FACULTY OF BUSINESS ADMINISTRATION

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Dean

Zerbe, W.J., B.A., M.A., Ph.D. *British Columbia*; Professor

Associate Dean (Academic Programs)

Bauer, L.L., B.Sc., Ph.D. *Alberta*; Associate Professor

Associate Dean (Research) & Ph.D. Program Director

Parsons, B.J., B.Comm.(Co-op)(Hons.) *Memorial*, Ph.D. *British Columbia*; Cross appointment with Department of Computer Science; University Research Professor, Awarded 2011; Professor

Director, Gardiner Centre

Hurley, B.J., B.Comm.(Hons.) *Memorial*, M.B.A. *Dalhousie*, C.M.C.

Director, Graduate Programs (Business)

Coady, P.A., B.Comm.(Co-op) (Hons.), M.B.A. *Memorial*; F.C.A. (Newfoundland); Winner of the President's Award for Distinguished Teaching, 2004; CA Program Advisor; Assistant Professor

Director, International Programs (Business)

Burns, M.E., B.A.(Hons.), M.A. *Essex*

Director, Master of Employment Relations

Brown, T.C., B.A. *Memorial*, M.I.R., Ph.D. *Toronto*; Professor

Manager, Academic Programs (Undergraduate)

Elliott, R., B.B.A. *Mount Saint Vincent*

Manager, Quality and Accreditation

McGrath, G., B.A. *Ottawa*, M.B.A., M. Ed. *Memorial*

Senior Administrative Officer

Gardiner, S.E., B.Comm.(Hons) *Queen's*, M.B.A. *Memorial*, C.M.A.

Professores Emeriti

Barnes, J.G., B.A., B.Comm. *Memorial*, M.B.A. *Harvard*, Ph.D. *Toronto*

Sexty, R.W., B.Com. *Alberta*, M.B.A. *Queen*'s, Ph.D. *Colorado*

Professors

Faseruk, A.J., B.A. *Queen's*, B.Comm., M.B.A. *Dalhousie*, D.B.A. *Kentucky*, M.T.S. *Queen's College*; Winner of the President's Award for Distinguished Teaching, 1989

Kubiak, W., M.Sc. *Tech. Univ., Gdansk*, Ph.D. *Polish Academy of Sciences, Warsaw*; Winner of the President's Award for Outstanding Research, 1995-1996; University Research Professor, Awarded 2006

Pittman, J.A., B.Comm.(Co-op)(Hons.), M.B.A. *Memorial*, Ph.D. *Waterloo*, C.M.A., C.A. (Newfoundland); Winner of the Petro-Canada Young Innovator Award, 2005; Winner of the President's Award for Outstanding Research, 2009; CMA Professor of Accounting

Saha, S.K., B.Com., M.Com. *Rajshahi*, M.B.A., Ph.D. *British Columbia*

Skipton, M.D., B.Sc. *Bristol*, M.Sc., M.Sc.(Management), D.Phil. *Warwick*

Sulsky, L.M., B.Sc *Toronto*, Ph.D. *Bowling Green*

Withey, M., B.A. *Queen's*, M.A. *McMaster*, M.B.A., Ph.D. *Queen's*

Associate Professors

Arnold, K.A., B.A. *Ottawa*, M.B.A. *McMaster*, Ph.D. *Queen's*

Clift, T.B., B.Comm.(Co-op) *Memorial*, M.B.A. *Dalhousie*

Cooke, G.B., B.Math., B.A. *Waterloo*, M.B.A. *Wilfrid Laurier*, Ph.D *McMaster*

Cumby, J.A., B.B.A. *St. Francis Xavier*, M.B.A. *Memorial*, F.C.A. (Newfoundland)

Cummins, G.M., B.Com. *Acadia*, M.B.A. *Alberta*, LL.B., J.D. *British Columbia*; Barrister and Solicitor: Ontario, Newfoundland and British Columbia; Notary Public, Newfoundland

Downer, P.A., B.Comm.(Co-op)(Hons.), M.B.A. *Memorial*, F.C.A. (Newfoundland); Winner of the President's Award for Distinguished Teaching, 2003

Dupré, K.E., B.A.(Hons.) *Queen's*, M.Sc. *Saint Mary's*, Ph.D. *Queen's*; Winner of the President's Award for Outstanding Research 2011-2012

Evermann, J., Dipl. Wirt. Inf. *Muenster*, Ph.D. *British Columbia*

Ford, D.P., B.A.(Hons.), M.B.A. *Saskatchewan*, Ph.D. *Queen's*

Foster, K.D., B.Sc. *UNB,* M.B.A., Ph.D. *Dalhousie*

Gallagher, K., B.A. *McGill*, M.B.A., Ph.D. *British Columbia*; Winner of the President's Award for Distinguished Teaching, 2007

Gorman, G.G., B.B.A. *St. Francis Xavier*, M.B.A. *Western Ontario*, Ph.D. *Stirling*

Hanlon, D.J., B.A., B.Ed. *Windsor*, M.B.A. *Memorial*, Ph.D. *Stirling*

Hart, S.M., B.A.(Hons.) *Warwick*, M.Sc. *London*, Ph.D. *Warwick*

Jones, T.D., B.B.A.(Hons.), B.Ed. *Nipissing*, M.B.A. *Ottawa*, Ph.D. *Queen's*

King, W.F., B.Comm. *Memorial*, M.B.A. *McMaster*, Ph.D. *Queen's (Belfast)*, CA (Newfoundland)

Komiak, S.Y.X., B.Eng. *Tsinghua (China)*, M.Ec. *Fudan (China)*, Ph.D. *British Columbia*

Shannahan, K. L. J., B.Sc. *Memorial*, M.A., *New Brunswick*, Ph.D. *Memphis*

Song, Y., B.Sc. *QuFu*, M.Sc. *Nankai*, Ph.D. *NUS (Singapore)*

Tulett, D.M., B.Sc., Ph.D. *Queen's*

Verma, M., B.A.(Hons.) *Delhi*, M.B.A., Ph.D. *McGill*

Assistant Professors

Cooper, T., B.A., B.Comm.(Co-op) *Memorial*, Ph.D. *Warwick*

de Lange, D.E., B.A.Sc. (Electrical Eng.), M.B.A. for Science and Technology (Hons.) *Queen's*, Ph.D. (Strategic Management) *University of Toronto*, CMA

Furey, M., B.Sc., B.Ed., M.B.A. *Memorial,* Ph.D. *Strathclyde*

Glew, I.A., B.Sc. *Queen's*, M.Sc. *U.W.O.*, M.B.A., Ph.D. *Queen's*

Komiak, P.J., B.A., M.B.A. *Chicago*, Ph.D. *Texas A&M*

MacDonald, H.A., B.A.(Hons.) *Simon Fraser*, M.Sc. *Calgary*, Ph.D. *Waterloo*

Morrissey, L.M., B.Comm.(Co-op)(Hons.), M.B.A. *Memorial*; Winner of the President's Award for Distinguished Teaching, 2011

Shannahan, R.J., B.A., M.B.A. *New Brunswick*, Ph.D. *Memphis*

Slawinski, N., B.A.(Hons.), M.A. *Carleton*, M.B.A. *Memorial*, Ph.D. *Western Ontario*

Stapleton, D., B.Sc., M.B.A. *Memorial*

Tang, J., B.A. *Renmin (China)*, M.A. *Peking (China)*, Ph.D. *Western Ontario*

Warren, A.M., B.Comm.(Co-op), M.E.R. *Memorial*, Ph.D. *St. Mary's*

Adjunct Professor

Guedhami, O., B.A., M.Sc. *HEC Montreal*, Ph.D. *Laval*

Lecturers

Hamilton, P., B.Eng., M.B.A., MASc. *Memorial*, P.Eng

Martin, S., B.Comm. (Hon.) *Memorial*, C.A. (Newfoundland)

McManamon, D.K., B.A., B.Ed. *Memorial*, L.L.B. *New Brunswick*, M.B.A. *Dalhousie*

Myrden, S., B.Comm.(Co-op) *Memorial*, M.B.A. *North Carolina at Greensboro*

Cross Appointments

Greenwood, R.M., B.A.(Hons.) *Memorial*, M.A. *York*, Ph.D. *Warwick*; Cross appointment from Leslie Harris Centre of Regional Policy and Development

Hsiao, A.C., B.S. *MIT*, M.B.A. *Memorial*, M.S., Ph.D. *Carnegie Mellon;* Associate Professor; Cross appointment from the Faculty of Engineering and Applied Science

May, J.D., B.Comm. *Queen's*, D.Phil. *York (England);* Professor; Cross appointment from Department of Economics

Division of Co-operative Education (Business)

www.mun.ca/coop/contacts/business.php

Co-ordinators

Murphy, L.J., B.Admin. *RMC*, M.B.A. *Memorial*, CHRP

Noseworthy, S., B.A., B.Ed., M.B.A. *Memorial*

Raheja, V., B.Comm. *Madras*, M.B.A. *Memorial*, A.C.A. *(Institute of Chartered Accountants of India)*

Skanes, H., B.Comm.(Co-op) *Memorial*, M.B.A. *York*

1 The Memorial University of Newfoundland Code

The attention of all members of the University Community is drawn to the section of the University Calendar titled **The Memorial University of Newfoundland Code**, which articulates the University's commitment to maintaining the highest standards of academic integrity.

2 Faculty Description

The Faculty of Business Administration is known for innovative, high-quality academic programs, basic and applied research, and

responsive community outreach activities, including those provided by the **Gardiner Centre**. The faculty prepares students to succeed in a competitive work place. Each business program is designed to give students the skills and experience needed to advance their careers. The faculty's close-knit community provides students with many opportunities to get involved and network with fellow classmates.

Additional information regarding the Faculty of Business Administration is available at www.business.mun.ca. Information about the Gardiner Centre is available at www.busi.mun.ca/gardinercentre/.

Students must meet all regulations of the Faculty in addition to those stated in the general regulations. For information concerning fees and charges, admission/readmission to the University, and general academic regulations (undergraduate), refer to ***UNIVERSITY REGULATIONS***.

2.1 Faculty History

In 1954, the University approved a bachelor of commerce undergraduate degree. Over the next two decades, the Department grew substantially in the size of its student enrolment and program offerings. In 1973, it was renamed the School of Business Administration and Commerce, and the University established the first co-operative undergraduate business program in Canada. In 1981 the School was granted faculty status, reflecting the growth and diversity of its academic programs.

In 2002, the Faculty of Business Administration became the first in Atlantic Canada to be accredited by AACSB International—the Association to Advance Collegiate Schools of Business. AACSB International is one of higher education's most prestigious and rigorous accrediting bodies, stressing academic excellence and dedication to continuous improvement. This accreditation is the highest distinction offered to business schools both nationally and internationally.

2.2 Vision Statement

Our Vision is to enhance our reputation as a leading business school with an international presence and national and provincial relevance.

2.3 Mission Statement

Our Mission is to prepare our students for global success, to engage in scholarship with global reach and local relevance, and to serve as a catalyst for the success of organizations and individuals. In this way we fulfill our special obligation to the people of Newfoundland and Labrador.

1. We provide comprehensive business education that combines theory and practice, inspiring students to become successful and valued members of their professions and communities.
2. We conduct and disseminate high quality basic and applied research that informs understanding of the core disciplines of business and management and enhances organizational practice.
3. We engage with our community to share expertise, advance and apply business knowledge, and develop and deliver best practices.

3 Description of Programs

Students must meet all regulations of the Faculty of Business Administration in addition to those stated in the general regulations. For information concerning fees and charges, admission/readmission to the University, and general academic regulations (undergraduate), refer to ***UNIVERSITY REGULATIONS***.

All courses of the Faculty are designated by BUSI.

3.1 Undergraduate Programs

The following undergraduate programs are available:

1. **Minor in Business Administration**: is comprised of eight business courses (24 credit hours) and is available to students who are completing non-Business degree programs which provide for the completion of a minor.
2. **Minor in International Business:** is comprised of eight business courses (24 credit hours) and is available to students who are completing non-Business degree programs which provide for the completion of a minor.
3. **Diploma in Business Administration:** is a 20-course (60 credit hour) program designed to meet the needs of individuals who hold full- or part-time employment and wish to complement their work experience with theoretical business training. The majority of the required courses are offered through distance education.
4. **Bachelor of Commerce (Co-operative)**: is a full-time, 45-course (135 credit hour) program with a structured format. This five-year degree includes three four-month work terms. Students have the opportunity to concentrate in accounting, finance, human resource and labour relations, information systems, international business, marketing, operational research, small business/entrepreneurship, or supply chain management.
5. **Joint Degrees of Bachelor of Commerce (Co-operative) and Bachelor of Arts**: is comprised of 50-courses (150 credit hours). Students in the Bachelor of Commerce (Co-operative) program may simultaneously complete the requirements for a Bachelor of Arts program. Some degree requirements are modified for students pursuing joint degrees.
6. **Bachelor of Commerce (Co-operative) (Honours)**: signifies superior academic achievement.
7. **Bachelor of Business Administration (B.B.A.):** is a 40-course (120 credit hour) general business program with a flexible course structure. This four-year degree may be completed in-class, via distance education, or a combination of both. It can be completed full- or part-time.
8. **Bachelor of Business Administration (Honours):** signifies superior academic achievement.
9. **International Bachelor of Business Administration (i.B.B.A.)**: is comprised of 40 courses (120 credit hours) and is designed to produce business professionals with a global perspective. This four year degree differs from traditional business programs in its requirements that graduates must complement the usual set of business skills with an understanding of the international environment as well as with cross-cultural skills and experience relevant to a particular global region (e.g., Asia, Europe or Latin America).
10. **International Bachelor of Business Administration (i.B.B.A.) (Honours)**: signifies superior academic achievement.

3.1.1 Business Co-operative Education

General management of the work terms in the Co-operative Program is the responsibility of Business Co-operative Education. Through

its co-ordinators, it is responsible for assisting potential employers to become involved in the program, for the continual development of employment opportunities, for arranging student-employer interviews, for counselling of students, for visiting students on their work assignments and for the evaluation of the work term.

Students and employers choose each other through the job competition process. Job advertisements are posted and students may apply for up to twelve positions. Employers interview students, and both the students and employers express their preferences for one another.

Students are then placed by Business Co-operative Education to reflect expressed preferences. Placement is not guaranteed but every effort is made to ensure that appropriate employment is made available. In the case of students who are required to withdraw from the program, Business Co-operative Education has no responsibility for placement until they have been readmitted to the program.

Salaries paid to co-operative students are determined by employers based upon their internal wage structures, and tend to increase as the student progresses through the program and assumes more responsibility. However, students should not expect the income from work terms to make them completely self-supporting.

Students in the Co-operative Program give permission to prospective employers, in the course of the placement process, to have access to their records, which contain their academic marks and their work term evaluations. After accepting a position, students may not withdraw from a specific job situation unless prior permission is obtained from the Committee on Undergraduate Studies.

3.2 Graduate Programs

Programs leading to the **Master of Business Administration (M.B.A.)**, the **Master of Employment Relations (MER)**, and the **Ph.D.(Management)** degrees are described in the **School of Graduate Studies** section of the University Calendar.

4 Program Regulations

1. The Office of the Registrar and the Faculty of Business Administration will assist students with any questions or problems which might arise concerning the interpretation of academic regulations. It is, however, the responsibility of students to see that their academic programs meet the University's regulations in all respects.
2. No student shall obtain more than one undergraduate degree from the Faculty of Business Administration.
3. The Faculty of Business Administration may recommend that transfer credit for certain Business courses be awarded on the basis of successful completion of professional courses that lead to a professional designation (e.g. C.A., C.G.A., C.M.A.). Applications for transfer credit should be made through the Office of the Registrar.
4. The Faculty of Business Administration may approve that credit for certain Business courses successfully completed through Memorial University of Newfoundland's former Extension Services Division be granted upon application to the Registrar for transfer credit evaluation.

4.1 Regulations for Business Minors

1. Students who are completing a non-Business degree program which provides for the completion of a minor may complete a minor in either Business Administration or International Business.
2. Students who wish to undertake either Business minor program must have completed a minimum of 30 credit hours. Application is made in the space provided on the Declaration/Change of Academic Program Form which must then be approved by the Dean of the Faculty of Business Administration or delegate. The form may be obtained in person at the Office of the Registrar or at www.mun.ca/regoff/registration/Declare_Change_Academic_Program.pdf. Admission into the minor program is selective: at the time of application a student must have a cumulative average of at least 65%.
3. A **Minor in Business Administration** shall consist of 24 credit hours comprising the following courses: BUSI 1000, 1101, 1210, 3310, 4000, 4500, and two courses chosen from BUSI 1600, 2101, 2210, 3101, 3700, 4320 and 4330.
4. A **Minor in International Business** is offered as a special program of an interdisciplinary nature, consisting of 24 credit hours as follows:
   a. BUSI 1101, 1210, 3310, 5302, Political Science 2200; and
   b. Three further courses from 6040, 6311, 6330, 7005, 6550, 7240, a pre-requisite for one of the preceding courses and/or from cognate courses such as Economics 3030, 4030, Political Science 3210, and 3250, to be chosen through prior consultation with the Coordinator of the International Business program.
5. Course prerequisites for all courses shall apply to both Business minors. Students should note, for example, that the prerequisites for BUSI 4500 are BUSI 1101, Statistics 2500 and Economics 2010, and that the prerequisites for BUSI 5302 are BUSI 1000, Economics 2010 and 2020. It should be noted that some courses are not offered every semester.

4.2 Regulations for General Degree of Bachelor of Commerce (Co-operative)

4.2.1 Admission Modes and Requirements

4.2.1.1 Direct Entry (for High School Students)

Students may apply for admission into first year of the Bachelor of Commerce (Co-operative) program (Terms A/B) directly from high school by indicating this in the appropriate place on their Undergraduate Application for Admission/Readmission to Memorial University of Newfoundland. Direct entry from high school is subject to the applicant's final acceptance to the University and admissibility into either Mathematics 1000 or 1090. Terms A/B normally starts in September.

4.2.1.2 Advanced Standing (for Current Memorial University of Newfoundland Students)

1. Students may apply for admission with Advanced Standing into terms beyond Terms A/B up to and including Term 4. Students applying for admission to a term beyond Terms A/B must have completed all of the courses required in the program up to that term, including the courses required in Terms A/B, with grades high enough to have met promotion requirements. Students applying for admission with advanced standing must complete and submit to the Office of the Registrar the Faculty of Business Administration Application For Admission, normally on or before the deadlines specified in the **University Diary** for the semester in which they intend to begin their program.
2. Admission with Advanced Standing is competitive and selective. Prospective students are therefore encouraged to consider an alternate degree program in the event that they are not accepted into the Bachelor of Commerce (Co-operative) program.
3. The primary criterion used in reaching decisions on applications for admission with advanced standing is overall academic

achievement. Selection, therefore, will be based on a student's overall academic performance. Students with weak overall academic records are unlikely to be admitted.

4.2.1.3 Transfers From Other Post-Secondary Institutions

1. Students who are transferring from other universities must apply for admission to the University on or before the deadlines specified in the **University Diary** for the semester in which they intend to begin their program, to allow sufficient time for the evaluation of transfer credits. Subject to items 2. and 3. under **Advanced Standing (for Current Memorial University of Newfoundland Students)** above, transfer students from other universities will be placed in that Term of the program judged by the Admissions Committee of the Faculty to be appropriate considering equivalent credits. Regardless of the Term into which they are admitted, transfer students must complete a minimum of two work terms.
2. Subject to items 2. and 3. under **Advanced Standing (for Current Memorial University of Newfoundland Students)** above, graduates of a three-year community college business diploma program may be considered for admission into Term 3. Space for Term 3 admissions is limited and competitive and admission decisions will be based on overall academic performance. Specific course requirements will be determined on an individual basis at the time of admission

4.2.2 The Curriculum

1. To graduate with the Bachelor of Commerce (Co-operative) degree, every candidate shall successfully complete 135 credit hours over nine academic terms in the Co-operative Program and shall normally be required to successfully complete three work terms. The 135 academic credit hours are distributed as follows: 30 credit hours over the course of Terms A/B and 15 credit hours in each of Terms 1 through 7.
2. Students who have been admitted to the Bachelor of Commerce (Co-operative) program must complete courses in academic terms or "blocks" in the sequence, order and course load as set out in the **Table 1 Bachelor of Commerce (Co-operative) Curriculum**. Exceptions to this prescribed program, including specified course load, must have the approval of the Admissions Committee or of the Committee on Undergraduate Studies of the Faculty.
3. By the end of the Winter semester of their first year, Terms A/B students must have successfully completed the following 30 credit hours:
   a. Six credit hours in English courses which must include English 1110 or 1021;
   b. Mathematics 1000;
   c. Economics 2010 and 2020;
   d. BUSI 1000;
   e. Twelve additional credit hours in non-Business electives. Students who wish to complete the **Joint Degrees of Bachelor of Commerce (Co-operative) and Bachelor of Arts** [see entry immediately following The Curriculum below] are strongly advised to include courses in a second language and courses in the subject of the intended Major program.
4. The curriculum of courses and work terms beyond the 30 credit hours required in Terms A/B is as follows:
   a. Statistics 2500
   b. Fifty-four credit hours in core Business Administration courses: 1101, 1210, 1600, 2010, 2101, 2210, 2400, 2710, 3310, 3401, 3700, 4000, 4050, 4320, 4330, 4500, 5301, and 7000.
   c. At least 21 credit hours but no more than 36 credit hours in Business electives which must be chosen from **Table 4 Business Electives**.
   d. At least 12 credit hours but no more than 27 credit hours in non-Business electives.
   e. Three work terms of four months duration each.

   Unspecified credits may not be used to fulfil the requirements outlined in a., b., and e. above.
5. Notwithstanding clauses 2. and 4. and bullet three of ***UNIVERSITY REGULATIONS* - General Academic Regulations (Undergraduate), Classification of Students**, students do not require special permission to register for courses while on work terms if the courses are in addition to the prescribed program.

Table 1 Bachelor of Commerce (Co-operative) Curriculum

Fall and Winter Terms A/B	6 credit hours in English courses which must include English 1110 or 1021 Mathematics 1000 Economics 2010 and 2020 BUSI 1000 12 additional credit hours in non-BUSI electives
Fall Academic Term 1	BUSI 1101 BUSI 1210 Statistics 2500 6 credit hours chosen from: BUSI 1600, BUSI 2010, BUSI 2400, BUSI 2710, and 3 credit hours of electives*
Winter Academic Term 2	BUSI 2101 BUSI 2210 Remaining 9 credit hours chosen from: BUSI 1600, BUSI 2010, BUSI 2400, BUSI 2710, and 3 credit hours of electives*
Spring	
Fall Academic Term 3	BUSI 3310 BUSI 3401 BUSI 3700 6 credit hours in elective courses*
Winter Work Term 1	BUSI 399W
Spring Academic Term 4	BUSI 4000 BUSI 4050 BUSI 4320 BUSI 4330 BUSI 4500
Fall Work Term 2	BUSI 499W
Winter Academic Term 5	BUSI 5301 12 credit hours in elective courses*
Spring Work Term 3	BUSI 599W
Fall Academic Term 6	BUSI 7000 12 credit hours in elective courses*
Winter Academic Term 7	15 credit hours in elective courses*

* Of the 48 credit hours in elective courses required in the program from Terms 1 through 7, 21 – 36 credit hours must be chosen from Business electives in **Table 4 Business Electives** and 12 – 27 credit hours must be non-Business electives.

4.2.3 Regulations for the Joint Degrees of Bachelor of Commerce (Co-operative) and Bachelor of Arts

Any student who is admitted into the Bachelor of Commerce (Co-operative) program may simultaneously complete the requirements for a Bachelor of Arts program. Under those circumstances, regulations for the Bachelor of Commerce (Co-operative) program will be relaxed as follows. Notwithstanding clauses 4.c. and 4.d. of **The Curriculum** under the **Regulations for the General Degree of Bachelor of Commerce (Co-operative)**, students in the Bachelor of Commerce (Co-operative) program who are concurrently completing the Bachelor of Arts degree will be permitted to make the following adjustments to those clauses:

1. clause 4.c. - no fewer than 15 credit hours, but no more than 36 credit hours, in Business electives which must be chosen from **Table 4 Business Electives**.
2. clause 4.d. - no fewer than 12 credit hours, but no more than 33 credit hours, in elective courses chosen from the Faculty of Arts.

These adjustments to the normal curriculum will only be permitted for students who are graduating with the Bachelor of Commerce (Co-operative) degree and the Bachelor of Arts degree at the same convocation. In order to meet all of the requirements of both degree Programs at the same time, students who are completing the joint degrees are strongly advised to follow **Table 2 Bachelor of Commerce (Co-operative) Curriculum (Completed Jointly with the Bachelor of Arts)**.

Table 2 Bachelor of Commerce (Co-operative) Curriculum (Completed Jointly with the Bachelor of Arts)

Fall and Winter Terms A/B	6 credit hours in English courses which must include English 1110 or 1021 Mathematics 1000 Economics 2010 and 2020 BUSI 1000 12 additional credit hours in non-BUSI electives [see Note 1. below]
Fall Academic Term 1	BUSI 1101 BUSI 1210 Statistics 2500 6 credit hours chosen from: BUSI 1600, BUSI 2010, BUSI 2400, BUSI 2710, and 3 credit hours in Major, Core or elective courses [see Note 1. below)
Winter Academic Term 2	BUSI 2101 BUSI 2210 Remaining 9 credit hours chosen from: BUSI 1600, BUSI 2010, BUSI 2400, BUSI 2710, and 3 credit hours in Major, Core or elective courses [see Note 1. below]
Spring	[see Note 2. below]
Fall Academic Term 3	BUSI 3310 BUSI 3401 BUSI 3700 At least 6 credit hours in Major, Core or elective courses [see Note 3 below]
Winter Work Term 1	BUSI 399W [see Note 2. below]
Spring Academic Term 4	BUSI 4000 BUSI 4050 BUSI 4320 BUSI 4330 BUSI 4500
Fall Work Term 2	BUSI 499W [see Note 2. below]
Winter Academic Term 5	BUSI 5301 At least 12 credit hours in Major, Core or elective courses [see Note 3. below]
Spring Work Term 3	BUSI 599W [see Note 2. below]
Fall Academic Term 6	BUSI 7000 At least 12 credit hours in Major, Core or elective courses [see Note 3. below]
Winter Academic Term 7	At least 15 credit hours in Major, Core or elective courses [see Note 3. below]

Notes: *1. The Bachelor of Arts requires completion of a Major program, a Minor program, a set of Core Requirements, and elective courses, totalling at least 78 credit hours in courses offered by departments within the Faculty of Arts (or Computer Science, Mathematics and Statistics, and Psychology). When the Bachelor of Arts is completed jointly with the Bachelor of Commerce (Co-operative):*

*a. Minor program requirements are satisfied by BUSI courses specified in **Table 1 Bachelor of Commerce (Co-operative) Curriculum** above.*

b. Core requirements for English and Numeracy/Science are satisfied by courses completed in Terms A/B or during Terms 1 or 2 of the Bachelor of Commerce (Co-operative) degree.

c. It is recommended that the Core Requirement for 6 credit hours in courses in a second language be completed in Terms A/B of the Bachelor of Commerce (Co-operative) degree program.

*d. Core requirements for 6 credit hours in research/writing courses may be satisfied by including two such courses within the 78 credit hours in courses offered by departments within the Faculty of Arts. Please consult the **Undergraduate Registration Procedures** to determine research/writing course offerings in any given semester.*

e. Major requirements for the Bachelor of Arts may be satisfied in 36 to 45 credit hours, depending on the department or program chosen. Students are strongly recommended to seek advice from the department or program of their Major to ensure that their proposed degree program is possible within the constraints of course scheduling and prerequisites.

2. Students are advised that, in order to complete the joint degrees within the minimum 150 credit hours, they must complete at least five of the courses required for the Bachelor of Arts as opportunities arise and as courses are offered. These courses may be completed during the Spring semesters between Terms A/B and Term 1, between Terms 2 and 3, or during any of the three Work Terms (for example, in the evening or by distance), or as sixth courses during any of the academic terms (following submission of a course load waiver).

*3. To meet the requirements for the Bachelor of Commerce (Co-operative), not fewer than 15 and not more than 36 credit hours in BUSI electives must be chosen from **Table 4 Business Electives**. Students intending to complete the joint degrees in the minimum number of 150 credit hours should ensure that at least 78 of these credit hours are completed in courses offered by departments within the Faculty of Arts (or Psychology, Mathematics and Statistics, and Computer Science). Careful planning, particularly in the selection of elective courses as well as in the sequence of Major program courses, is therefore recommended to ensure timely completion of the joint degrees.*

4.2.4 Minor or Cognate From Another Academic Unit

1. A student enrolled in the Bachelor of Commerce (Co-operative) program may, using all of the non-Business electives required in the curriculum, complete a minor within the Faculty of Arts, the Faculty of Science, the School of Music, or offered at Grenfell Campus. Regulations for the minor are given under the Calendar entries for the Faculty of Arts, the Faculty of Science, and the School of Music, and under the Calendar entry for Grenfell Campus.
2. A student enrolled in the Bachelor of Commerce (Co-operative) program may pursue a minor (or equivalent) in other non-business academic units (where minor programs exist) with permission of that academic unit and permission of the Committee on Undergraduate Studies of the Faculty of Business Administration.

4.2.5 Examination and Promotion for the Bachelor of Commerce (Co-operative)

1. The Faculty Council of the Faculty of Business Administration constitutes the examining body for all examinations in Business

courses. In addition, the standing of every student will be assessed by the Committee on Undergraduate Studies in accordance with the promotion requirements outlined in Clauses 2., 3., and 9. below.

2. Students in Terms A/B will be considered for promotion to Term 1 at the end of the Winter semester of their first year. At that time, for promotion from Terms A/B, students must have successfully completed the 30 credit hours prescribed in 3. of **The Curriculum** above, with an overall average on those 30 credit hours of at least 65%. Students who do not satisfy these requirements will be required to withdraw from the program and will not be promoted to Term 1.

   Students who have been required to withdraw following Terms A/B may be considered for readmission to the program in accordance with the entry under **Admission Modes and Requirements** above, with the heading **Advanced Standing (for Current Memorial University of Newfoundland Students)**.

   A required withdrawal for failure to meet the promotion requirements from Terms A/B will not be reflected on a student's transcript.

3. For promotion from each of Terms 1 through 7, the requirements are the achievement of a passing grade in at least 12 credit hours and an overall average of at least 60% in those courses required in each academic term.

   Students in an academic term who do not maintain the appropriate course load as outlined in Clause 2. of **The Curriculum**, and who do not have the prior approval of the Committee on Undergraduate Studies for a reduced course load, will be required to withdraw from the program and will not be promoted.

   Students completing Terms 1 through 7 who fail to achieve these standards will be required to withdraw from the program. A required withdrawal from any of Terms 1 through 7 will be reflected on a student's transcript.

   Students who meet the academic promotion requirements above but who fail a core course in any of Terms 1 through 7 will be required to successfully repeat that course prior to graduation. Students who meet the promotion requirements above but who fail an elective in any of Terms 1 through 7 will be required to either successfully repeat that elective or successfully complete an additional elective to replace it prior to graduation.

4. The Committee on Undergraduate Studies of the Faculty of Business Administration may promote a student notwithstanding promotion requirements listed in Clause 3. above. A decision of this nature will be made only for reasons acceptable to the Committee on Undergraduate Studies, and in the case of a student thought likely to succeed in future terms.

5. Students who have been required to withdraw following any one of Terms 1 through 7 may be considered for readmission after the lapse of two semesters, at which time they will normally be required to repeat the term which they failed, unless, in the opinion of the Admissions Committee, Faculty of Business Administration, a more meaningful course of study would be appropriate.

   In order to be considered for readmission, students must formally apply for readmission to the program not later than the deadlines specified in the **University Diary** for the semester in which they wish to recommence their program.

6. The dates for starting and finishing each work term are shown in the **University Diary**.

   Successful completion of the work term requirements is a prerequisite to graduation.

7. A competition for work term employment is organized by Business Co-operative Education.

   Students may obtain their own work term jobs outside the competition. Such jobs must be confirmed by letter from the employer and approved by Business Co-operative Education on or before the first day of the work period.

   By entering the competition, students give permission for Business Co-operative Education to supply their university transcripts to potential employers.

8. A work report on a topic approved by Business Co-operative Education must be submitted for each work term. This report must be approved by the employer and submitted to Business Co-operative Education on or before the deadline scheduled by Business Co-operative Education. Evidence of the student's ability to gather material relating to the report, analyse it effectively, and present it in a clear, logical and concise form, will be required in the report. Late reports will not be graded unless prior permission for a late report has been given by Business Co-operative Education.

9. The overall evaluation of the work term is the responsibility of Business Co-operative Education. The work term shall consist of two components:

   Student performance as evaluated by a co-ordinator, given input from the employer, and a work report graded by a co-ordinator or a member of faculty.

   Evaluation of the work term will result in the assignment of one of the following final grades:

   a. *Pass with Distinction:* Indicates ***EXCELLENT PERFORMANCE*** in both the work report and work performance. The student is commended for his/her outstanding performance in each of the required components; pass with distinction has been awarded to each of the work report and work performance.

   b. *Pass:* Indicates that ***PERFORMANCE MEETS EXPECTATIONS*** in both the work report and work performance. The student fully meets the requirements of a passing work report and completely satisfactory work term performance.

   c. *Fail:* Indicates ***FAILING PERFORMANCE*** in the work report and/or the work performance.

   For promotion from the work term, a student must obtain *PASS WITH DISTINCTION or PASS*.

   If a student fails to achieve the standards outlined above, the student will be required to withdraw from the program and may be considered for readmission after the lapse of two semesters, at which time the student will be required to complete a further work term with satisfactory performance before being admitted to any further academic term in the Faculty.

10. A student who has been required to withdraw from the program as a result of failing to meet the requirements of either two academic terms or two work terms will not be eligible for readmission to the program.

11. Students are not permitted to drop work terms without prior approval of the Committee on Undergraduate Studies upon the recommendation of Business Co-operative Education. Students who drop a work term without permission, or who fail to honour an agreement to work with an employer, or who conduct themselves in such a manner as to cause their discharge from the job, will normally be awarded a grade of FAL for that work term. Permission to drop a work term does not constitute a waiver of degree requirements, and students who have obtained such permission must complete an approved work term in lieu of the one dropped.

4.2.6 Regulations for the Honours Degree of Bachelor of Commerce (Co-operative)

An Honours Degree of Bachelor of Commerce (Co-operative) signifies superior academic achievement.

1. To be considered for an Honours Degree, the candidates must so indicate on the prescribed "Application for Graduation " form. This form may be obtained at the Office of the Registrar or on-line at the Memorial Self Service at www3.mun.ca/admit/twbkwbis.P_WWWLogin.

2. Candidates for the Honours Degree of Bachelor of Commerce (Co-operative) shall comply with all regulations governing the **General Degree of Bachelor of Commerce (Co-operative)**.

3. A candidate shall obtain at least a 75% average and a grade point average of at least 3.5 on the courses which comprise the total number of credit hours required for the degree. Candidates are not permitted to repeat or substitute courses for the purpose of meeting these criteria.
4. To be eligible for the Honours degree, a candidate must pass all of the core courses required in Terms 1 through 7 on his/her first attempt.
5. A student who has been required to withdraw from the program as a result of failing to meet the requirements for promotion from academic Terms 1 through 7 or from Work Terms 1, 2, or 3 will not be eligible for an Honours Degree.
6. An applicant for the Honours Degree who fails to fulfill the conditions of Clauses 3., 4., and 5. but fulfills the requirements for a General Co-operative Degree shall be awarded the General Degree of Bachelor of Commerce (Co-operative).

4.3 Commerce Concentrations

Students completing the Bachelor of Commerce (Co-operative) degree may choose to complete their Business electives in a number of different areas or to concentrate in one of the areas outlined below. In either case, students must complete at least 21 credit hours but no more than 36 credit hours in BUSI electives which must be chosen from **Table 4 Business Electives**. A concentration provides the student with the opportunity of broadening knowledge and understanding of one of the following areas. Particular attention should be paid to necessary prerequisites when scheduling courses. Students enrolled in Study Abroad programs should consult with the appropriate Faculty of Business Administration Area Group Coordinator regarding the applicability of courses taken while studying abroad to their chosen concentration.

4.3.1 Accounting

Students electing an Accounting concentration should complete the following courses:

1. BUSI 3101, BUSI 5160, BUSI 5500, BUSI 6100, BUSI 6110, BUSI 6120, BUSI 6130, BUSI 7120; and
2. either BUSI 7110 or BUSI 7160. Normally students pursuing a C.M.A. designation would complete BUSI 7160.

   Students intending to pursue the C.A., C.M.A., or C.G.A. designations in general should consult the appropriate body to determine the courses required.

4.3.2 Finance

Students electing a Finance concentration should complete the following courses:

1. BUSI 5500, BUSI 6120, BUSI 6510, BUSI 6550, BUSI 7500, and BUSI 7510; and
2. any three of the following courses: Mathematics 2090, Economics 3000, Economics 3010, Economics 3030, Economics 3150, Economics 4025, Economics 4026, BUSI 5530, BUSI 6100, BUSI 6110, or BUSI 7150.

4.3.3 Human Resources and Labour Relations

Students electing the Human Resources and Labour Relations concentration should complete the following courses:

1. BUSI 6310, BUSI 6320, BUSI 7310, BUSI 7322; and
2. any four of the following: BUSI 6301, BUSI 6311, BUSI 6312, BUSI 6330, BUSI 7315, BUSI 7320, BUSI 7321, BUSI 7330, or Economics 3360.

4.3.4 Information Systems

Students electing an Information Systems concentration should complete the following courses:

1. Six of BUSI 5700, BUSI 5701, BUSI 5702, BUSI 5703, BUSI 6700, BUSI 6701, BUSI 7700, and BUSI 7701; and
2. a. either Geography 2195, Geography 3260, and one of Geography 3202, Geography 4202, Geography 4261
   b. or three of the following: Computer Science 1710, Computer Science 2500, Computer Science 2710, Computer Science 2760, Computer Science 3710, Computer Science 3715, Computer Science 4761, Computer Science 4767.

4.3.5 International Business

Students electing an International Business concentration should complete the following eight courses, of which at least five should be from the Faculty of Business Administration:

1. BUSI 5302, Political Science 2200 and either BUSI 6550 or Economics 3030; and
2. any five of the following: BUSI 6040, BUSI 6311, BUSI 6330, BUSI 6550, BUSI 7005, BUSI 7240 and other courses with global or regional business content selected in consultation with the Coordinator of the i.B.B.A. program. These may include courses taken as part of an approved Study Abroad program (up to a maximum of 9 credit hours).

4.3.6 Marketing

Students electing a Marketing concentration should complete the following courses:

1. BUSI 3210, BUSI 5220, and BUSI 7230; and
2. any three of the following: BUSI 5210, BUSI 5217, BUSI 6217, BUSI 6218, BUSI 6230, BUSI 6241, BUSI 6250, BUSI 7240, or BUSI 7250.

4.3.7 Operational Research

Students electing a Operational Research concentration should complete the following eight courses:

1. BUSI 5401, BUSI 5402, BUSI 6400, and BUSI 7400; and
2. any four of: Computer Science 1710, Computer Science 2710, Mathematics 1001, Mathematics 2050, and any Business Information Systems course (or courses) at the 5000 level or above.

4.3.8 Small Business/Entrepreneurship

Students electing a Small Business/Entrepreneurship concentration should complete the following courses:

1. BUSI 5220, BUSI 5600, BUSI 6605, BUSI 7010, BUSI 7600, and BUSI 7610; and

2. any three of the following: BUSI 6120, the former BUSI 6220, BUSI 6250, BUSI 6312, BUSI 6610, BUSI 7230,or BUSI 7240.

4.3.9 Supply Chain Management

Students electing a Supply Chain Management concentration should complete the following courses:

BUSI 5401, BUSI 5402, BUSI 6410, BUSI 6415, BUSI 7410, and BUSI 7415.

4.4 Regulations for the Diploma in Business Administration

1. To be considered for admission to the Diploma Program in Business Administration, applicants must normally have satisfied the following requirements:
   a. Successful completion of 15 academic credit hours as follows:
      i. Six credit hours in English which must include English 1110 or 1021;
      ii. Mathematics 1000;
      iii. BUSI 1000;
      iv. Three credit hours of non-Business electives.

      Only students with an overall average of at least 60% in the courses comprising the 15 credit hours required will be considered for admission to the program.

      Overall academic performance is an important criterion in reaching decisions on applications for admission, and will be considered, in addition to the average on the five courses required for admission, in the selection process. Students with weak overall academic records are unlikely to be admitted.
   b. At least five years of full-time work experience, or equivalent, that is deemed acceptable by the Admissions Committee of the Faculty of Business Administration.

   In the case where students have been required to withdraw from one of the Faculty's other undergraduate programs, the Admissions Committee of the Faculty may consider this circumstance as grounds to deny admission.
2. To be eligible for the Diploma in Business Administration, a student must:
   a. have been admitted to the Diploma Program;
   b. successfully complete the following 45 credit hours in addition to the 15 credit hours required for admission (a total of 60 credit hours):
      i. Economics 2010 and 2020;
      ii. Statistics 2500 or equivalent;
      iii. BUSI 1101, 1210, 1600, 2400, 2710, 3310, 4000, and 4500;
      iv. Four of the following, one of which must be either BUSI 4320 or 4330: BUSI 2010, 2101, 2210, 3401, 3700, 4050, 4320, and 4330.
   c. Achieve an overall average of at least 60% in the courses which comprise the 45 credit hours specified in clause 2. b. A student failing to meet this requirement will be required to repeat a course(s) to raise the overall average to the minimum acceptable level.
   d. Successfully complete a comprehensive case analysis with report (BUSI 450W). BUSI 450W will not be required of students who complete BUSI 4050 from the list in 2.b.iv. above.
   e. Students planning to pursue their Bachelor of Business Administration (see **Regulations for the General Degree of Bachelor of Business Administration (B.B.A.)**) are encouraged to note the prerequisites for BUSI 7000 and to plan their courses so that they have completed the prerequisites prior to the semester in which they plan to take BUSI 7000.
3. a. Every candidate for the Diploma in Business Administration will be required to complete at least 30 credit hours at this University. The courses comprising these credit hours must be applicable to the Diploma in Business Administration.
   b. Every candidate for the Diploma in Business Administration, who has completed a Bachelor's degree at this University or another recognized university or university college, will be required to complete at least 30 credit hours at this University beyond those required for that degree. The courses comprising these credit hours must be applicable to the Diploma in Business Administration.

4.4.1 Continuance Regulations

1. The Faculty Council of the Faculty of Business Administration constitutes the examining body for all examinations in Business courses. In addition, the standing of every student will be assessed by the Committee on Undergraduate Studies in accordance with the continuation requirements outlined in 2. below.
2. Students must qualify for continuation after each term of study. To continue, students must have an overall average of at least 60% over their last ten courses taken. In the event that a student has more courses than needed in the earliest term used, the courses with the highest grades in that term will be used.
3. Students who fail to achieve the standards outlined in 2. above normally will be required to withdraw from the program. They may be considered for readmission after a lapse of two semesters. In order to be considered for readmission, students must formally apply for readmission.
4. Students who are required to withdraw a second time are not eligible for readmission into the program.
5. The Committee on Undergraduate Studies of the Faculty of Business Administration may allow a student to continue who fails to achieve the standards outlined in 2. above. A decision of this nature will be made only for reasons acceptable to the Committee on Undergraduate Studies.

4.5 Regulations for the General Degree of Bachelor of Business Administration (B.B.A.)

4.5.1 The Curriculum

1. To be admitted to the B.B.A. program, students should select the B.B.A. program on their Undergraduate Application for Admission/ Readmission to the University or on the Declaration/Change of Academic Program Form.

2. To graduate with the B.B.A., candidates must successfully complete the following 120 credit hours with a Grade Point Average on those 120 credit hours of at least 2.5 and a numeric average on those 120 credit hours of at least 60%:
   a. Six credit hours of English which must include English 1110 or 1021;
   b. Mathematics 1000;
   c. Economics 2010 and 2020;
   d. Statistics 2500;
   e. Business 1000, 1101, 1210, 1600, 2010, 2101, 2210, 2400, 2710, 3310, 3401, 3700, 4000, 4050, 4320, 4330, 4500, 5301, and 7000. Students are encouraged to note the prerequisites for 7000 (Strategic Management 2) and to plan their courses so that they have completed the prerequisites prior to the semester in which they plan to take 7000.
   f. 45 credit hours of electives, of which not more than 21 credit hours may be from Business courses (which must be chosen from **Table 4 Business Electives**).
3. Notwithstanding 1. above, graduates of a three year community college business diploma program may be eligible for exemptions for some of the curriculum requirements of the B.B.A. Students who are granted exemptions on the basis of their college business diploma will be required to complete, at this University, a minimum of 45 credit hours beyond those awarded on the basis of their college diploma. Specific course requirements will be determined on an individual basis by the Undergraduate Programs Office, Faculty of Business Administration.

4.5.2 Minor or Cognate From Another Academic Unit

1. A student enrolled in the B.B.A. program may complete a minor within the Faculty of Arts, the Faculty of Science, the School of Music, or from Grenfell Campus. Regulations for the minor are given under the Calendar entries for the Faculty of Arts, the Faculty of Science, the School of Music, and Grenfell Campus.
2. A student enrolled in the B.B.A. program may pursue a minor (or equivalent) in other non-business academic units (where minor programs exist) with permission of that academic unit and permission of the Committee on Undergraduate Studies of the Faculty of Business Administration.

4.6 Regulations for the Honours Degree of Bachelor of Business Administration

An Honours degree of Bachelor of Business Administration signifies superior academic achievement. The difference between a First Class General B.B.A. Degree and an Honours B.B.A. Degree is that for a First Class B.B.A., a candidate must obtain a grade point average of at least 3.5 on the best 120 credit hours which meet curriculum requirements, and for an Honours B.B.A., a candidate must obtain a grade point average of at least 3.5 on the earliest attempt at courses which meet curriculum requirements.

1. To be considered for an Honours degree, a candidate must so indicate on the University's official Application for Graduation form. This form may be obtained at the Office of the Registrar or on-line at the Memorial Self Service at www3.mun.ca/admit/twbkwbis.P_WWWLogin.
2. A candidate for the Honours Degree of Bachelor of Business Administration shall:
   a. comply with all regulations governing the General Degree of Bachelor of Business Administration, and
   b. obtain at least a 75% average and a grade point average of at least 3.5 on the courses prescribed in **The Curriculum**. Candidates are not permitted to repeat or substitute courses for the purpose of meeting these criteria. In the case of a student who has repeated courses and/or who has completed more than 120 credit hours at the time of application for graduation, applicable courses will be taken in chronological order rather than in order of grade in calculating these averages. This may mean that failed courses will be used in calculating this grade point average even when the courses were later repeated and passed or, in the case of electives, replaced with other courses later in a candidate's academic career.
3. A declared candidate for an Honours degree who fails to fulfil the conditions of clause 2. but fulfils the requirements for a General degree shall be awarded the General Degree of Bachelor of Business Administration.

4.7 Regulations for the General Degree of International Bachelor of Business Administration (i.B.B.A.)

4.7.1 General Regulations

1. The International Bachelor of Business Administration (i.B.B.A.) program requires a total of 120 credit hours.
2. The program includes a compulsory one-semester approved program of full-time study at an overseas location. Subject to the **Study Abroad Program** regulations below, students must normally have completed at least 72 credit hours of the program and no more than 96 credit hours of the program prior to commencement of the study abroad program.
3. The overall program must have a coherent global and regional content. In order to achieve this coherency students shall nominate a global region (e.g. Asia, Europe, Latin America) as a focus area within their program. The choice of region will affect both the choice of non-BUSI courses and the choice of location and content of the study abroad program (see **Global and Regional Content** below).

4.7.2 Admission Requirements

1. Normally, admission is offered for the Fall Semester. The deadline for admission or readmission is March 1. Students applying for admission to the i.B.B.A. must submit the Faculty of Business Administration Application For Admission to the Office of the Registrar on or before this deadline. Where circumstances permit, applications will be considered for the Winter and Spring Semesters. The deadlines for admission or readmission are specified in the **University Diary**.
2. Students who are seeking admission for the Fall Semester normally must have completed all the courses required for admission by the end of the Winter Semester.
3. Applications received after the deadline will be considered only if a space is available in the program.
4. To be eligible for Admission to the i.B.B.A. program an applicant must have successfully completed the Pre-i.B.B.A. program (see **The Curriculum**, clause 1, below) with an average on those courses of at least 65%, or the equivalent at another recognized post-secondary institution. Students who are transferring from other universities must apply for admission to the University on or before the deadlines specified in the **University Diary** for the semester in which they intend to begin their program, to allow sufficient time for the evaluation of transfer credits.
5. Admission is competitive and selective. Therefore, prospective students are encouraged to consider an alternate degree program in

the event that they are not accepted into the International Bachelor of Business Administration program.

6. The primary criterion used in reaching decisions on applications for admission is overall academic achievement. Selection, therefore, will be based on a student's overall academic performance in addition to the average on the 30 credit hours required for admission. Students with weak overall academic records are unlikely to be admitted.
7. In the case where an applicant has been required to withdraw from one of the Faculty's other Undergraduate programs, the Admissions Committee of the Faculty may consider this circumstance as grounds to deny admission.

4.7.3 The Curriculum

1. The i.B.B.A. program includes the following 30 credit hours that comprise the Pre-i.B.B.A. program:
   a. Six credit hours of English which must include English 1110 or 1021;
   b. Mathematics 1000;
   c. Economics 2010 and 2020;
   d. BUSI 1000;
   e. Political Science 2200;
   f. Nine additional credit hours in non-BUSI courses. It is strongly recommended that students take into account the **Global and Regional Content** requirement outlined below when choosing these additional 9 credit hours of study.
2. In addition to the Pre-i.B.B.A. program requirements, the curriculum shall consist of the successful completion of:
   a. Thirty-nine credit hours consisting of: Statistics 2500 and BUSI courses 1101,1210, 2010, 2101, 2400, 3310, 3401, 3700, 4000, 4320, 4500, and either 7000 or 7005.
   b. Fifteen credit hours of international business related courses, which must include:
      i. BUSI 5302 and either Economics 3030 or BUSI 6550; and
      ii. any three from: BUSI 6311, BUSI 7005 (if not completed to fulfill 2.a.i above), BUSI 7240, BUSI 6550 (if not completed to fulfill 2.b.i. above), BUSI 6040, Economics 4030, or Political Science 3250 or any other approved course with an international focus.

      Pre-requisites for all courses shall apply to the i.B.B.A. program. Students should note, for example, that the pre-requisites for BUSI 7000 include BUSI 4050 and BUSI 5301, which are not program requirements for the i.B.B.A.
   c. Thirty-Six further credit hours of which at least 12 must be in non-BUSI courses. Students should take into account the **Non-business Elective Courses** regulations under the **Global and Regional Content** requirement below when choosing these 12 credit hours of non-business electives.
   d. It is recommended that students choose their elective courses so that their overall program contains at least one group of four or five courses within a chosen functional area or specialization or minor.
3. At least 12 credit hours of the program described in 2. above must be completed in an approved study abroad program. The program must meet the **Study Abroad Program** regulations under the **Global and Regional Content** requirements below. Courses taken by distance education from Memorial University of Newfoundland may not be used to satisfy the **Study Abroad Program** requirement.
4. For graduation, a student must be enrolled in the i.B.B.A. program, and have completed the 120 credit hours required with a minimum average of 65% on the program courses.

4.7.4 Global and Regional Content

Courses chosen to meet the above requirements must have a coherent global and regional content. In order to achieve this coherency, students shall nominate a global region (e.g. Asia, Europe, Latin America) as a focus area within their program. The choice of region will affect the choice of non-BUSI elective courses as well as the choice of location and content of the study abroad program. Students must consult with the Undergraduate Programs Office of the Faculty of Business Administration when selecting courses to satisfy the global and regional content requirement to ensure that the selected courses will fulfill the requirement.

4.7.4.1 Non-business Elective Courses

1. Non-business elective courses must include the following 9 non-language credit hours:
   a. at least 3 further credit hours with a global and/or comparative international perspective
   b. at least 6 credit hours with a chosen regional perspective.
2. Study of a foreign language relevant to the chosen region, commencing in the Pre-i.B.B.A. program, is highly recommended. Students selecting a regional perspective and planning to undertake their study abroad program where English is not the main language must complete 6 credit hours of the relevant language prior to undertaking study abroad.

4.7.4.2 Study Abroad Program

1. Notwithstanding the **General Regulations** above and the **Continuance Regulations** below, a student may be held back from participating in the study aboard program if the student has not completed at least 10 courses since his/her admission to the i.B.B.A. program or has not completed a course load of 15 credit hours with a semester average of at least 65% in a single semester. A student who is prevented from starting the study abroad program for either of these reasons will be permitted to participate in the study abroad program once the student has met these criteria.
2. To ensure that students obtain regional perspectives and skills not available at Memorial University of Newfoundland an approved program must include:
   a. at foreign language locations, at least 3 credit hours of study of a regional language and at least 6 credit hours with a specific regional content.
   b. at locations in Britain, Ireland, the US, Australia and New Zealand, at least 9 credit hours with a specific regional content.

   For the study abroad program, courses regarded as having specific regional content would include languages, regional studies and other cross-cultural courses as well as approved courses in Economics and Business.
3. Subject to these requirements there is no additional restriction as to the proportion of business or non-business courses studied abroad. For example, an approved study abroad program may contain courses entirely of an ‘Arts’ nature. It is also possible to select courses that have no exact equivalent at Memorial University of Newfoundland and must be counted as unspecified credit.

   Courses studied abroad may be approved as counting toward any of the Curriculum course requirements listed above, but no

course may count towards meeting two such requirements.

4.7.5 Minor From Faculty of Arts

A student enrolled in the i.B.B.A. program may both meet the requirements of the degree and be able to complete a minor within the Faculty of Arts. Regulations for the minor are given under the Calendar entries for the **Faculty of Arts**.

4.7.6 Continuance Regulations

1. The Faculty Council of the Faculty of Business Administration constitutes the examining body for all examinations in Business courses. In addition, the standing of every student will be assessed by the Committee on Undergraduate Studies in accordance with the continuation requirements outlined in 2. and 3. below.
2. Following entry to the program, i.B.B.A. students must qualify for continuation after each term of study. For continuation, students must have an overall average of 65% over their last ten courses taken. In the event that a student has more courses than needed in the earliest term used, the courses with the highest grades in that term will be used.

   Students who fail to achieve these standards will be required to withdraw from the program. They may be considered for readmission after a lapse of two semesters. In order to be considered for readmission, students must formally apply for readmission.

   A required withdrawal for failure to meet **Continuance Regulations** in the i.B.B.A. program will be reflected on a student's transcript.
3. Students who are required to withdraw from the program a second time are not eligible for readmission into their program.
4. The Committee on Undergraduate Studies of the Faculty of Business Administration may allow a student to continue who fails to achieve the standards outlined in 2. above. A decision of this nature will be made only for reasons acceptable to the Committee on Undergraduate Studies.

4.8 Regulations for the Honours Degree of International Bachelor of Business Administration

An Honours degree of Bachelor of International Business Administration signifies superior academic achievement.

1. To be considered for an Honours degree, the candidates must so indicate on the University's official Application for Graduation form. This form may be obtained on-line at the Memorial Self Service at www3.mun.ca/admit/twbkwbis.P_WWWLogin or at the Office of the Registrar.
2. Candidates for the Honours Degree of International Bachelor of Business Administration shall:
   a. comply with all regulations governing the General Degree of International Bachelor of Business Administration, and
   b. obtain at least a 75% average and a grade point average of at least 3.5 on the 120 credit hours completed for the degree.
3. Candidates are not permitted to repeat or substitute courses for the purpose of meeting the academic standing specified in Clause 2. In the case of a student who has repeated courses and/or who has completed more than 120 credit hours at the time of application for graduation, applicable courses will be taken in chronological order rather than in order of grade in calculating 2.b. above.
4. A declared candidate for an Honours degree who fails to fulfil the conditions of Clause 2 but fulfils the requirements for a General degree shall be awarded the General Degree of International Bachelor of Business Administration.

5 Business Electives

Only those courses listed below are acceptable as Business electives towards the **Bachelor of Commerce (Co-operative)**, **Joint Degrees of Bachelor of Commerce (Co-operative) and Bachelor of Arts**, and **Bachelor of Business Administration** programs.

Table 4 Business Electives

BUSI 3101	BUSI 6041-6060	BUSI 6550	BUSI 7330	Computer Science 4767
BUSI 3210	BUSI 6100	BUSI 6605	BUSI 7400	Economics 3000
BUSI 5000	BUSI 6110	BUSI 6610	BUSI 7410	Economics 3010
BUSI 5160	BUSI 6120	BUSI 6700	BUSI 7415	Economics 3030
BUSI 5210	BUSI 6130	BUSI 6701	BUSI 7500	Economics 3150
BUSI 5217	BUSI 6217	BUSI 7005	BUSI 7510	Economics 3360
BUSI 5220	BUSI 6218	BUSI 7010	BUSI 7600	Economics 4025
BUSI 5302	BUSI 6230	BUSI 7110	BUSI 7610	Economics 4026
BUSI 5401	BUSI 6241	BUSI 7120	BUSI 7700	Geography 2195
BUSI 5402	BUSI 6250	BUSI 7150	BUSI 7701	Geography 3202
BUSI 5500	BUSI 6301	BUSI 7160	Computer Science 1710	Geography 3260
BUSI 5530	BUSI 6310	BUSI 7230	Computer Science 2500	Geography 4202
BUSI 5600	BUSI 6311	BUSI 7240	Computer Science 2710	Geography 4261
BUSI 5700	BUSI 6312	BUSI 7250	Computer Science 2711	Mathematics 1001
BUSI 5701	BUSI 6320	BUSI 7310	Computer Science 2752	Mathematics 2050
BUSI 5702	BUSI 6400	BUSI 7315	Computer Science 2760	Mathematics 2090
BUSI 5703	BUSI 6410	BUSI 7320	Computer Science 3710	Political Science 2200
BUSI 6000-6029	BUSI 6415	BUSI 7321	Computer Science 3715	
BUSI 6040	BUSI 6510	BUSI 7322	Computer Science 4761	

6 Waiver of Faculty Regulations

Any student has the right to request waiver of Faculty regulations. For further information refer to **UNIVERSITY REGULATIONS - General Academic Regulations (Undergraduate) - Waiver of Regulations**.

7 Appeal of Regulations

Any student whose request for waiver of Faculty regulations has been denied has the right to appeal. For further information refer to **UNIVERSITY REGULATIONS - General Academic Regulations (Undergraduate) - Appeal of Regulations**.

8 Course Descriptions

In accordance with Senate's *Policy Regarding Inactive Courses*, course descriptions for courses which have not been offered in the previous three academic years and which are not scheduled to be offered in the current academic year have been removed from the following listing. For information about any of these inactive courses, please contact the Dean of the Faculty.

All courses of the Faculty are designated by BUSI.

8.1 Service Course Descriptions

2000 Business Communications focuses on the development of written and oral communication skills critical in the workplace. The common communications media are reviewed with emphasis on electronic and written correspondence. Students learn how to prepare comprehensive analytical reports including proposal writing. Attention is also given to building confidence in delivering oral presentations and preparing appropriate employment packages. A highly interactive design encourages student practice and participation.

CR: BUSI 2010
UL: may not be used to fulfil any of the requirements of any of the programs of the Faculty of Business Administration including the minor, diploma and degrees

2102 Introductory Accounting for Non-Business Students provides full introductory coverage of both financial and managerial accounting. The course focuses on the most widely used accounting theory and practice.

CR: BUSI 1101 or BUSI 2101
UL: may not be used to fulfil any of the requirements of any of the programs of the Faculty of Business Administration including the minor, certificate, diploma and degrees

8.2 Core and Elective Course Descriptions

Enrolment in Business courses is limited and first priority will be given to students registered in the Faculty of Business Administration programs and to Business Minor Candidates who have obtained the approval of the Dean of the Faculty of Business Administration or delegate.

1000 Introduction to Business in Society (formerly BUSI 2001) introduces the basics of business and business corporations in society, in a real-world relevant manner. Particular attention is given to societal stakeholders and to corporations' internal business processes and management functions. Major emphases include corporate social responsibilities and management ethics, and these are recurring themes in other topics such as technology, globalization and people in organizations. The course is a combination of textbook theory and guided learning activities and assignments based on finding and integrating real-world information.

CR: the former BUSI 2001

1101 Principles of Accounting emphasize the concepts and issues of introductory financial accounting as they relate to the Canadian conceptual framework, and will also address the strengths and weaknesses of financial reporting at an introductory level. The student will be introduced to the

AR = Attendance requirement; CH = Credit hours are 3 unless otherwise noted; CO = Co-requisite(s); CR = Credit can be retained for only one course from the set(s) consisting of the course being described and the course(s) listed; LC = Lecture hours per week are 3 unless otherwise noted; LH = Laboratory hours per week; OR = Other requirements of the course such as tutorials, practical sessions, or seminars; PR = Prerequisite(s); UL = Usage limitation(s).

accounting process and analysis of the balance sheet, income statement, and the statement of changes in financial position.
CR: the former BUSI 3100, the former BUSI 2100

1210 Introduction to Marketing Strategy introduces students to the concepts, analyses, and activities that comprise marketing strategy, and provides practice in assessing and solving strategic problems in marketing. The course is also a foundation for BUSI 2210 Introduction to Marketing Tactics, and for advanced electives in marketing. Topics include: marketing strategy, environmental analysis, competitive analysis, customer behaviour, marketing research, segmentation, targeting, and positioning.
CR: the former BUSI 1201 or BUSI 2201 or BUSI 3200
PR: English 1110 or 1021, BUSI 1000, Economics 2010, Economics 2020

1600 Introduction to Entrepreneurship is an introductory course designed to give students a broad understanding of the field of entrepreneurship and the role that entrepreneurship plays in society. Topics will include the nature and theories of entrepreneurship, the characteristics and behaviours of entrepreneurs, and the entrepreneurial process in small and large firms. Students will get to think and act in a creative manner, obtain exposure to local entrepreneurs, assess their potential for entrepreneurial careers and develop attitudes and skills that will be useful in any organization. The course is also useful for those who will be dealing with smaller firms in the context of larger organizations and for those who will be working for entrepreneurs.
PR: BUSI 1000, and English 1110 or 1021

2010 Business Research and Writing introduces students to research, writing, and reporting processes in business. Through ongoing, multi-stage evaluation, students learn the fundamentals of business research, including analytical thinking and proposal writing involving research using secondary sources. A key focus is the writing process, including grammar, punctuation, structure, flow, and format in common business communications media. Students also develop their oral presentation competence by presenting the results of their research. A highly interactive design encourages student practice and participation.
CR: BUSI 2000
PR: BUSI 1000, and English 1110 or 1021

2101 Managerial Accounting provides an overview of the use of financial data for managerial decision making. The student will be introduced to basic budgeting and analysis techniques for both service-oriented and manufacturing businesses.
CR: the former BUSI 4100
PR: BUSI 1101

2210 Introduction to Marketing Tactics introduces students to the concepts, analyses, and activities that comprise marketing tactics, and provides practice in making decisions about tactical problems in marketing. The course is also a foundation for advanced electives in marketing. Topics include: product management, pricing, marketing communications, channels of distribution, implementation, and budgeting.
CR: the former BUSI 1201 or BUSI 2201 or BUSI 3200
PR: BUSI 1210, Mathematics 1000

2400 Decision Modeling provides an introduction to: spreadsheet modeling; linear optimization and the related topics of integer, assignment, and transportation models; and decision analysis including payoff matrices, decision trees, and Bayesian revision. All topics will be taught within the context of business applications.
CO: Statistics 2500
CR: the former BUSI 4401
PR: Mathematics 1000

2710 Modeling and Implementing Business Processes introduces techniques for understanding and modelling business processes and implementing them in modern enterprise systems. Course work will be project-based; students will create small-scale business applications, including web-based applications, using current design and development methodologies and tools.
PR: BUSI 1000, and English 1110 or 1021

3101 Accounting Applications continues the study of accounting on a more in-depth and detailed basis. Building on the theory and concepts of BUSI 1101 and 2101, BUSI 3101 will emphasize the procedures and techniques required for the preparation and presentation of accounting information and general purposes financial statements.
CR: the former BUSI 3100, the former BUSI 2100
PR: BUSI 1101

3210 Consumer Behaviour (formerly BUSI 5200) deals with concepts related to factors which influence the purchase and consumption behaviour of individuals including culture, social class, reference groups, perception, learning, motivation, personality and lifestyle. The unique aspects of groups and organizational buyers will also be examined.
CR: the former BUSI 5200
PR: BUSI 2010 and any of: BUSI 2210, the former BUSI 2201, the former BUSI 3200

3310 Organizational Behaviour (formerly BUSI 2301 and 4300) focuses on the study of individual and group processes in formal organizations. The student is introduced to the nature of work, the systematic approach to the study of behaviour, organizational roles and socialization, motivation, leadership, communication, and group dynamics.
CR: the former BUSI 2301 and the former BUSI 4300
PR: English 1110 or 1021

3401 Operations Management teaches fundamental concepts, methods, tools, and techniques to understand, analyze, and effectively manage as well as improve operations in business organizations. The course covers operations competitiveness and strategy, productivity, forecasting, capacity planning, material requirements planning, waiting lines analysis, project management, inventory management, quality control and its improvement, and supply chain management.
CO: BUSI 2710
CR: the former BUSI 5400
PR: Statistics 2500, and BUSI 2400 or the former BUSI 2401

3700 Information Systems examines the operational and strategic importance of information systems in organizations. Topics include: types of systems; business requirements and information systems planning; approaches to acquiring information systems; managing information systems resources; and ethics, security and privacy issues in information management.
CR: the former BUSI 3701
PR: BUSI 1000, and English 1110 or English 1021

399W Work Term I (see description in Work Term Descriptions and course title section below.)

4000 Business Law I (formerly BUSI 3000) is a course dealing with the law relating to certain aspects of business activity; includes introductory material on the nature of law and legal processes, together with a detailed study of certain aspects of the law of contract, examination of the general principles of the law of agency as they affect business operations; introduction to selected topics in company and partnership law.
CR: the former BUSI 3000

4050 Strategic Management 1 introduces students to the strategic management approach. The course builds upon the knowledge and concepts developed in Business 1000 and prepares students for later business courses in their programs, especially Business 7000. Through experience and analysis in and of real or reality-based situations and issues, students will develop critical and integrative thinking and information literacy. Activity and action components of the strategic management process are the basis for student learning. The purpose of this course is to recognize the importance of situational analysis and strategy in the management process, including business functional and organizational integrative thinking, and decision-making regarding courses of action, resource allocation, and leadership.
CO: BUSI 4000 and 4330
PR: BUSI 1600, BUSI 2010, BUSI 2101, BUSI 2210, BUSI 2400, BUSI 3310, BUSI 3401, BUSI 3700

4320 Human Resource Management introduces the student to the design, operation and management of HRM processes, their evaluation, and their contribution to employee and organization effectiveness. The principal processes considered are staffing, development, employment relations, and compensation. Consideration of the influence of relevant organizational and external conditions on HRM is included. The course views the management of human resources as the joint responsibility of line and HRM managers.
PR: BUSI 3310 or the former BUSI 2301

4330 Introduction to Labour Relations (formerly BUSI 3320) provides an introduction to the field of industrial and labour relations in Canada, with primary emphasis on the labour-management relationship. Students will be introduced to the basic elements of an industrial relations system, including the participants, their roles and relationships, the social, economic, legal and political environment in which the participants interact, and the process and outcomes of collective bargaining. Students may be exposed to various role playing exercises that are applicable to industrial and labour relations.
CR: the former BUSI 3320
PR: English 1110 or English 1021

4500 Financial Management I is designed to introduce the student to the role of financial management in business, financial analysis techniques, working capital management, and long-term and short-term financing.
CR: the former BUSI 4110
PR: BUSI 1101, Statistics 2500, and Economics 2010

450W Business Methods in Practice I (see description in Comprehensive Case Analysis Descriptions and course title section below.)

499W Work Term 2 (see description in Work Term Descriptions and course title section below.)

5000 Business Law II is designed to show the student how principles of Law are applied to four areas of Business. The areas dealt with in this course are accounting/finance, marketing, personnel and production.
PR: BUSI 4000

5160 Cost Accounting (formerly BUSI 7100) deals with the use of accounting data for decision making. Topics covered include: cost estimation, pricing, joint costs, advanced variance analysis, total quality management, just-in-time, decentralization, transfer pricing, performance evaluations, activity based accounting, and backflush costing.
CR: the former BUSI 7100
PR: BUSI 2101, or the former BUSI 3100 and the former BUSI 4100

5210 Marketing Communications (formerly BUSI 6210) provides a theoretical background on the nature, role and principles of marketing communications; and develops analytical and decision-making skills in planning, executing, evaluating and controlling marketing communications campaigns.
CR: the former BUSI 6210
PR: BUSI 2010 and any of: BUSI 2210, the former BUSI 2201, the former BUSI 3200

5217 Professional Selling provides a detailed introduction to and application of the principles of personal selling. The course introduces the basic concepts of professional selling, including customer analysis, communication skills, effective openings and closings, and customer relations. Selling skills and concepts are developed through the extensive use of sales exercises, role-plays and presentations.
CR: the former BUSI 6220
PR: BUSI 2010 and any of: BUSI 2210, the former BUSI 2201, the former BUSI 3200

5220 Marketing Research (formerly BUSI 6200) is designed to acquaint the student with the use of marketing research as an aid to management. This is a comprehensive survey of the scope and methods of marketing research.
CR: the former BUSI 6200
PR: Statistics 2500, BUSI 2010, and any of: BUSI 2210, the former BUSI 2201, the former BUSI 3200

5301 Organizational Theory (formerly BUSI 5300) focuses on the organization, its environment, and its subsystems. From providing a basic appreciation of the role and practice of research in organizations, study extends to measures of organizational effectiveness, determinants of structure and design, power and politics, intergroup conflicts and conflict resolution, and organizational development and change.
CR: the former BUSI 5300
PR: BUSI 3310 or the former BUSI 2301

5302 International Business (formerly BUSI 7302) is designed to introduce students to the issues of international business: these are the processes of cultural confrontation and compromise; the problems of competitive sovereignty involving multinational corporations and the governments of host societies; the organization, structure, operation and control of diverse international businesses; and, finally, the role of multinational enterprise as a catalyst in economic development and resource employment, in particular, the North-South context. The relevance of international business as an area of study to the Canadian economy is discussed. The course is both conceptual and empirical in content.
CR: the former BUSI 7302
PR: BUSI 1000, Economics 2010 and Economics 2020

5401 Linear Optimization and Extensions I: Applications is more complex linear optimization models. Emphasis will be on formulation and computer-based sensitivity analysis, applications to other fields of business, cases in linear optimization and related fields.
PR: BUSI 2400 or the former BUSI 4401

5402 Linear Optimization and Extensions II: Algorithms include the simplex and revised simplex algorithms, sensitivity analysis and duality, goal optimization, advanced formulation of 0/1 models, branch and bound algorithm, network models: assignment, transportation, transshipment, shortest path, critical path, minimal spanning tree, and maximal flow.
PR: BUSI 2400 or the former BUSI 4401

5500 Financial Management II (formerly BUSI 7140) is an extension of BUSI 4500. Capital investment decision-making using discounted cash flow methodology; investments under certainty; financial structure and leverage; analysis of money and capital markets; further examination of long-term external financing.
CR: the former BUSI 5140, the former BUSI 7140
PR: BUSI 4500 or the former BUSI 4110

5530 Public Finance (formerly BUSI 5100) recognizes the large role played by government in our society. Sources and uses of government funds at the federal, provincial and local levels will be covered. Intergovernmental fiscal problems will be examined with special emphasis on various incentive programs available to business from the three levels of government.
CR: the former BUSI 5100
PR: Economics 2010 and Economics 2020

5600 New Venture Creation (formerly BUSI 5030 and BUSI 7030) covers the business creation process from the idea conception stage to the launch stage. Students learn how to search for, screen and evaluate opportunities, and to plan and assemble the required resources, including the preparation of an actual business plan. Alternatives to new venture creation, such as purchasing an existing business and purchasing a franchise, are also explored. Extensive group work is required.
CR: the former BUSI 5030, the former BUSI 7030
PR: BUSI 1101, BUSI 1600, and BUSI 2210

5700 Information Systems Analysis and Design provides students with the skills to identify business problems which may be solved using information technology, determine requirements for information systems (IS) solutions, and develop detailed designs which form the basis for implementing systems. Topics may include: role of the user in systems development, systems development life cycle, requirements analysis and conceptual modelling, structured analysis and design, and trends in systems development methodologies. The importance of CASE tools in modern systems development will be emphasized through hands-on exercises.
PR: BUSI 3700

5701 Information Systems Development - inactive course.

5702 Business Models and Strategy of Electronic Commerce (formerly BUSI 6027) examines business concepts, social issues, and technology issues related to e-commerce, as well as providing an introduction to current practices, opportunities and challenges in implementing e-commerce solutions. Topics include: business models associated with web-based commerce; security, privacy, and intellectual property issues; payment and distribution systems; internet marketing; and strategic and planning issues.
CR: the former BUSI 6027
PR: BUSI 3700

5703 Information Security, Privacy, and Ethics examines the use of information technology and related privacy, security, and ethical issues in the information age. Topics covered will include information and property rights and obligations; system quality; quality of life; accountability and system controls; behavioural factors that can lead to data loss; legal issues; and managerial responsibilities. The course examines these topics from individual, society, and business perspectives.
PR: BUSI 3700

599W Work Term 3 (see description in Work Term Descriptions and course title section below.

6000-6029 (Excluding 6001, 6004, 6008, 6009, 6010, 6012, 6021, 6022, 6024 and 6027) Special Topics will have the topics to be studied announced by the Faculty.

6010 Strategic Management of Technology and Innovation is designed to explore the strategic management of technology and innovation for improving competitiveness and for business development. This will include market-strategy-technology connections, and technical innovation/new product development processes. Technology and technical innovation are viewed as fundamental to strategic competitiveness and business development as important elements of the management of strategic change in the business firm. In approaching technical innovation as strategic implementation, business environmental, organizational capability, human resources and management factors will be discussed.
PR: BUSI 3700, BUSI 4050, BUSI 4320, BUSI 4500, and BUSI 5301

6040 International Business Law develops the skills a business student must have in understanding the laws and regulations that exist and relate to international business decision making. The course will equip students with a knowledge and understanding of laws and regulations that currently prevail in international business operations.
PR: BUSI 4000

6041-6060 Special Topics Courses will have the topics to be studied announced by the Faculty.

6100 Intermediate Accounting I continues the study of financial accounting by focussing on specific topics such as current assets, long-term investments, capital assets, intangibles, current liabilities, and long-term liabilities. Emerging issues in accounting will also be covered.
PR: BUSI 3101 or the former BUSI 3100

6110 Intermediate Accounting II is designed to integrate the principles, concepts and skills acquired in previous accounting courses and to enhance the student's analytical and decision-making capabilities. The course will focus on specific topics related to deferred taxes, pension liabilities, shareholders' equity, and financial statement presentation. The skills acquired in earlier courses will be integrated for purposes of interpreting and analysing financial information.
PR: BUSI 3101 or the former BUSI 3100

6120 Taxation I is a determination of income tax liability of individuals and corporations, and a survey of sales taxes.
PR: BUSI 1101 or the former BUSI 3100, and BUSI 4000

6130 Auditing introduces the student to the practice of auditing and to stress the auditor's decision-making process when determining the nature and amount of evidence the auditor should accumulate. Specific topics to be covered include the auditor's legal liability, materiality, internal control, transaction cycles, and audit of information processed through electronic

data processing systems.
PR: either BUSI 6100 or BUSI 6110

6217 Salesforce Management examines the elements of an effective salesforce as a key component of the organization's total marketing effort. The course will apply theory relating to salesforce management from a manager's point of view. Topics include the sales process, the relationship between sales and marketing salesforce structure, territory design, use of technology to improve salesforce effectiveness, and issues in recruiting, selecting, training, motivating, compensating and retaining salespeople.
CR: the former BUSI 6220
PR: BUSI 2010 and any of: BUSI 2210 or the former BUSI 2201, the former BUSI 3200

6218 Customer Relationship Management (CRM) is the evolution and integration of marketing ideas, data, technology, and organizational factors. Relying on the integration of people, processes, and marketing capabilities and facilitated by information technology, effective CRM optimizes the identification, acquisition, growth, and retention of desired customers. The history of CRM and the benefits and challenges of its implementation in business and consumer markets are addressed. The course culminates in the student's creation of a CRM strategic plan.
PR: BUSI 2010 and any of: BUSI 2210, the former BUSI 2201, the former BUSI 3200

6230 Services Marketing is intended to examine the marketing of services and the role of services in supporting the marketing of tangible products. The distinction between the marketing of tangibles and intangibles will be stressed. The course will identify and examine the distinct issues which are encountered in the marketing of services and will explore appropriate strategies for implementing services marketing programs, primarily in services organizations, including health care, transportation, telecommunications, education, etc. Specifically, the course will examine in detail the role of people in delivering services, the importance of service quality as a strategic differentiating tool, and the importance of collaboration between marketing and human resources management in the delivery of services.
PR: BUSI 2010 and any of: BUSI 2210, the former BUSI 2201, the former BUSI 3200

6241 Digital Marketing is designed to acquaint students with Internet and other electronic based marketing efforts. It addresses the use of the Internet as a digital channel and communications medium.
CR: the former BUSI 6004 and the former BUSI 6240
PR: BUSI 2010 and any of: BUSI 2210, the former BUSI 2201, the former BUSI 3200

6250 Retailing Management (formerly BUSI 7210) provides an integrative examination of the activities involved in marketing goods and services directly to the ultimate consumer. Specifically, the following areas will be examined within a managerial framework: the evolution of retailing; retailing within the marketing channel; market analysis and planning; shopping behaviour; image and retail advertising; trading area and site analysis; store layout; shelf space utilization; merchandising; and the future prospects for retailing.
CR: the former 7210
PR: BUSI 2010 and any of: BUSI 2210, the former BUSI 2201, the former BUSI 3200

6301 New Directions in Organizational Behaviour provides an opportunity for students to explore and to develop their interests in topics in a dynamic field. Topics will be selected according to current emphases in the organizational behaviour literature.
PR: BUSI 3310 or the former BUSI 2301, and BUSI 5301

6310 Advanced Human Resource Management reinforces the applied aspects of theory covered in BUSI 4320 by examining approaches to (a) the avoidance of lawsuits, arbitration and performance-related problems which could result from the lack of both due process and effective policies and procedures, and (b) processes for the management of contemporary issues in Human Resource Management. Topics include problem solving in the areas of promotion policy, performance appraisal, test validation, training and development, compensation, job evaluation and pay equity, wrongful dismissal, occupational health and safety, absenteeism, substance abuse and AIDS. Students will examine cases and other material involving worker-management conflict in the above areas and seek to relate these to the legal, ethical and behavioural foundations of Human Resource Management in both unionized and non-unionized settings.
PR: BUSI 4320

6311 International Human Resources Management develops the skills a business student must have in understanding the processes and practices of international human resource management (IHRM) for a successful managerial career. The course will equip students with a solid knowledge and understanding of human resource functions and practices that currently prevail in global/international business operations.
PR: BUSI 4320

6312 Employee Recruitment and Selection (formerly BUSI 6022) is a critical factor in creating high performance work systems. This course examines the role of selection in HRM, legal issues, measurement, selection criteria, job competencies, testing, and interviewing, and making the employment decision.
CR: the former BUSI 6022
PR: BUSI 4320

6320 Advanced Labour Relations provides advanced level treatment of the field of industrial and labour relations in Canada, with primary emphasis on the labour-management relationship. Emphasis is placed on understanding recent problems/issues in industrial and labour relations and the range of options available for resolving these same problems. Topics examined may include: industrial relations theory; labour law reform; union growth and structure; management strategy; the role of third parties; workplace innovations; alternative dispute resolution mechanisms; union impact; public sector labour relations; comparative industrial relations; etc. Students may be exposed to various role playing exercises that are applicable to industrial and labour relations.
PR: BUSI 4330 or the former BUSI 3320

6330 International Labour Relations (same as the former BUSI 6024) aims to place Canadian industrial relations in an international context by studying industrial relations in a number of different countries, bearing in mind the challenges faced by practitioners and policy makers arising from globalization and the information age. The review includes a selection of long established industrialized countries as well as later industrializing countries.
CR: the former BUSI 6024
PR: BUSI 4330

6400 Advanced Management Science provides advanced level treatment of special topic(s) in Management Science, such as, waiting lines, stochastic dominance, stochastic dynamic programming, etc. The topic(s) to be covered in any particular year will be chosen by the Instructor and may vary from year to year.
PR: BUSI 5401 or BUSI 5402

6410 Logistics Management will focus on transportation, location, procurement and distribution aspects of logistics management, within local and global settings. A number of classical and latest models related to the focus areas would be introduced, and some real-life case examples discussed. The focus is on modes of transportation, transportation management, facility location, procurement and supplier selection, distribution strategies, and global logistics.
PR: BUSI 3401, BUSI 5401 and BUSI 5402

6415 Supply Chain Management is about the management of the processes, assets, and flows of material and information required to satisfy customers' demands. In this course, a few important supply chain drivers will be identified and investigated in details such as inventory, information and pricing. Those drivers determine the performance of a supply chain. The understanding of these key drivers and their inter-relationships with strategy and other functions of the company are really crucial in the management of any supply chain.
CO: BUSI 3401 and BUSI 3700

6510 Investments (formerly BUSI 6140) is a study of investment securities, risks, markets and mechanics; an appraisal of the economy, the industry and the firm; and portfolio management for personal and institutional investments.
CR: the former BUSI 6140
PR: BUSI 4500 or the former BUSI 4110

6550 International Finance examines the additional risks and profitable opportunities that arise for the firm when it extends its operations into international markets. Specific topics will include the determination of exchange rates, the international monetary system, balance of payments, the foreign exchange market, international money and capital markets, the parity conditions, accounting exposure, economic exposure, transactions exposure, political risk, and global financing. Knowledge of these topic areas will give further understanding with respect to operating within the constraints of the international marketplace.
CR: the former BUSI 6008, the former BUSI 6500
PR: BUSI 4500 or the former BUSI 4110

6605 Small Business Consulting introduces students to the nature of business consulting and the challenges associated with growth in small firms. The course draws upon knowledge from various functional areas and emphasizes complex and interdisciplinary applications of this knowledge in a real-world environment. Topics include models of the consulting process, problem diagnosis, managing the client relationship, research design, document preparation and ethics in consulting. Working in teams students will undertake a problem-solving project for a local organization. Students will not be permitted to register for the course after the first day of classes.
AR: attendance is required
PR: BUSI 4050, BUSI 5301

6610 Small Enterprise and Regional Development (formerly BUSI 7031) explores the potential and constraints on efforts to foster small enterprise formation and expansion as a means to promote regional economic development. It critically examines government initiatives to promote small

business as the panacea for depressed regional economies, and reviews changes in the global economy and the organization of production which may enhance small business competitiveness. Both Canadian and international cases are studied, with theoretical and empirical findings related to the Newfoundland context.
CR: the former BUSI 6009, the former BUSI 7031

6700 Data Management is based on the premise that data is a valuable resource which needs to be managed effectively to provide accurate, complete, timely, relevant, and accessible information to support decision making. Topics may include: enterprise data modelling, logical database design, database management systems, query languages, transaction management and concurrent access, and security.
PR: BUSI 3700 or the former BUSI 6300

6701 Information Technology Management examines issues of managing information systems and technology. Topics may include: success and failure in IS implementation, IS planning, economics of IS, telecommunications and network management, and legal and ethical issues.
PR: BUSI 3700 or the former BUSI 6300

7000 Strategic Management 2 emphasizes concepts of strategic management and strategy in various contexts and situations covering corporations and businesses, and other institutions or organizations and their purposeful activities. Through in-depth analysis of reality-based situations and strategic issues, students will develop their contextual and situational orientation, and further develop their applied, investigative critical thinking and information search skills. Further, students will be expected to develop an applied ability in the contextual and situational analysis of corporations/businesses and institutions/purposeful activities, and in corresponding strategy formulation and planning for strategy implementation. Student learning activities may be based on published business cases, decision-making and group dynamics exercises, business simulation exercises, and information search projects. Learning outcomes also may include research and information search methodologies and information literacy, and good writing.
CO: BUSI 5301
PR: BUSI 4050, BUSI 4320, and BUSI 4500

7005 International Strategic Management (same as the former BUSI 6012) examines corporate strategy and strategic management in enterprises whose interests extend across national boundaries. International business managers and consultants must be able to formulate business strategy in environments that are affected by different politics, cultures, laws, economics, among other factors. The adept international business strategist will have a competitive edge if able to be at home in looking at international issues through a multidisciplinary prism. This course strives to help students to develop such an edge by providing an opportunity to acquire the knowledge and skills necessary to understand and make strategic decisions in the international business environment.
CR: the former BUSI 6012
PR: BUSI 5302

7010 Business and Society examines the inter-relationships among business, government, society and the environment. Topics include: the social-economic business system, business ideologies, social responsibilities of business, business ethics, stakehold and issues management, and selected current issues in business.
PR: BUSI 5301

7110 Accounting Theory deals with the theoretical issues of specific topics such as the accounting standard setting process, the Canadian conceptual framework, assets, liabilities, revenues, expenses, not-for-profit organizations, related party transactions, and financial statement presentation and disclosure. Considerable emphasis will be given to emerging issues.
PR: BUSI 6100, BUSI 6110, BUSI 6120, and BUSI 6130

7120 Advanced Financial Accounting covers specific topics such as long-term investments, consolidated financial statements, joint ventures, segmented financial information, foreign exchange transactions, and fund accounting.
PR: BUSI 6100 and BUSI 6110

7150 Taxation II is designed to provide a detailed and comprehensive analysis of income taxation as well as sales taxation and customs duties and excise taxes. Information relating to the use of trusts, partnerships, and joint ventures will be included, as well as the use of various tax shelters and international tax implications in business planning. The concentration will be on how tax planning for both individuals and corporations can be a significant element in the regular decision-making process, especially for the private corporation.
PR: BUSI 6120

7160 Advanced Topics in Managerial Accounting introduces the student to an in-depth study of advanced qualitative and quantitative methodology available to the managerial accountant. The application of mathematical models and behavioural theories to realistic challenges faced by various fiscal entities will be stressed. Class instruction will include the use of cases and rely heavily on a multidisciplinary approach towards solving the unstructured problem.
PR: BUSI 5160

7230 Marketing Management is designed to integrate the principles, concepts and skills acquired in previous marketing courses and to enhance the student's analytical and decision-making capabilities with regard to developing marketing strategies. The course will focus on: market analysis, marketing planning, the strategic decisions to be made within the framework of the marketing mix (product, price, promotion, and distribution); and the control systems related to the marketing program. The use of market research and knowledge from other functional areas of the organization (accounting, finance, economics, etc.) will be considered throughout the course.
PR: BUSI 2010, BUSI 3210 or the former BUSI 5200, BUSI 4500, and BUSI 5220

7240 International Marketing provides an understanding of the effects that the international dimension has upon the strategies and management of the marketing efforts of the firm. In particular, the student is introduced to the analysis techniques of the various environments that constitute a country analysis. Entry strategies are discussed with an emphasis upon the export process. Finally, the standardization/adaptation question is discussed in the context of each element of the marketing mix.
CR: the former BUSI 6001
PR: BUSI 2010 and any of: BUSI 2210, the former BUSI 2201, the former BUSI 3200

7250 Business and Industrial Marketing (formerly BUSI 7220) presents a comprehensive view of business markets, including industrial, institutional, and government markets. There is a balanced focus on strategy development and implementation. Particular attention is given to organizational buying behaviour, relationship management, global competitiveness, and the marketing of new high technology products and services.
CR: the former BUSI 7220
PR: BUSI 2010 and any of: BUSI 2210, the former BUSI 2201, the former BUSI 3200

7310 Seminar in Human Resource Management seeks to integrate policies, procedures and methods covered in BUSI 6310 with other functional areas which impact upon the management of Human Resource Systems. Stakeholder assumptions about: work-force characteristics; management philosophy; business strategy; labour markets; laws and society; task technology and unions will be examined via a combination of cases, readings, research, peer discussion and dialogue with guest speakers.
PR: BUSI 4320

7315 Human Resource Management Training exposes students, through a variety of methods including lecture, discussion, case analysis, research, and the development of a detailed training program, to many topics in the area of human resource management training; including: needs analysis, training design, on and off-the-job training methods, technology and training, training implementation and delivery, transfer of training, and training evaluation.
CR: the former BUSI 6021
PR: BUSI 4320

7320 Collective Agreement Administration and Arbitration provides advanced coverage of the substantive and procedural rights of employers, unions and employees under collective agreements, and the means by which disputes over these rights are resolved through the grievance arbitration process. Topics examined include: the legal framework and place of grievance arbitration in the industrial relations system; the nature and scope of the arbitrator's role; preparation for and conduct of arbitration hearings; arbitral jurisprudence; alternative dispute resolution processes; and the development of a sound labour relations climate. Students will undertake extensive reviews of labour arbitration cases and will examine the impact of jurisprudence on the philosophy and practice of management in the private and public sectors. Students may be exposed to various role playing exercises that are applicable to industrial and labour relations.
PR: BUSI 4000 and BUSI 4330

7321 Dispute Settlement in Labour Relations provides advanced level study of conflict in industrial relations, its determinants, the various institutional procedures used to deal with it, and the effectiveness of these same procedures. Topics examined include: theories of industrial conflict; the legal framework; union and employer strategies; interest dispute resolution; the right to strike and alternatives to same; the role and effectiveness of alternative forms of voluntary and compulsory third party assistance; etc. Students may be exposed to various role playing exercises that are applicable to industrial and labour relations.
PR: BUSI 6320

7322 Labour Law provides an overview of laws regulating the employment relationship in Canada, including the common law, general employment and collective bargaining laws, and the Charter of Rights and Freedoms. Emphasis is placed on the law of collective bargaining in the private sector, including the acquisition and termination of bargaining rights, unfair labour

practices, the duty to bargain, industrial conflict and the administration of the collective agreement.
PR: BUSI 4000 and BUSI 4330

7330 Organizational Development - inactive course.

7400 Simulation in Management emphasizes the use of simulation modeling technique to study and analyze management systems. Generally, simulation is considered as an experimental technique and is used in problem situations whose complexity precludes the use of analytical problem solving techniques. Topics to be covered include: simulation methodology, model building, developing and building simulation models, simulation languages, generation of random numbers, and simulating a business system. Computers and case studies will be used to study various applications of simulation in Business.
PR: : BUSI 5401 or BUSI 5402

7410 Project Management introduces appropriate methodology and theory for selecting, planning and managing projects. This includes the project portfolio selection, the initial creation of a plan in terms of the breakdown of the tasks, construction of the relationships and dependencies inherent in any plan, and controlling the execution of the activities according to the plan as the project proceeds. Emphasis will be placed on resource allocation, leveling and management, critical path analysis, risk analysis, accounting for uncertainties and time-cost trade offs. The role of the project manager and project team as well as issues related to multi-project management will also be addressed.
PR: BUSI 3401 and BUSI 5401

7415 Managing Business Process Flows employs a logical, rigorous approach to studying the fundamentals of business processes. This approach is based on modeling business process and its flows, studying causal relationships between the business process and its performance, and formulation implications for managerial action by determining business process drivers and their impact on process management and performance. The focus is on business process flow, capability, productivity, variability, control, improvement, risk sharing and management, coordination and integration.
PR: BUSI 3401, BUSI 3700, BUSI 5401

7500 Advanced Finance (formerly BUSI 7130) examines advanced developments in finance. Several topics will be selected, researched and discussed. These topics shall vary as financial practices change.
CO: BUSI 6510
CR: the former BUSI 7130
PR: BUSI 5500

7510 Options and Futures (formerly BUSI 7170) is an extension of BUSI 6510 Investments which will introduce the student to the workings of the options and futures markets. Specific topics will include the institutional structure of the markets, option pricing, strategies such as straddles and spreads, hedging, spot/forward/futures markets, speculation, risk transference and market efficiency considerations.
CR: the former BUSI 7170
PR: BUSI 6510 or the former BUSI 6140

7600 Current Topics in Entrepreneurship (formerly BUSI 7032) endeavours to address recent research findings in various aspects of entrepreneurship. Students will have the opportunity to pursue issues in entrepreneurship development covering a wide range of topics using publications, journals and conference proceedings.
CR: the former BUSI 7032
PR: BUSI 5600

7610 Regulatory and Taxation Issues for Small Business is designed to provide students with a general knowledge base of the various tax and other regulatory issues that should be considered in starting a business. The role that tax plays in decision making will be examined as well as the types of corporate funding to establish a new business through government grants, conventional loans and tax credits as provided under the Income Tax Act. Alternative corporate structures will be examined as well as aspects of employee compensation and business valuations. Practical aspects of starting your own business, such as registration requirements, will also be examined.
PR: BUSI 6120

7700 Strategic Information Systems - inactive course.

7701 Current Topics in Information Systems examines new developments and trends in information systems. The scope of the course includes: implications of emerging hardware and software technologies, emerging systems applications, and the state-of-the-art in IS management practice. Specific topics will change each year. Readings assigned from professional and academic journals will form the basis of class discussion.
PR: BUSI 5700, BUSI 6700, and BUSI 6701

8.3 Work Term Descriptions

The following work terms are a requirement of the Bachelor of Commerce Co-operative program only.

The objectives of the Work Term component of the Business Administration Co-operative Program are embodied in the Work Term descriptions below. The descriptions serve to guide the student and employer toward achieving these objectives and to guide Business Co-operative Education and the Faculty of Business Administration in monitoring and evaluating each student's progress.

399W Work Term I follows the successful completion of Academic Term 3. For most students, it represents their first professional work experience in a business environment and as such represents their first opportunity to evaluate their choice of pursuing a career in business administration. Students are expected to learn, develop and practice the high standards of behaviour and performance normally expected in the work environment. (A detailed description of each job is normally posted during the job competition.)
As one component of the work term, the student is required to complete a work report. The work report, as a minimum requirement should

- analyse an issue/problem related to the student's work environment,
- demonstrate an understanding of the structure of a professional report, and
- show reasonable competence in written communication and presentation skills. Students should consult ***UNIVERSITY REGULATIONS* - Good Writing**, and the evaluation form provided in the placement package.

Notes: *1. Students shall not conduct primary research as part of the Work Report.*
2. Seminars on professional development, conducted by Business Co-operative Education Coordinators, are presented during Academic Term 3 to introduce and prepare students for participation in the subsequent work terms. Topics may include work term evaluation, work report writing, career planning, self-marketing skills, resume preparation, self-employment, workplace ethics, sexual harassment and workplace safety.

499W Work Term 2 follows the successful completion of Academic Term 4. Students are expected to further develop and expand their knowledge and work-related skills and should be able to accept increased responsibility and challenge. In addition, students are expected to demonstrate an ability to deal with increasingly complex work- related concepts and problems. Students should conscientiously assess the various business opportunities relative to their individual interests.
The Work Report, as a minimum requirement should

- analyse an issue/problem related to the student's work environment and demonstrate an understanding of business concepts relative to the student's academic background,
- demonstrate competence in creating a professional report, and
- show competence in written communication and presentation skills.

Note: *Students are permitted to conduct primary research as part of the Work Report, when it is required to achieve the report's research objectives. If primary research is conducted as part of the Work Report, it must be conducted in accordance with all policies and regulations of the University and the Faculty of Business Administration, including Memorial University of Newfoundland's policy on ethics of research involving human participants (www.mun.ca/policy/site/policy.php?id=139).*

599W Work Term 3 follows the successful completion of Academic Term 5. Students should have sufficient academic grounding and work experience to contribute in a positive manner to the management and problem-solving processes needed and practiced in the workplace. Students should become better acquainted with their discipline of study, should observe and appreciate the attitudes, responsibilities, and ethics normally expected of business managers and should exercise greater independence and responsibility in their assigned work.
The Communications Component should reflect the growing professional development of the student and, as a minimum requirement, the student will;

- demonstrate an ability to analyse a significant business issue/problem related to the student's experience in the workplace,
- demonstrate a high level of competence in delivering a professional oral presentation, and
- demonstrate a high level of competence in written communications.

The Communications Component for Work Term 3 consists of an Oral Presentation on a workplace-related business issue/problem. The presentation should be of about seven minutes duration followed by a three-minute question period and will normally be given on campus in a formal setting after students have returned to Academic Term. A written Executive Summary is also required. Guidelines for the preparation and delivery of this oral presentation along with deadlines are provided in the *Business Co-operative Education Handbook* located online at www.mun.ca/coop/programs/business/Business_CO-OP_HANDBOOK.pdf.

8.4 Comprehensive Case Analysis Description

The following course of study is an academic requirement of the Diploma in Business Administration and does not carry academic credit.

450W Business Methods in Practice is a non-credit course in which each student will undertake an analysis of an assigned case. A written report is mandatory. Evidence of the student's understanding of various business methods and the ability to gather material relating to the report, analyse it effectively, and present it in a clear, logical and concise form, will be required in the report.

CH: 0

PR: approval of the Dean or delegate