 444; FIN 442; MARK 442; SMO 417, SMO 435. BUEC 342 is recommended as a first course in an International sequence.

### Minors

- Students with a declared major in East Asian Studies may choose to do a minor in any subject area of Business. See Minors for Business Students . Minors are recommended but are not required.
- Students with a declared major in another area may not do a minor in East Asian Studies.

### Language Streams

#### Chinese:

- Students in Chinese Studies will be divided into groups based on language competency determined by an interview with a representative of the Department of East Asian Studies.
  - Group 1: Those with no background in Mandarin or other Chinese language.
  - Group 2: Those with some prior knowledge of spoken Mandarin, but needing training in reading and writing.
  - Group 3: Those with knowledge of a dialect such as Cantonese.

#### Required Language Sequencing

- Group 1:
  - (★6 in East Asian electives required.)
  - CHINA 101 - Basic Chinese I
  - CHINA 102 - Basic Chinese II
  - CHINA 201 - Basic Chinese III
  - CHINA 202 - Basic Chinese IV
  - CHINA 301 - Intermediate Chinese I
  - 
  - CHINA 302 - Intermediate Chinese II **OR**
  - CHINA 318
- Group 2:
  - (★12 in East Asian electives required.)
  - CHINA 201 - Basic Chinese III
  - CHINA 202 - Basic Chinese IV
  - CHINA 301 - Intermediate Chinese I
  - 
  - CHINA 302 - Intermediate Chinese II **OR**
  - CHINA 318
- Group 3:
  - (★18 in East Asian electives required.)
  - CHINA 211 - Mandarin Chinese I
  - CHINA 212 - Mandarin Chinese II

#### Japanese

#### Required Language Sequencing:

- (★6 in East Asian Electives required.)
- JAPAN 101 - Basic Japanese I
- JAPAN 102 - Basic Japanese II
- JAPAN 201 - Basic Japanese III
- JAPAN 202 - Basic Japanese IV
- JAPAN 301 - Intermediate Japanese I
- JAPAN 302 - Intermediate Japanese II

## Korean

### Required Language Sequencing:

- Please see the Undergraduate Office.

## Major in Entrepreneurship and Family Enterprise

### Description of Field

Entrepreneurial activity is vital to economic development and societal well-being. All progressive societies have economic systems that create new firms as well as encourage entrepreneurial renewal in existing firms. Family enterprises are important economic entities, representing the predominant form of business organization around the globe (between 65% and 80% of the world's businesses are controlled by families). This specialization aims to help students develop the attitudes, knowledge and skills needed to work effectively in a start-up or collaboratively with others in existing firms. Two streams are available—the general entrepreneurship stream and the family enterprise stream. Depending upon their emphasis, students will learn how to:

1. Identify and evaluate business opportunities, mobilize resources, and create an organization;
2. Manage the transition from an entrepreneurial start-up to a more complex business entity;
3. Interact with family enterprises more effectively, through enhanced understanding of the unique challenges facing such organizations in different regions of the world; and/or,
4. Integrate family members into a business venture, take over leadership of a family enterprise, pass a business onto the next generation, and manage the trans-generational transfer of wealth.

### Career Opportunities

The highs, lows, and personal rewards of founding or owning a business are well-documented in the media. A number of exciting, challenging, and rewarding careers are available to students who specialize in Entrepreneurship and Family Enterprise. Three distinct career paths include:

1. Creating, owning and/or managing a business venture (either immediately upon graduation or after obtaining experience in other firms);
2. Becoming the next-generation leader of an existing family enterprise (whether that enterprise is operated by one's own family or someone else's);
3. Becoming a professional advisor (such as an accountant, financial services provider, management consultant, or lawyer) who specializes in entrepreneurial and/or family-controlled enterprises.
4. By specializing in Entrepreneurship and Family Enterprise, students will also develop more informed answers to such career-defining questions as, "Do I have what it takes to become an entrepreneur?", "Do I want to launch a business with family members or join a family enterprise?", and/or, "Do I want to market myself as an advisor to entrepreneurial and family-controlled firms?"

### Sequence of Courses

#### Both streams

##### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MGTS 312 - Probability and Statistics for Business
- MARK 301 - Introduction to Marketing
- ★3 in electives outside Business (See Note 1)

##### Year Two—Winter

- ACCTG 322 - Introduction to Accounting for Management Decision Making
- FIN 301 - Introduction to Finance
- SMO 310 - Introduction to Management
- ★3 in electives outside Business (See Note 1)
- ★3 in free electives (See Note 1)

##### Year Three—General Entrepreneurship Stream

- B LAW 301 - Legal Foundations of the Canadian Economy (See Note 2)
- MIS 311 - Management Information Systems (See Note 3)
- SMO 430 - Introduction to Small Business Management (See Note 2)

- SMO 431 - New Venture Creation and Organization (See Note 3)
- OM 352 - Operations Management (See Note 3)
- ★6 in SMO electives (See Note 4)
- ★3 in senior Business electives outside SMO
- ★6 in free electives (See Note 1)

##### Year Three—Family Enterprise Stream

- B LAW 301 - Legal Foundations of the Canadian Economy
- MIS 311 - Management Information Systems
- SMO 428 - Managing Family Enterprise (See Note 2)
- SMO 442 - International Family Enterprise (See Note 3)
- ★6 in SMO electives (See Note 4)
- ★3 in HECOL/SOC electives (See Note 5)
- ★3 in senior Business electives outside SMO (See Note 6)
- ★6 in free electives (See Note 1)

##### Year Four—General Entrepreneurship Stream

- ACCTG 412 - Financial Reporting for Managers and Analysts (See Note 3)

- B LAW 402 - Business Contracts **OR**
- B LAW 422 - Law of Business Organizations (See Note 3)

- SMO 441 - Business Strategy
- ★6 in SMO electives (See Note 4)
- ★3 in 300- or 400-level MARK
- ★3 in senior Business electives outside SMO
- ★9 in free electives (See Note 1)
- Year Four—Family Enterprise Stream
- B LAW 402 - Business Contracts **OR**
- B LAW 422 - Law of Business Organizations (See Note 3)

- SMO 427 - Advising Family Business (See Note 2)
- SMO 441 - Business Strategy (See Note 2)

- ★3 in SMO 430 - Introduction to Small Business Management **OR**
- SMO 431 - New Venture Creation and Organization

- ★3 in SMO electives (See Note 4)
- ★6 in senior Business electives outside SMO
- ★9 in free electives (See Note 1)

### Notes

1. See Policy on Elective Courses and Free Electives. Entrepreneurship and Family Enterprise students are encouraged to take SOC 100.
2. This course can be taken in either term.
3. This course can be taken in either term in either Year Three or Year Four.
4. Designated SMO electives: SMO 402, SMO 404, SMO 411, SMO 412, SMO 433, SMO 434, and SMO 435. SMO 427, SMO 428 and SMO 442 are recommended electives for General entrepreneurship stream students.
5. Designated HECOL/SOC electives: SOC 271; HECOL 200, HECOL 210, HECOL 310, HECOL 313 and HECOL 321.
6. Students are encouraged to take ACCTG 412, OM 352 or 300- or 400-level MARK)

### Minors

1. Students with a declared major in Entrepreneurship and Family Enterprise may choose to do a minor in any subject area of Business. See Minors for Business Students . Minors are not required.
2. Students with a declared major in another area may complete a minor in Entrepreneurship and Family Enterprise by completing either Option A or Option B, below:

#### Option A General Entrepreneurship Minor

- SMO 430 - Introduction to Small Business Management
- SMO 431 - New Venture Creation and Organization

#### ★6 of

- SMO 427 - Advising Family Business
- SMO 428 - Managing Family Enterprise
- SMO 441 - Business Strategy
- SMO 442 - International Family Enterprise **OR**
- SMO 450

#### Option B Family Enterprise Minor

- SMO 428 - Managing Family Enterprise

**★3 of**

- SMO 427 - Advising Family Business **OR**
- SMO 442 - International Family Enterprise
- **AND**

**★6 of**

- SMO 430 - Introduction to Small Business Management
- SMO 431 - New Venture Creation and Organization
- SMO 441 - Business Strategy **OR**
- SMO 450

**Recommended Courses for Specific Career Paths**

Students who are considering the following career paths are encouraged to include the following courses when designing their program of studies:

1. Students who are interested in starting their own business: SMO 430, SMO 431, and SMO 441; HECOL 321. If they will be starting a business with a (current or potential) family member: Add HECOL 210 or HECOL 310.
2. Students who are interested in joining a family business (their own or someone else's): SMO 427 and SMO 428; HECOL 310 or HECOL 313. If they will be working in or with an international family business: Add SMO 442 and SMO 435.
3. Students who are interested in becoming a professional advisor to family enterprises: SMO 427, SMO 428, and SMO 434; and HECOL 313. If they will be advising family enterprises internationally: Add SMO 442 and SMO 435.

**Major in European Business Studies****Description of Field**

The Faculty of Business, through its Centre for International Business Studies (CIBS), and in cooperation with the Faculty of Arts, Department of Modern Languages, has developed this innovative and unique program. It is designed to produce Business graduates with all the functional skills required by the modern business world and couple that with language expertise in one or more of the languages of Europe and knowledge of the politics, history, economics and culture of Europe. The importance of the European Union to Canada for both international trade and investment opportunities is well known. Emerging opportunities in Eastern Europe combine with established patterns in Western Europe to provide a new and fertile area of study for the business student.

**Career Opportunities**

International firms are always seeking students with a functional fluency in a European language, combined with familiarity with the social, economic and political structures of Europe. Canadian firms with trading ties to Europe or with European operations frequently prefer the graduate who can be quickly comfortable dealing with European partners or environments.

**Sequence of Courses****Preprofessional Year**

- ECON 101 - Introduction to Microeconomics
- ECON 102 - Introduction to Macroeconomics
- ★6 ENGL
- MATH 113 - Elementary Calculus I
- STAT 151 - Introduction to Applied Statistics I
- ★6 in language (See Note 1)
- ★6 in electives outside Business (See Note 2)

**Year Two—Fall**

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTSC 312 - Probability and Statistics for Business
- ★3 in language (See Note 1)

**Year Two—Winter**

- FIN 301 - Introduction to Finance
- SMO 310 - Introduction to Management
- ★3 in language (See Note 1)
- ★6 in free electives (See Note 3)

**Year Three**

- ★6 European required Arts courses (See Note 5)

- ★3 International Business electives (See Note 4)
- ★6 in language (See Note 1)
- ★9 Senior Business electives
- ★6 in free electives (See Note 2)

**Year Four**

- ★6 European electives (See Note 6)
- ★6 International Business electives (See Note 4)
- ★9 Senior Business electives
- ★9 in free electives (See Note 3)

**Notes**

1. Students majoring in European Studies have the choice of several different language streams. Students must complete a minimum of ★18 in the same language. The availability of language courses varies from year to year and students must consult the Undergraduate Office for suggested course sequencing.
2. Up to ★6 of the language requirements may be fulfilled by participation in an qualified academic exchange, international internship or work placement, approved international research project or international study tour related to the language of study. Contact the Undergraduate Programs Office for information on approved substitutes.
3. Language Studies majors are encouraged to use their free electives, particularly in Year Three, to acquire broader skills in functional areas of Business. See section on Minors. Alternatively, they should choose from approved electives in (V).
4. International Business Electives may be chosen from the following: ACCTG 442; B LAW 444; BUEC 342, BUEC 442, BUEC 444; FIN 442; MARK 442; SMO 417, SMO 435. BUEC 342 is recommended as a first course in an International sequence.
5. ECON 323, HIST 210, MLCS 201, or POL S 260.
6. European electives should be chosen from courses in culture, history, political science, economics and geography (Earth and Atmospheric Sciences) relating to their area of interest. As available and appropriate courses will vary from year to year, students should consult the Undergraduate Office for approval of European electives.

**Minors**

1. Students with a declared major in European Studies may choose to do a minor in any subject area of Business. See Minors for Business Students . Minors are recommended but are not required.
2. Students with a declared major in another area may not do a minor in European Studies.

**Major in Finance****Description of Field**

Finance is valuable for students interested in general management in large or small businesses. It also opens opportunities which require specialized knowledge.

The Finance program includes study of a number of topics:

1. Investors' choices among financial investments (securities), such as stocks and bonds, and the management of investment portfolios;
2. Business asset management, including selections of such items as equipment, cash and inventory, and related financial planning;
3. Businesses; choices among methods of financing assets through borrowing, retaining earnings and issuing securities, including cost and governance aspects;
4. The operation and regulation of security markets and financial institutions;
5. Risk management, the transfer and reduction of risk through financial market operations;
6. International finance.

**Career Opportunities**

Corporations and government enterprises employ many finance specialists in finance, controllership, investment analysis, and general management positions. Banks, insurance companies, government financial regulatory agencies, and other organizations specializing in financial affairs hire finance specialists in specialized staff positions and as part of their regular management. Instruction in finance provides valuable insights and information for students who plan to enter business for themselves. The problems of



obtaining financing and evaluating investment opportunities are frequently critical to the survival and success of the entrepreneurial venture. This major provides a basis for a number of professional designations (listed in Professional Designations section).

## Sequence of Courses

### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTSC 312 - Probability and Statistics for Business
- ★3 in electives outside Business (See Note 1)

### Year Two—Winter

- ACCTG 322 - Introduction to Accounting for Management Decision Making (See Note 2)
- FIN 301 - Introduction to Finance
- OM 352 - Operations Management (See Note 2)
- SMO 310 - Introduction to Management
- ★3 in electives outside Business (See Note 1)

### Year Three

- B LAW 422 - Law of Business Organizations **OR**
- B LAW 301 - Legal Foundations of the Canadian Economy
- BUEC 311 - Business Economics, Organizations and Management **OR**
- ECON 281 - Intermediate Microeconomic Theory I (See Note 5)
- MIS 311 - Management Information Systems
- ★12 chosen from Finance Major designated electives, which are all 400-level FIN classes (see Notes 5 and 6)
- ★6 in free electives (See Note 1)
- ★3 in electives outside Business (See Notes 1 and 5)

### Year Four

- ★9 chosen from Finance Major designated electives, which are all 400-level FIN classes (See Notes 5 and 6)
- ★21 in free electives

### Notes

1. See Policy on Elective Courses
2. May be taken in either of Year Two (Winter Term) or Year Three.
3. May be taken in any year except Year Two, Fall Term.
4. May be taken in either of Year Three or Year Four.
5. Students planning to take advanced course work in Economics may wish to substitute ECON 281. See Policy on Elective Courses (4). ECON courses used to satisfy the requirements of this major may not also be used to satisfy the requirements for coursework outside the Faculty of Business.
6. Students may, with Departmental consent, substitute a maximum of ★6 in coursework in ACCTG, BUEC, ECON or MGTSC for FIN electives. Contact the Department of Finance and Statistical Analysis for suggested courses.

## Minors

1. Students with a declared major in Finance may choose to do a minor in any subject area of Business. See Minors for Business Students . Minors are not required. Students are urged to select areas complementary to the Finance major. Some suggestions and details are listed next. Students may also wish to consider the Cooperative Education program (see BCom (Cooperative Education Program)).
  - a. Accounting: A recommended minor area particularly for students who wish to acquire a professional designation in accounting and/or finance. See Major in Accounting and below.
  - b. Management Science: Recommended for students interested in modelling. See Major in Decision and Information Systems .
  - c. Marketing: Recommended for students interested in marketing financial products. (See Major in Marketing and Major in Retailing and Services.)
  - d. MIS/Computing: See the MIS major in Major in Management Information Systems .
  - e. International Business: Recommended for students emphasizing international finance. See Major in International Business .
2. Students with a declared major in another area may complete a minor in Finance by fulfilling the requirements of Minors for Business Students .

3. Students wishing to construct informal programs of study outside the Faculty of Business should consider the following suggestions:
  - a. Economics: Selections from ECON 281, ECON 282, ECON 323, ECON 341, ECON 373, ECON 384, ECON 385, ECON 421, ECON 422, ECON 441, ECON 453.
  - b. Statistics/Mathematics: Recommended for students who are interested in research and/or graduate study in finance. Interested students should consult with the Chair of the Department of Finance and Statistical Analysis.

## Finance Concentrations

There is sufficient flexibility within the Finance major to emphasize specific streams within finance, if desired. These streams are listed together with some recommended electives. It is recommended that students take FIN 412 before FIN 416 or FIN 442. Each of these streams may be combined with minor areas (listed in Minors).

### Corporate Finance/Financial Management:

- FIN 412 - Investment Principles
- FIN 422 - Capital Investment
- FIN 434 - Advanced Corporate Finance
- FIN 442 - International Financial Markets
- ECON 353 - Taxation Policy and Structure
- courses in accounting and economics.

### Derivatives/Risk Management:

- FIN 412 - Investment Principles
- FIN 413 - Risk Management
- FIN 416 - Advanced Portfolio Management
- ACCTG 414 - Intermediate Financial Accounting I
- ACCTG 415 - Intermediate Financial Accounting II
- ECON 353 - Taxation Policy and Structure
- other courses in accounting, economics, mathematics and statistics.

### International Finance:

- BUEC 342 is recommended as a first course in an International sequence.
- BUEC 342 - Introduction to International Business
- BUEC 442 - The Global Business Environment
- FIN 412 - Investment Principles
- FIN 414 - Operation of Financial Institutions
- FIN 442 - International Financial Markets
- and courses in international economics and trade, history and political science.

### Investments/Portfolio Management:

- FIN 412 - Investment Principles
- FIN 413 - Risk Management
- FIN 414 - Operation of Financial Institutions
- FIN 416 - Advanced Portfolio Management
- FIN 442 - International Financial Markets
- ACCTG 414 - Intermediate Financial Accounting I
- ACCTG 432 - Financial Statement Analysis I
- ECON 353 - Taxation Policy and Structure
- other courses in accounting, economics, mathematics and statistics.

## Professional Designations

Many finance positions require a professional designation. Part of the requirement for a professional designation may be satisfied by elective courses. Please consult the appropriate governing body.

1. CA (Chartered Accountant), CGA (Certified General Accountant), CMA (Certified Management Accountant): See Professional Requirements
2. CFA (Chartered Financial Analyst): Offered by the Institute of Chartered Financial Analysts.
3. CFP (Chartered Financial Planner): Offered by the Canadian Institute of Financial Planning. Partial credit may be possible for taxation, law and economics courses.
4. CBV (Chartered Business Valuator): Offered by the Canadian Institute of Chartered Business Valuators.
5. Canadian Securities Course: Offered by the Canadian Securities Institute and required to sell securities in Canada.
6. CIM (Certified Investment Manager): Offered by the Canadian Securities Institute following the Canadian Securities Course.

## Major in Human Resource Management

### Description of Field

The effective management of an organization's human resources is important for success in today's competitive climate. Many managers looking for new sources of competitive advantage are discovering the importance of the quality of their human resources and how they are managed. The HRM major gives students an insight into what is involved in "competing through people." This program is designed to produce graduates who are knowledgeable about a range of strategic issues which reflect the complex, changing environment in which the management of human resources operates.

### Career Opportunities

Employment opportunities in the human resources management field exist in private business enterprises, public institutions, labor unions, and not-for-profit organizations. Graduates may start in a number of areas such as staffing, compensation, training, or labor relations. The HRM major has been designed so that it is applicable to either a generalist or a specialist position.

### Sequence of Courses

#### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTC 312 - Probability and Statistics for Business
- ★3 in electives outside Business (See Note 1)

#### Year Two—Winter

- ACCTG 322 - Introduction to Accounting for Management Decision Making (See Note 3)
- FIN 301 - Introduction to Finance
- SMO 310 - Introduction to Management
- ★3 in electives outside Business (See Note 1)
- ★3 in free electives (See Note 1)

#### Year Three

- B LAW 301 - Legal Foundations of the Canadian Economy (See Note 2)
- SMO 311 - HRM: Managing the Work Force in Canada (See Note 5)
- ★6 SMO Human Resource Management electives (See Note 4)
- ★9 Senior Business electives (See Note 6)
- ★3 in electives outside Business (See Note 1)
- ★6 in free electives (See Notes 1 and 6)

#### Year Four

- SMO 441 - Business Strategy
- ★9 SMO Human Resource Management electives (See Note 4)
- ★3 SMO electives (unrestricted)
- ★6 Senior Business electives (See Note 6)
- ★3 in electives outside Business (See Note 1)
- ★6 in free electives (See Notes 1 and 6)

#### Notes

1. See Policy on Elective Courses and Free Electives.
2. May be taken in either of Year Three or Year Four.
3. May be taken in any year except Year Two, Fall Term.
4.
  - a. SMO Human Resource Management electives may be chosen from the following: SMO 411, SMO 412, SMO 413, SMO 414, SMO 415, SMO 416, SMO 417, SMO 418, SMO 421, SMO 432, SMO 495.
  - b. One of the following may be substituted for the above SMO courses: SOC 363; ECON 331; ENGG 404, ENGG 406.
5. SMO 311 should be taken as soon as possible in Year Three.
6. See Policy on Elective Courses. Human Resource Management students are encouraged to take OM 352.

### Minors

1. Students with a declared major in Human Resource Management may choose to do a minor in any subject area of Business. See Minors for Business Students. Minors are not required.
2. Students with a declared major in another area may complete a minor in Human Resource Management by completing ★12 in the following SMO

courses: SMO 311, SMO 411, SMO 412, SMO 413, SMO 414, SMO 415, SMO 416, SMO 417, SMO 418, SMO 432. In addition to the ★12 required for a minor, it is strongly recommended that students take SMO 441.

## Major in International Business

### Description of Field

The Faculty of Business recognizes the importance of providing an international perspective to the BCom program and is therefore committed to designing courses, programs, seminars and conferences through our Centre of International Business Studies. This major allows students to customize their program by choosing a particular country and language and then adding International Business courses, as well as courses in culture, history, economics, and other areas.

### Career Opportunities

Graduates of this program will present a unique degree that enables career development in all areas of international business in Canada and abroad. The combination of business, language and cultural courses creates graduates with a flexible and broad view of the international trading community. Students in this major should consider a student exchange as part of their experience.

### Sequence of Courses

#### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTC 312 - Probability and Statistics for Business
- ★3 in electives outside Business (See Note 1)

#### Year Two—Winter

- ACCTG 322 - Introduction to Accounting for Management Decision Making (See Note 3)
- FIN 301 - Introduction to Finance
- SMO 310 - Introduction to Management
- ★3 in electives outside Business (See Note 1)
- ★3 in free electives (See Note 1)

#### Year Three

- B LAW 301 - Legal Foundations of the Canadian Economy (See Note 2)

- BUEC 311 - Business Economics, Organizations and Management **OR**
- ECON 281 - Intermediate Microeconomic Theory I (See Notes 3 and 6)

- BUEC 342 - Introduction to International Business
- OM 352 - Operations Management (See Note 3)
- MIS 311 - Management Information Systems (See Note 3)
- ★6 International Business electives (See Note 4)
- ★6 in free electives (See Note 1)
- ★3 in electives outside Business (See Note 1)

#### Year Four

- BUEC 442 - The Global Business Environment
- BUEC 479 - Government and Business in Canada
- ★6 International Business electives (See Note 4)
- ★12 Senior Business electives (See Note 5)
- ★6 in free electives (See Note 1)

#### Notes

1. See Policy on Elective Courses. Students majoring in International Business must have a minimum of ★12 in a second language, and it is recommended this be commenced by Year Two. Students should take their optional courses in culture, history, political science, economics and geography (Earth and Atmospheric Sciences) in their area of interest.
2. May be taken in either of Year Three or Year Four.
3. May be taken in any year except Year Two, fall term.
4. International Business electives may be taken in either of Year Three or Year Four and must include a minimum of ★12 chosen from the following: ACCTG 442; B LAW 442, B LAW 444; BUEC 444; FIN 442; MARK 442; SMO 417, SMO 435.
5. See following section on Minors.

- Students planning to take advanced course work in Economics may wish to substitute ECON 281. See Policy on Elective Courses (4). ECON courses used to satisfy the requirements of this major may not also be used to satisfy the requirements for coursework outside the Faculty of Business.

## Minors

- Students with a declared major in International Business are required to do a minor in another area of Business. See Minors for Business Students . International Business students are permitted to count one of the secondary core courses required in the International Business major as one of the four courses constituting their minor.
- Students with a declared major in another area may complete a minor in International Business by fulfilling the requirements of Minors for Business Students .

## Major in Latin American Studies

### Description of Field

The Faculty of Business, through its Centre for International Business Studies (CIBS), and in cooperation with the Faculty of Arts, Department of Modern Languages, has developed this innovative and unique program. It has been designed to produce business graduates with an expertise in the language, culture, history, and economics of the Spanish-speaking nations of North, Central, and South America. Formal international study exchanges in Mexico, Chile and elsewhere are available and would enhance the experience in the program.

### Career Opportunities

On graduation, students would have the functional business skills required of today's managers as well as the language capability and cultural sensitivity that would enable them to interact comfortably with Alberta's and Canada's trading partners. A graduate would also qualify to assume an overseas posting or to pursue further studies in Mexico or Central and South American countries. Opportunities in all areas of business would exist in the government and the private sector, particularly in connection with the North American Free Trade Agreement.

### Sequence of Courses

#### Preprofessional Year

- ECON 101 - Introduction to Microeconomics
- ECON 102 - Introduction to Macroeconomics
- ★6 ENGL
- MATH 113 - Elementary Calculus I
- SPAN 111 - Beginners' Spanish I **AND**
- SPAN 112 - Beginners' Spanish II (see Note 1)
- STAT 151 - Introduction to Applied Statistics I
- ★6 in electives outside Business (See Note 2)

#### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MGTC 312 - Probability and Statistics for Business
- MARK 301 - Introduction to Marketing
- SPAN 211 - Intermediate Spanish I

#### Year Two—Winter

- FIN 301 - Introduction to Finance
- SMO 310 - Introduction to Management
- SPAN 212 - Intermediate Spanish II
- ★6 in free electives (See Notes 2 and 4)

#### Year Three

- HIST 241 - Colonial Latin America **OR**
- HIST 242 - Modern Latin America

- SPAN 300 - Advanced Spanish
- ★3 in 300- or 400- level SPAN
- ★12 Senior Business electives
- ★9 in free electives (See Notes 2 and 4)

#### Year Four

- ★9 Latin-American electives (See Note 3)

- ★9 International Business electives (See Note 3)
- ★6 Senior Business electives
- ★6 in free electives (See Notes 2 and 4)

#### Notes

- Language Sequencing is shown for non-Heritage Speakers. Heritage speakers are required to begin with SPAN 306. Such students should consult with the Department of Modern Languages on appropriate sequencing of courses.
- See Policy on Elective Courses
- Latin American electives should be chosen from courses in culture, history, political science, economics and geography (Earth and Atmospheric Sciences) relating to their area of interest. As available and appropriate courses will vary from year to year, students should consult the Undergraduate Office for approval of Latin American electives.
- Language Studies majors are encouraged to use their free electives, particularly in Year Three, to acquire broader skills in functional areas of Business. Students are advised to see Minors for Business Students and the following section of Minors.
- International Business electives may be chosen from the following: ACCTG 442; B LAW 442; BUEC 342, BUEC 442, BUEC 444; FIN 442; MARK 442; SMO 417, SMO 435. BUEC 342 is recommended as a first course in an International sequence.

### Minors

- Students with a declared major in Latin American Studies may choose to do a minor in any subject area of Business. See Minors for Business Students . Minors are recommended but not required.
- Students with a declared major in another area may not complete a minor in Latin American Studies.

## Major in Management Information Systems

### Description of Field

This program combines technical and business perspectives to create indepth education in the efficient and effective use of information technology in business. Most organizations today are being transformed by the Internet, electronic commerce and computerized information systems: this transformation is at the heart of management information systems. Knowledge of information technology has become essential to modern management, and the management information systems major, minor and concentrations provide the managerial capability to manage information systems or to assist senior management in its information technology strategy.

### Career Opportunities

Computerized information systems are being used increasingly to carry out all types of business transactions and organizational information processing. This suggests that future managers in industrial and commercial enterprises, financial and auditing institutions, and government will require significant technology management skills to do their jobs. An MIS concentration is recommended for those who aspire to become information systems professionals [for example, the Information Systems Professional designation offered by the Canadian Information Processing Society (CIPS)]. Careers include business analysts, strategic technology planners, database administrators, systems engineers, and others, that generally lead to the position of the Chief Information Officer (CIO). Careers in other fields such as accounting are also enhanced by a strong grounding in information systems.

### Sequence of Courses

#### Preprofessional Year (recommended electives)

- CMPUT 174 - Introduction to the Foundations of Computation I **AND**
- CMPUT 175 - Introduction to the Foundations of Computation II (See Note 1)

#### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- CMPUT 174 - Introduction to the Foundations of Computation I (See Note 2)
- MARK 301 - Introduction to Marketing
- MGTC 312 - Probability and Statistics for Business

### Year Two—Winter

- ACCTG 322 - Introduction to Accounting for Management Decision Making **OR**
- OM 352 - Operations Management (See Note 5)
- CMPUT 175 - Introduction to the Foundations of Computation II (See Note 2)
- FIN 301 - Introduction to Finance
- MIS 311 - Management Information Systems
- SMO 310 - Introduction to Management

### Year Three

- BUEC 311 - Business Economics, Organizations and Management (See Note 6)
- OM 352 - Operations Management **OR**
- ACCTG 322 - Introduction to Accounting for Management Decision Making (See Note 5)
- MIS 413 - Systems Analysis and Design
- MIS 415 - Data Base Design and Administration
- MIS 417 - Telecommunications in Business
- ★15 in free electives (See Notes 3 and 4)

### Year Four

- MIS 419 - Systems Development Using Advanced Software Tools **OR**
- CMPUT 201 - Practical Programming Methodology (See Note 3)
- MIS 441 - Managing Information Systems: A Senior Management Perspective
- ★6 Management Information Systems electives (See Note 7)
- ★9 Senior Business electives
- ★9 in free electives (See Notes 3 and 4)

### Notes

1. Students are strongly advised to consider taking CMPUT 174 and CMPUT 175 in their Preprofessional year, and in any event, must take them no later than Year Three. These courses satisfy the requirements for electives outside Business in Year Two.
2. If not already taken in the Preprofessional year.
3. MIS majors must take either MIS 419 or CMPUT 201. (The other may be taken as an elective.) While MIS 419 is a fourth year course, CMPUT 201 may be taken earlier, and should be taken as soon as practicable, especially by students interested in the Computing Science minor. Some MIS students prefer a business-oriented background. Others may find it useful to develop a stronger background in computing science. The latter students should consult the Computing Science section or seek Faculty advice for appropriate additional course offerings and sequencing. Students must contact the Department of Accounting, Operations and Information Systems early in their program for guidance as to appropriate and available coursework.
4. See Policy on Elective Courses.
5. Either ACCTG 322 or OM 352 may be taken in Year Two with the other taken in Year Three.
6. May be taken in any year except Year Two, Fall Term.
7. Management Information Systems electives may be chosen from the following: any 400-level MIS course; CMPUT 201; CIV E 303; ACCTG 435; ACCTG 437; any 400-level MGTSC course or any 400-level OM course.

### Minors

1. Students with a declared major in Management Information Systems are encouraged to consider choosing a minor in another subject area of Business, or in Computing Science [see Note (3) below]. See Minors for Business Students . See also Section V, MIS Concentrations.
2. Students with a declared major in another area may complete a minor in Management Information Systems by fulfilling the requirements of Minors for Business Students
3. Students with a declared major in Management Information Systems may complete a minor in Computing Science by completion of the following four courses: CMPUT 204, CMPUT 229, CMPUT 272 and CMPUT 379. Students wishing to take this route should consider very early on how to structure their program so as to allow for the proper sequencing of courses and the obtaining of all necessary prerequisites, for example, CMPUT 201 is necessary for the above course sequence.

### MIS Concentrations

1. MIS major or other students who wish to deepen their competence should consider focusing on areas of concentration. For MIS majors, these areas build on the required courses; for other students, they may form a useful related set. Suggested concentrations will be set out by the Accounting, Operations and Information Systems Department from time to time and students are encouraged to contact the Department for more information. Five example concentrations, which include some or all of the indicated courses, are:
  - a. Programming/technical: (See Computing Science minor).
  - b. Managerial/business: MIS 412, MIS 426, SMO 441, MGTSC 431, MIS 435 or ACCTG 435.
  - c. E-commerce: MIS 418, MARK 450, SMO 450, SMO 433, ACCTG 436, MIS 435 or ACCTG 435.
  - d. Business systems analysis: SMO 432, SMO 433, MGTSC 426, MIS 435 or ACCTG 435.
  - e. Accounting information systems: MIS 437 or ACCTG 437, ACCTG 424, ACCTG 426, MGTSC 431, ACCTG 436, MIS 435 or ACCTG 435.
2. MIS majors may be eligible to obtain the Business Technology Management (BTM) certificate from The Information Technology Association of Canada (ITAC) to signify that they have achieved a level of competency in compliance with that organization's requirements. The requirements for a student to obtain the BTM certificate are:
  - a. Completion of all requirements for the MIS major;
  - b. MIS 424,
  - c. One of SMO 402, or SMO 404.

Application is made to the Information Technology Association of Canada (ITAC). Contact the Accounting, Operations and Information Systems Department for contact information.

### Major in Strategic Management and Organization

#### Description of Field

In today's business environment it is crucially important that those in management positions develop the analytical and interpersonal skills necessary to meet the increasing challenge of globalization and rapid change. The major is designed for students interested in learning how effective managers think and act in a range of enterprises: public, not-for-profit, and voluntary as well as for profit, business enterprises. It offers students the diagnostic skills that enable them to understand, analyze and solve problems in organizations, as well as the opportunity to develop leadership, social and interpersonal skills. Areas covered include strategically managing the team environment; the development of a quality committed workforce; and the management of workplace and cultural diversity. The major is designed to provide a broad critical reflection on the complexity of issues facing those managing organizations, not simple "fix-it" solutions.

A minor in management and organization is a useful complement to other specialist areas such as accountancy, finance or marketing. A successful manager will need to be aware of how their decisions impact on organizations and people working with them. A minor will give students the necessary organizational background to avoid taking decisions in isolation that could lead to operational and implementation problems that thwart important innovation initiatives.

#### Career Opportunities

Employers are increasingly seeking students with a broad understanding of organizations that will prepare them for an eventual position of significant leadership in an organization. The major in management and organization is a good career choice for any student who sees their future in a general management/leadership position or in the growing field of management consultancy specializing in, for example, change management consulting, business planning consultant or management training. As management is essential to the effective functioning of any organization, career opportunities are available for managers in all sectors of the economy. The flexibility of the major allows students to tailor courses to meet their personal design.

#### Sequence of Courses

##### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance

- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTSC 312 - Probability and Statistics for Business
- ★3 in electives outside Business (See Note 1)

### Year Two–Winter

- ACCTG 322 - Introduction to Accounting for Management Decision Making (See Note 2)
- FIN 301 - Introduction to Finance
- SMO 310 - Introduction to Management
- ★3 in electives outside Business (See Note 1)
- ★3 in free electives (See Note 1)

### Year Three

- SMO 321 - Introduction to Strategic Management and Organization Design (See Note 5)
- ★9 Senior Business electives (See Note 3)
- ★9 SMO electives (See Note 4)
- ★3 in electives outside Business (See Note 1)
- ★6 in free electives (See Note 1)

### Year Four

- SMO 441 - Business Strategy
- ★9 SMO electives (unrestricted)
- ★6 Senior Business electives (See Note 3)
- ★9 in free electives (See Note 1)
- ★3 in electives outside Business (See Note 1)

### Notes

- See Policy on Elective Courses
- May be taken in either Year Three or Four.
- See Courses in the Faculty of Business Strategic Management and Organization students are encouraged to take OM 352.
- Any SMO course excluding SMO 488 and SMO 495.
- May be taken in any term.

### Minors

1. Students with a declared major in Strategic Management and Organization may choose to do a minor in any subject area of Business. See Minors for Business Students . Minors are not required.
2. Students with a declared major in another area may complete a minor in Strategic Management and Organization by fulfilling the requirements of Minors for Business Students . SMO 321 and SMO 441 are strongly recommended.

## Major in Marketing

### Description of Field

Fundamental to success in Marketing is (a) a sound understanding of consumer behavior and customer decision making; (b) an understanding of how to collect and use information about the marketplace; and (c) an ability to integrate the components of a marketing mix to solve marketing problems.

These are provided through required courses for the major. Optional courses enable students to obtain greater depth in functional areas of marketing such as promotion, selling, and channel management, or exposure to such exchange environments as retailing, services, and international.

### Career Opportunities

Former monopoly, public sector, and professional organizations, which once spurned marketing, now find it is critical to their business success. Marketing also provides an opportunity to apply creative flair in advertising and promotions; interpersonal and communications skills in sales, public and customer relations; and analytical skills in marketing research and database marketing.

Marketing majors are well trained for careers in all sectors of the economy. Entry level positions for majors occur in Sales, Customer Service, Public Relations, Promotions, Distribution, Direct Marketing, Advertising, and Marketing Research. Majors are also well placed to identify opportunities and develop marketing plans for their own entrepreneurial manufacturing, service or retailing ventures.

## Sequence of Courses

### Year Two–Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTSC 312 - Probability and Statistics for Business
- ★3 in electives outside Business (See Note 1)

### Year Two–Winter

- ACCTG 322 - Introduction to Accounting for Management Decision Making (See Note 3)
- FIN 301 - Introduction to Finance
- SMO 310 - Introduction to Management
- ★3 in electives outside Business (See Note 1)
- ★3 in free electives (See Note 1)

### Year Three

- B LAW 301 - Legal Foundations of the Canadian Economy (See Note 2)
- BUEC 311 - Business Economics, Organizations and Management (See Note 3)
- MARK 312 - Marketing Research
- MARK 320 - Consumer Behavior
- OM 352 - Operations Management (See Note 3)
- MIS 311 - Management Information Systems (See Note 3)
- ★3 Marketing electives (See Note 4)
- ★6 in free electives (See Note 1)
- ★3 in electives outside Business (See Note 1)

### Year Four

- MARK 432 - Marketing Communications
- MARK 468 - Retailing and Channel Management
- MARK 472 - Product Management and Pricing
- ★9 Senior Business electives (See Note 5)
- ★12 in free electives (See Note 1)

### Notes

1. See Policy on Elective Courses
2. May be taken in either of Year Three or Year Four.
3. May be taken in any year except Year Two, Fall Term.
4. Marketing electives may be chosen from any 400-level MARK course.
5. See Courses in the Faculty of Business

### Minors

1. Students with a declared major in Marketing may choose to do a minor in any subject area of Business. See Minors for Business Students . Minors are not required. Marketing students are permitted to count one of the secondary core courses required in the Marketing major as one of the four courses constituting their minor.
2. Students with a declared major in another area may complete a minor in Marketing by fulfilling the requirements of Minors for Business Students .

## Major in Natural Resources, Energy and the Environment

### Description of Field

The Major in Natural Resources, Energy and the Environment is fully integrated with Alberta's world-renowned energy and resource-based economy, incorporating practical learning and dynamic interaction with business leaders. Students develop business and analytical skills that are applicable to the natural resources and energy markets, including environmental issues, and acquire a broad understanding of the resource and energy industries, from the exploration and project development phases, through extraction and transformation, to transportation, logistics marketing and market issues. This allows students to address and analyze key strategic questions facing today's business leaders and policy makers. Throughout the program the many links between resource and energy questions and environmental issues are highlighted, analyzed, and understood.

The major allows students to address these types of business challenges

- How can organizations, both private and public, profitably develop and market natural resources, while safeguarding the environment and ensuring sufficient resources for future generations?

- How can firms use financial instruments to mitigate price risk in energy and resource markets?
- How should governments manage public resources, both renewable and nonrenewable, in order to maximize total benefit to society?
- How will the development of alternative energy sources impact prices in the future and what strategies should energy consumers develop in considering technological investment?
- How can investors, both public and private, effectively plan today in order to account for the uncertainty related to future climate change regulation?

## Career Opportunities

Natural Resources, Energy and Environment graduates may work in both the private and public sector, in Alberta, elsewhere in Canada, and throughout the World. Graduates may work in managerial positions related to the energy, resources and environmental sectors. They would be valuable to any organization working either directly or indirectly with the oil and gas, electricity, forestry or other industries in this sector, as well as large users of energy resources. They would be a valuable asset to any organization sensitive to environmental or conservation issues.

## Sequence of Courses

### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTC 312 - Probability and Statistics for Business
- ★3 in electives outside Business (See Notes 1 and 5)

### Year Two—Winter

- ACCTG 322 - Introduction to Accounting for Management Decision Making
- ECON 281 - Intermediate Microeconomic Theory I (See Note 2)
- FIN 301 - Introduction to Finance
- SMO 310 - Introduction to Management
- ★3 in free electives (See Note 1)

### Year Three

- B LAW 301 - Legal Foundations of the Canadian Economy
- ECON 384 - Intermediate Microeconomic Theory II
- OM 352 - Operations Management (See Note 3)
- MIS 311 - Management Information Systems (See Note 3)
- ★3 Natural Resources, Energy and the Environment electives (See Note 4)
- ★12 in free electives (See Note 1)
- ★3 from
- ECON 269 - Economics of the Environment
- ECON 365 - Resource Economics **OR**
- ECON 366 - Energy Economics

### Year Four

- BUEC 463 - Energy and the Environment: Industry Structure, Performance and Challenges
- BUEC 464 - Environmental Management
- BUEC 479 - Government and Business in Canada
- B LAW 428 - Natural Resource and Environmental Law
- ECON 467 - Environmental and Natural Resource Policy (See Note 6) **OR**
- ENCS 473 - Environmental and Conservation Policy (See Note 6)
- ★6 Natural Resources, Energy and the Environment electives (See Note 4)
- ★3 in Senior Business Electives (See Note 7)
- ★6 in free electives (See Note 1)

### Notes

1. See Policy on Elective Courses
2. See Policy on Elective Courses (4). Students should not take BUEC 311.
3. May be taken in either of Year Three or Year Four, however it is recommended that students take both courses in Year Three.
4. Natural Resources, Energy and the Environment electives may be chosen from the following courses: ACCTG 463, AREC 365, AREC 482, ECON 269, ECON 361, ECON 365, ECON 366, ECON 373, ECON 471, ECON 472, FIN 413, FORE 473, INT D 361, R SOC 365. Additional courses may be counted as NREE electives with the consent of the Department.

5. ECON courses used to satisfy the requirements of this major may not also be used to satisfy the requirements for coursework outside the Faculty of Business.
6. ECON 467 is a capstone course and may only be taken by students in Year Four. Students must have completed one of ECON 269, ECON 365, ECON 366 or ECON 369 prior to taking ECON 467. ENCS 473 may be substituted for ECON 467.
7. See Courses in the Faculty of Business.
8. BUEC 363 is an acceptable elective in the NREE major but is not open to students with credit in BUEC 463. It is not a substitute for BUEC 463. Credit will be granted only where it is taken prior to taking BUEC 463.

## Minors

1. Students with a declared major in Natural Resources, Energy and the Environment may choose to do a minor in any subject area of Business. See Minors for Business Students . Minors are not required. Natural Resources, Energy and the Environment students are permitted to count one of the secondary core courses required in the Natural Resources, Energy and the Environment major as one of the four courses constituting their minor.
2. Students with a declared major in another area may complete a minor in Natural Resources, Energy and the Environment by completing both B LAW 301 and ECON 281 (whether or not they are required by the student's major). An additional ★9 in Natural Resources, Energy and the Environment courses at the 300- or 400-level from the following list is also required: BUEC 463, BUEC 464; B LAW 428, ECON 365, ECON 366, 369.

## Major in Operations Management

### Description of Field

All firms have an operations function. It is the group of people concerned with delivering a product or service to the customer. A basic understanding of this process is important within all functional areas of a firm. The success of many businesses and government organizations depends on how efficiently they can match supply and demand. In general, operations management students study the business processes needed for the purchasing, transformation and delivery of goods and services. Specific topics include demand forecasting, workforce planning and scheduling, production planning and scheduling, inventory management, and supply chain management. These topics are supported and complemented by the study of analytical tools such as optimization and simulation, which are useful not only to analyze operations but other business issues as well.

## Career Opportunities

Opportunities for majors are in the operations function of any firm. Large firms have departments dedicated to different aspects of the operations function. Smaller firms need operations specialists to drive out cost from the delivery process. Firms with international operations, including ones who out source parts of their operations, need people who can manage international supply chains. Business analysts provide simulation or mathematical models of crucial decisions to inform choices. Minors in Operations Management with a concentration in Business Analytics will learn to develop decision support systems to help inform choices in their field. Minors concentrating in Operations will bring to their job an understanding of the process by which the firm satisfies customer needs.

## Sequence of Courses

### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTC 312 - Probability and Statistics for Business
- ★3 in electives outside Business (See Note 1)

### Year Two—Winter

- ACCTG 322 - Introduction to Accounting for Management Decision Making **OR**
- MIS 311 - Management Information Systems (See Note 2)
- FIN 301 - Introduction to Finance
- OM 352 - Operations Management

- SMO 310 - Introduction to Management
- ★3 in electives outside Business (See Note 1)

### Year Three

- ACCTG 322 - Introduction to Accounting for Management Decision Making **OR**
- MIS 311 - Management Information Systems (See Note 2)
- B LAW 301 - Legal Foundations of the Canadian Economy (See Note 3)
- BUEC 311 - Business Economics, Organizations and Management **OR**
- ECON 281 - Intermediate Microeconomic Theory I (See Note 5)
- ★12 in Operations Management electives (See Note 4)
- ★6 in free electives (See Note 1)
- ★3 in elective outside Business (See Note 1)

### Year Four

- ★9 in Operations Management electives (See Note 4)
- ★21 in free electives (See Note 1)

### Notes

1. See Policy on Elective Courses
2. Either ACCTG 322 or MIS 311 may be taken in Year Two with the other taken in Year Three.
3. May be taken in any year except Year Two, Fall Term.
4. Operations Management electives may be chosen from any 400-level OM courses and from a list of additional approved courses available from the Department of Accounting, Operations, and Information Systems. At least four of the seven Operations Management electives must be chosen from 400-level OM courses, MGTSC 405 and MGTSC 455.
5. Students planning to take advanced course work in Economics may wish to substitute ECON 281. See Policy on Elective Courses (4). ECON courses used to satisfy the requirements of this major may not also be used to satisfy the requirements for coursework outside the Faculty of Business.

### Minors

1. Students with a declared major in Operations Management may choose to do a minor in any subject area of Business. See Minors for Business Students . Minors are not required. Students are urged to select areas complementary to the Operations Management major. Some suggestions and details are listed next. Students may also wish to consider the Cooperative Education program (see BCom (Cooperative Education Program)).
2. Students with a declared major in another area may complete a minor in Operations Management by fulfilling the requirements of Minors for Business Students . ★3 must be in OM 352.
3. Students wishing to construct informal programs of study outside the Faculty of Business should consider the following suggestions:
  - a. Economics: Any senior ECON course, with Departmental approval.
  - b. Statistics/Mathematics Computing Science: Additional work is recommended for students who are interested in graduate studies, for example, MATH 373 and STAT 265.

### Operations Management Concentrations

Students majoring in Operations Management can tailor their program to focus on either Operations (the purchasing, transformation and delivery of goods and services to customers) or Business Analytics (modeling and analysis to support decisions in operations and other fields). Recommended courses for each of these streams are listed below.

#### Operations:

- OM 410 - Supply Chain Management
- OM 411 - Business Process Management
- OM 426 - Service Operations Management
- OM 461 - Distribution Management
- OM 468 - Quantitative Management Consulting Project
- MGTSC 405 - Forecasting for Planners and Managers
- MGTSC 455 - Quality Management
- MIS 424 - Introduction to Information Systems Project Management
- MIS 426
- other courses in management information systems

#### Business Analytics:

- OM 422 - Simulation and Computer Modelling Techniques in Management
- OM 471 - Decision Support Systems
- OM 468 - Quantitative Management Consulting Project
- MGTSC 405 - Forecasting for Planners and Managers
- MIS 412 - Managerial Support Systems
- other courses in finance, marketing, management information systems, mathematics, statistics, and economics.

### Professional Designations

Many Operations Management positions require a professional designation. Elective courses in Operations Management help prepare students for pursuing professional designations and count towards the requirements of some professional designations. Please consult the appropriate governing body.

1. CPIM (Certified in Production and Inventory Management) and CSCP (Certified Supply Chain Professional): Offered by APICS: The Association for Operations Management.
2. SCMP (Strategic Supply chain Management Professional): Offered by the Purchasing Management Association of Canada.
3. CITT: Offered by the Canadian Institute of Traffic and transport.
4. CORS Diploma: Offered by the Canadian Operational Research Society.

### Major in Retailing and Services

#### Description of Field

The following are fundamental to the successful operation and management of retailing and consumer services organizations:

1. A sound understanding of consumer behavior and decision making
2. A knowledge of the institutional characteristics and merchandising processes that differentiate managing retailing and consumer service organizations from managing other organizations
3. Management of the front-line selling process
4. An understanding of the process of delivering service quality
5. Students must complete the common core for the BCom program. Optional courses include a summer internship, a placement in a sponsoring organization providing work experience, while also conducting a project under academic supervision.

### Career Opportunities

Over 70% of all employment in modern western economies is now in the broadly defined service sector. As a result, retailing and consumer services provide some of the best opportunities to apply business concepts and skills to a variety of merchandising and managerial problems in large and small entrepreneurial organizations. Graduates are well positioned for successful careers in retail sales and service positions. Entry-level managerial positions for graduates of the program are expected to include assistant buyers and store managers for larger store operations, and in the operations, public relations, and promotions areas. Graduates are also well placed to initiate franchise or entrepreneurial ventures in the retailing and services sector.

### Sequence of Courses

#### Year Two–Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTSC 312 - Probability and Statistics for Business
- ★3 in electives outside Business (See Note 1)

#### Year Two–Winter

- ACCTG 322 - Introduction to Accounting for Management Decision Making (See Note 3)
- FIN 301 - Introduction to Finance
- SMO 310 - Introduction to Management
- ★3 in electives outside Business (See Note 1)
- ★3 in free electives (See Note 1)

#### Year Three

- B LAW 301 - Legal Foundations of the Canadian Economy (See Note 2)

- BUEC 311 - Business Economics, Organizations and Management (See Note 3)
- MARK 320 - Consumer Behavior
- MARK 468 - Retailing and Channel Management
- OM 352 - Operations Management (See Note 3)
- MIS 311 - Management Information Systems (See Note 3)
- ★3 Retailing and Services electives (See Note 4)
- ★6 in free electives (See Note 1)
- ★3 in electives outside Business (See Note 1)

#### Year Four

- MARK 432 - Marketing Communications
- MARK 466 - Service Marketing
- ★3 Retailing and Services electives (See Note 4)
- ★9 Senior Business electives (See Note 5)
- ★12 in free electives (See Note 1)

#### Notes

1. See Policy on Elective Courses
2. May be taken in either Year Three or Four.
3. May be taken in any year except Year Two, Fall Term.
4. Retailing and Services electives may be chosen from the following: BUEC 454; ECON 462; MARK 312, MARK 420, MARK 442, MARK 450, MARK 462, MARK 465, MARK 470, MARK 488, MARK 490, MARK 491, MARK 495; SMO 431.
5. See Courses in the Faculty of Business
6. ECON courses used to satisfy the requirements of this major may not also be used to satisfy the requirements for coursework outside the Faculty of Business.

#### Minors

1. Students with a declared major in Retailing and Services may choose to do a minor in any subject area of Business. See Minors for Business Students. Minors are not required. Retailing and Services students are permitted to count one of the secondary core courses required in the Retailing and Services major as one of the four courses constituting their minor.
2. Students with a declared major in Marketing may choose to do a minor in Retailing and Services by completing MARK 466 and an additional ★9 in Marketing courses at the 400-level which have not been used to satisfy the requirements for the Marketing major.
3. Students with a declared major in other areas of Business besides Marketing may complete a minor in Retailing and Services by completing MARK 320, MARK 466, MARK 468 and an additional ★3 from MARK 432, MARK 450, MARK 465, MARK 470.

## BCom Honors Program

### General

The Bachelor of Commerce Honors Program provides specialization in the chosen subject, with study in greater depth than is provided in the BCom program, and demands a higher standard of performance. It provides a challenging curriculum for students interested in pursuing research-oriented graduate business studies or interested in working in positions requiring more rigorous preparation in higher level business skills. Honors programs are available in several areas (see BCom Honors Accounting, BCom Honors Finance and Honors in Management Science).

### Admission Requirements

See BCom Honors Program.

### Residence Requirements

The Honors program generally has the same residency requirements as the BCom program (see Course Load Requirements).

### Course Load Requirements

The BCom (Honors) program will usually be completed in four consecutive years of study during the Fall/Winter Terms. Students in an Honors program are normally required to complete a minimum of ★30 each Fall/Winter. However, with the prior approval of the Undergraduate Office, a reduced course load may be permitted in extenuating circumstances. Students interested in pursuing a Co-operative Education option must contact the Undergraduate Office and the Department for permission before entering the Co-operative Education program.

### Promotion and Graduation

Promotion from year to year and graduation with the Honors designation require a GPA of at least 3.5.

## Honor Majors in Business

### BCom Honors Accounting

#### Program

The BCom Honors in Accounting Program is designed for Accounting majors who want to have a deeper understanding in the history of accounting thought, professionalism, and finance, including the areas of pro forma modelling of financial statements and valuation. Additional required courses beyond those required for the Accounting major are as follows:

- ACCTG 418 - Advanced Financial Accounting
- ACCTG 432 - Financial Statement Analysis I
- ACCTG 480 - Accounting Honors Seminar Part I
- ACCTG 481 - Accounting Honors Seminar Part II
- FIN 412 - Investment Principles
- FIN 430 - Corporate Financial Planning
- One additional finance elective above the FIN 301 level.

#### Sequence of Courses

##### Year Two—Fall

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTSC 312 - Probability and Statistics for Business
- ★3 in electives outside Business (see Note 1)

##### Year Two—Winter

- ACCTG 322 - Introduction to Accounting for Management Decision Making
- MIS 311 - Management Information Systems (see Note 2)
- FIN 301 - Introduction to Finance
- SMO 310 - Introduction to Management
- ★3 in electives outside Business (see Note 1)

##### Year Three

- ACCTG 414 - Intermediate Financial Accounting I
- ACCTG 415 - Intermediate Financial Accounting II
- ACCTG 424 - Intermediate Management Accounting
- ★3 Accounting electives (see Note 5)
- B LAW 301 - Legal Foundations of the Canadian Economy (see Note 3)
- OM 352 - Operations Management (see Note 2)

- BUEC 311 - Business Economics, Organizations and Management **OR**
- ECON 281 - Intermediate Microeconomic Theory I (see Note 4)

- FIN 412 - Investment Principles
- ★3 in electives outside Business (see Note 1)
- ★3 in free electives (see Note 1)

##### Year Four

- ACCTG 418 - Advanced Financial Accounting
- ACCTG 480 - Accounting Honors Seminar Part I
- ACCTG 481 - Accounting Honors Seminar Part II
- ★6 Accounting electives (see Note 5)
- FIN 430 - Corporate Financial Planning
- ★3 FIN electives (see Note 6)
- ★9 in free electives (see Note 1)



**Notes**

1. See Policy on Elective Courses
2. May be taken either in Year Two (Winter Term) or Year Three.
3. May be taken in either of Year Three or Year Four.
4. May be taken in any year except Year Two, Fall Term. Students planning to take advanced course work in Economics may wish to substitute ECON 281, which is accepted as a substitute for BUEC 311 in the Accounting Honors Program.
5.
  - a. Accounting electives may be chosen from any course with the ACCTG designator or any other course with Departmental approval.
  - b. Students planning to work toward professional accounting designations should, in addition to the requirements of the honors program, consider taking courses recommended by the applicable accounting organization. See Requirements of Professional Accounting Organizations for contact information for the Accounting organizations.
  - c. While students are advised to follow the sequencing of accounting courses determined by the course prerequisites, when necessary, after degree students or students with special scheduling problems may take an accounting course and its prerequisites concurrently with permission of the Department Chair.
  - d. FIN electives may be chosen from any course with the FIN designator. ACCTG 432 may be included as a FIN elective.

**BCom Honors Finance****Program**

The BCom Honors in Finance program follows the same general program of studies as the BCom with a Major in Finance. Additional required courses are the FIN Honors Essay course and one 600-level FIN course, MATH 115, MATH 125, and STAT 265. Various streams such as Accounting, Economics or Math are possible. Please contact the Department for suggested streams.

**Sequence of Courses****Year Two—Fall**

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTSC 312 - Probability and Statistics for Business
- ★3 in electives outside Business (See Note 1)
- Year Two—Winter
- FIN 301 - Introduction to Finance
- MATH 115 - Elementary Calculus II (See Note 2)
- OM 352 - Operations Management
- SMO 310 - Introduction to Management
- ★3 in electives outside Business (See Note 1)

**Year Three**

- B LAW 301 - Legal Foundations of the Canadian Economy
- ECON 281 - Intermediate Microeconomic Theory I
- MATH 125 - Linear Algebra I (See Note 3)
- MIS 311 - Management Information Systems
- STAT 265 - Statistics I (See Note 3)
- ★12 chosen from Finance Honors required courses (See Notes 4 and 5)
- ★3 in electives outside Business (See Notes 1 and 5)

**Year Four**

- ★3 in FIN at the 600-level (See Note 6)
- FIN 480 - Honours Essay in Finance
- ★15 chosen from Finance Honors required courses (See Notes 4 and 5)
- ★9 in free electives (See Note 1)

**Notes**

1. See Policy on Elective Courses.
2. Generally, MATH 115 should be taken prior to entry to the Honors program.
3. Recommended to be taken in Fall Term.
4. Finance Honors courses include all 400-level FIN courses, and other courses designated by the Department consistent with the Finance stream chosen by the student. Consult the Department for appropriate courses.

5. ECON courses used to satisfy the requirements of this major may not also be used to satisfy the requirements for coursework outside the Faculty of Business.
6. An Individual Research Project (FIN 495) can be substituted for the 600-level FIN course.

**Honors in Management Science****Program**

The BCom Honors in Management Science program follows the same general program of studies as the BCom Major in Operations Management. Additional required courses are MATH 115, MATH 125, the MGTSC Honors Essay course and one 700-level MGTSC course, and STAT 265. Various streams such as Optimization, Statistics, Stochastic Modeling and Decision and Game Theory are possible. Please contact the Department for suggested streams.

**Sequence of Courses****Year Two—Fall**

- ACCTG 311 - Introduction to Accounting for Financial Performance
- BUS 201 - Introduction to Canadian Business
- MARK 301 - Introduction to Marketing
- MGTSC 312 - Probability and Statistics for Business
- ★3 in electives outside Business (See Note 1)

**Year Two—Winter**

- FIN 301 - Introduction to Finance
- MATH 115 - Elementary Calculus II (See Note 2)
- OM 352 - Operations Management
- SMO 310 - Introduction to Management
- ★3 in electives outside Business (See Note 1)

**Year Three**

- B LAW 301 - Legal Foundations of the Canadian Economy
- ECON 281 - Intermediate Microeconomic Theory I (See Note 5)
- MATH 125 - Linear Algebra I (See Note 3)
- MIS 311 - Management Information Systems
- STAT 265 - Statistics I (See Note 3)
- ★12 chosen from Management Science Honors required courses (See Notes 4 and 5)
- ★3 in electives outside Business (See Note 1)

**Year Four**

- ★3 in MGTSC at the 700-level
- MGTSC 480
- ★15 chosen from Management Science Honors required courses (See Notes 4 and 5)
- ★9 in free electives (See Note 1)

**Notes**

1. See Policy on Elective Courses.
2. Generally, MATH 115 should be taken prior to entry to the Honors program.
3. Recommended to be taken in Fall Term.
4. Management Science Honors courses include all 400-level MGTSC courses, and other courses designated by the Department consistent with the Management Science stream chosen by the student. Consult the Department for appropriate courses.
5. ECON courses used to satisfy the requirements of this major may not also be used to satisfy the requirements for coursework outside the Faculty of Business.

**Bilingual BCom****Description of Field**

The four-year Bilingual Bachelor of Commerce offers students the opportunity to obtain a fully bilingual Business degree in Canada's two official languages. Initial admission is to the Faculté Saint-Jean where students will take all their coursework in Year 1 in French at the Faculté (except for ANGL 101 or one of

ENGL 111, 112, 113, 114 which can be taken either at Faculté Saint-Jean or in the Faculty of Arts). Acceptance to the program takes place in Year Two in accordance with Readmission of Previous Students and Admission. In Year 2, students will take the required core courses in business (see Sequence of Courses below) either through the Faculty of Business or in French at Faculté Saint-Jean where available. They will enrol in French language courses and free electives at Faculté Saint-Jean. In Years 3 and 4, students will continue in the Bilingual BCom in the Faculty of Business for required courses in their major area of specialization. They will continue to take some free electives in Faculté Saint-Jean. Some business courses (core and electives) can also be taken at Faculté Saint-Jean in Years 2, 3 and 4. Normally, a student will complete ★54 at Faculté Saint-Jean, not counting the ★6 for ANGL 101 or one of ENGL 111, 112, 113, 114 and ★60 in the Faculty of Business. Only in exceptional circumstances will a student be permitted to depart from the ★54/★6/★60 pattern.

All students in the Bilingual Bachelor of Commerce are expected to select a major area of specialization from among the majors offered in the Faculty of Business. There are some majors that Bilingual BCom students may not be eligible to take because the bilingual program requirements will make it impossible to also fulfill major requirements. The Bilingual Bachelor of Commerce is not available to After-Degree students.

## Career Opportunities

Career opportunities for Bachelor of Commerce graduates fluent in both of Canada's official language are many and varied. Students may have a particular advantage in government, large business or professional organizations with national or international presences or in any field relating to national or international accounting, finance, or marketing.

## Sequence of Courses

### Preprofessional Year—All Students

- (Taken at Faculté Saint-Jean)
- ★6—★12 Basic French (including FRANC 220 and FRANC 221, see Note 1)

- ANGL 101 **OR** one of
- ENGL 111
- ENGL 112
- ENGL 113
- ENGL 114 (See Note 2)

- ECONE 101 - Introduction à la micro-économie
- ECONE 102 - Introduction à la macro-économie

- MATHQ 113 **OR**
- MATHQ 114

- STATQ 151 - Introduction à la statistique appliquée I
- ★0—★6 free elective at Faculté Saint-Jean (See Note 1)

### Year Two—All Students

- ★0—★3 Basic French (including FRANC 220 and 221, see Note 1)
- ADMI 311 - Introduction à la comptabilité
- ADMI 342 - Introduction au Commerce International
- BUS 201 - Introduction to Canadian Business
- FIN 301 - Introduction to Finance
- MARK 301 - Introduction to Marketing
- MGTSC 312 - Probability and Statistics for Business
- SMO 310 - Introduction to Management
- ★3 Free Electives (See Note 3)
- ★3—★6 free elective at Faculté Saint-Jean (See Note 1)

### Year Three

- FRANC 322 - Pratique de la dissertation
- ★15—★21 in Senior Business electives (See Note 4)
- ★6—★12 in free electives at Faculté Saint-Jean

### Year Four

- ★21—★27 in Senior Business electives (See Note 4)
- ★3—★9 in free electives at Faculté Saint-Jean

### Notes

1. Students registered at Faculté Saint-Jean are required to take a minimum of ★9 in French language. They are advised to take a series of French courses depending on the path followed in their previous studies. For

information concerning French language requirements see Classification of Courses and French Courses in the Faculté Saint-Jean section of the Calendar. The amount of free electives in Years One and Two may depend on the French pathway chosen.

2. ALS and EAP courses cannot be used to satisfy this requirement. For further information concerning English language requirements see Compulsory Test for Students Admitted Without English 30 or Equivalent in the Faculté Saint-Jean section of the Calendar
3. The free elective in Year Two must be chosen carefully keeping in mind the requirement for all students to select a major area of concentration. Many majors recommend beginning required course work in Year Two. ADMI 322 (ACCTG 322) is recommended for most majors.
4. See Courses in the Faculty of Business. Students are advised to examine Majors in Business for Senior Business Electives consistent with the major of their choice. Some courses in the Faculty of Arts of the Faculty of Science may also be acceptable as Senior Business Electives for the purpose of the Bilingual BCom program. A maximum of ★42 in Senior Business Electives is permitted in Years Three and Four.

## Minors

1. Students in the Bilingual BCom must choose a major area of specialization. Where that major requires a minor area of specialization, students must complete the minor in accordance with major requirements. Minors are not required for most majors. Students should consult the relevant major in Major in Accounting to Major in Retailing and Services.
2. Students may not complete a minor in the Bilingual BCom. Students interested in coursework in this area should consult the major in International Business, or consult with the Faculté Saint-Jean for information concerning appropriate coursework.

## Certificates

### Certificate in Community Service-Learning

Students in the Bachelor of Commerce program may pursue the Certificate in Community Service-Learning by fulfilling the requirements of their Business program, including major/minor requirements, and by completing in addition a minimum of ★12 credits and one non-credit opportunity as follows:

1. At least ★3 credits in a CSL-designated course, such as CSL 300 (see Course Listings)
2. ★9 credits from the list of academic courses approved each year by the CSL Program Office [list of courses available on the CSL website ([www.csl.ualberta.ca](http://www.csl.ualberta.ca)) or from the CSL Program Office]. Students must satisfactorily meet the CSL requirements of each course.
3. Successful completion of one non-credit opportunity. Information about non-credit opportunities that count toward the certificate is available from the CSL Program Office.
4. Courses offered by the Faculty of Business that appear on the list of CSL approved courses as in (2) above, may be used to satisfy both major/minor requirements and the requirements for the CSL certificate.
5. No more than ★6 of the ★12 credits may be transfer credits from other postsecondary institutions.
6. Students may not take courses extra to their degree for the sole purpose of satisfying the requirements for the certificate.

For information regarding Graduate Study, please consult Business of the Graduate Program section of the Calendar.

### Certificate in Leadership

The Certificate in Leadership is administered by the Undergraduate Programs Office in the Faculty of Business. This program aims at producing a transformative experience for undergraduate students that provides them with access to and mentorship by individuals with proven leadership qualities in the local, national and international communities. Academic coursework is provided by Faculty members trained in leadership, and additional learning experiences are provided by leaders from across Alberta, Canada, and internationally in many different disciplines. A small cohort of twenty students

per year ensures that each student is given individual attention. Students will be senior undergraduate Business students in their third and fourth years.

Students in the Bachelor of Commerce program may apply to pursue the Certificate in Leadership by meeting the following requirements:

8. Students must apply to the Undergraduate Office by March 1st;
  1. Applications must be accompanied by a resume, at least one letter of reference, and a letter of intent outlining why the student should be admitted to the program;
  2. Students must have completed or be in the process of completing all of the required primary core courses in the Bachelor of Commerce Program;
  3. Students must have completed a minimum of ★51 and a maximum of ★69 towards their Bachelor of Commerce degree including courses in progress during the Winter term in which they apply;
  4. Students must be in satisfactory academic standing;
  5. Students must be current Bachelor of Commerce students, or transfer students who have applied for entry to the Bachelor of Commerce program.

Only a small number of spaces exist in the Certificate in Leadership Program. Only qualified applicants will be considered for admission. Qualified applicants are those who meet the requirements above. Admission decisions will be made by a Faculty Admissions Committee on the basis of the student's character and leadership potential based on a combination of a personal interview, resume, letter of intent and letter(s) of reference.

## Coursework

Students are required to complete all of the requirements for the Bachelor of Commerce program, including the requirement to complete a major area of concentration. In addition to those requirements, students will complete the following courses:

- BUS 301 - Business Communications
- SMO 402 - Management Skills for Supervisors and Leaders
- SMO 470 - Leadership Lecture Series
- SMO 471 - Leadership Seminar

Upon completion of all of the above, the student will receive the Certificate in Leadership at the same time they receive their degree parchment.

## Certificate in Real Estate

The Certificate in Real Estate provides Bachelor of Commerce students the opportunity for a broad based education in real estate economics, finance, law and development preparing them for a range of careers in the real estate industry. The courses are a mix of theory and practice involving case studies and/or team projects offering students hands-on preparation for their careers. Students must apply for the Certificate in Real Estate through the Undergraduate Programs Office in the Faculty of Business by the application deadline for convocation (see Academic Schedule). The certificate is granted only at the time of graduation from a Business degree program.

Students in the Bachelor of Commerce program may pursue the Certificate in Real Estate by fulfilling the requirements of their Business program, including major/minor requirements and all prerequisites, and by completing in addition a minimum of ★12 credits as follows:

1. ★3 credits in BUEC 454
2. ★9 credits from the following list:
  - a. A minimum of ★6 from BUEC 455, BUEC 457, B LAW 456.
  - b. A maximum of ★3 of other coursework approved by the Department.
3. A maximum of two of the courses offered by the Faculty of Business that appear on the list in (1) or (2) above, may be used to satisfy both major requirements and the requirements for the Certificate in Real Estate. These courses may not be used to satisfy the requirements of a minor in Business Economics and Law.
4. No more than ★3 of the ★12 credits may be transfer credits from other postsecondary institutions. Transfer credit must be approved by the department.
5. Students may not take courses extra to their degree for the sole purpose of satisfying the requirements for the certificate.

## Diploma in Corporate Finance

For information concerning this program, please contact the University of Alberta Faculty of Business, Executive Education.

### Academic Standing and Graduation

Academic standing is assessed at the end of Fall/Winter terms based on at least ★6 credits. Students are expected to maintain a minimum grade point average of 2.7 or more on the four-point letter grading system used at the University of Alberta. In cases where the grade point average falls between 2.3 and 2.7, the Faculty of Business may recommend marginal standing for the student as an academic warning. Students who are assigned marginal standing twice or whose grade point average falls below 2.3 may be required to withdraw from the program.

To qualify for graduation, a student must satisfy all program requirements and demonstrate satisfactory academic performance by achieving a grade point average of 2.7 or more on all courses in the diploma program.

## Transfer of Credit to the MBA

Courses credited toward the Diploma in Corporate Finance may be eligible for transfer credit to a Masters of Business Administration degree. To be granted credit, a student enrolled in the Diploma Program must be admitted to the MBA Program (The Degree of MBA (Business)) prior to completion of the diploma.