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 regarding 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 admission/readmission to the University and general academic regulations (undergraduate), refer to UNIVERSITY REGULATIONS. For information regarding fees and charges, see the Financial and Administrative Services website at www.mun.ca/finance/fees/.

3.1 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.

3.2 Academic and Professional Ethics

The Faculty of Business Administration expects its students to adhere to the highest standards of academic and professional integrity. The Faculty has created a Statement and Code of Academic and Professional Integrity, which is posted prominently in the Faculty of Business Administration Building and is distributed annually to all students in the Faculty. The Statement and Code of Academic and Professional Integrity provides guidance and prescriptive standards.

Academic integrity allows students to express their own thoughts, opinions, and values while pursuing academic excellence and striving to achieve their own personal best. It means that they will take responsibility for their learning values, and pursue academic goals with honesty and enthusiasm. Academic integrity refers to submitting/presenting work for credit that represents only the student’s/students’ own work unless otherwise properly acknowledged, documented, and previously authorized by the instructor. This work includes, but is not limited to, exams, assignments, quizzes, individual or group projects or assignments, oral presentations, and work term reports.

Professional integrity requires students to act with honesty, demonstrate accountability, engage in respectful collaboration, and support a culture of inclusiveness and respect. When students are participating in University activities, they shall do so with professional integrity and shall consistently apply the knowledge, skills, and values expressed in the Student Code of Conduct.

UNIVERSITY REGULATIONS, Academic Misconduct - Academic Offenses outlines Academic Offenses. The following are examples of offenses that contravene the Faculty of Business Administration’s guidelines on ethics (Statement and Code of Academic and Professional Integrity) and will be resolved in accordance with UNIVERSITY REGULATIONS, Academic Misconduct:

- including a student’s name or allowing one’s own name to be included on the list of contributors to a group project without having contributed to that work;
- altering a piece of work after it has been graded and submitting it for re-grading;
- taking another’s examinations, assignments, or solutions to examinations or assignments without the owner’s permission; and
- using or divulging confidential information obtained during research or while on Work Terms and/or making use of inappropriately divulged confidential information.

Students in the Faculty of Business Administration are subject to the Student Code of Conduct in all Faculty- or University-related activities including: work terms, exchanges, and case and other competitions. Violations of this standard of professional integrity will be resolved in accordance with the Student Code of Conduct.
3.3 Vision Statement
Our Vision is to enhance our reputation as a leading business school with an international presence and national and provincial relevance.

3.4 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.

4 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.

4.1 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. **Certificate in Business Administration**: is comprised of 10 courses (30 credit hours) and is designed to meet the needs of individuals who hold full- or part-time employment and wish to complement their work experience with preparation for future business education. This Program may be completed in-class, via distance education, or a combination of both.
4. **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 education. This Program may be completed in-class, via distance education, or a combination of both.
5. **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, resource-based industries management, small business/entrepreneurship, or supply chain management.
6. **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.
7. **Bachelor of Commerce (Co-operative) (Honours)**: signifies superior academic achievement.
8. **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.
9. **Bachelor of Business Administration (Honours)**: signifies superior academic achievement.
10. **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 program 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, cross-cultural skills, and experience relevant to a particular global region (e.g., Asia, Europe or Latin America).
11. **International Bachelor of Business Administration (I.B.B.A.) (Honours)**: signifies superior academic achievement.

Upon meeting the qualifications for any of the above-noted programs students must apply to graduate on the prescribed "Application for Graduation" form. This form may be obtained on-line at the Memorial Self Service at www3.mun.ca/admit/twbkwbis.P_WWWLogin. Additional information is available from the Office of the Registrar at www.mun.ca/regoff/graduation.

4.1.1 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.
4.2 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.

5 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 of 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.

5.1 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, 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 after 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 1010 (or the former 2010), and that the prerequisites for BUSI 5302 are BUSI 1000, Economics 1010 (or the former 2010), Economics 1020 (or the former 2020). It should be noted that some courses are not offered every semester.

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

The application for admission or readmission to programs offered by the Faculty of Business Administration is submitted online; current and returning Memorial University of Newfoundland applicants should use the Admissions menu within Memorial Self-Service at www5.mun.ca/admit/twbkwbis.P_WWWLogin. Applicants who are new to Memorial University of Newfoundland should follow the application instructions at www.mun.ca/undergrad/apply.

5.2.1 Admission Modes and Requirements

5.2.1.1 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. Applicants should follow the application instructions at www.mun.ca/undergrad/apply. Terms A/B normally starts in September. Direct entry from high school is subject to the applicant's final acceptance to the University and admissibility into Mathematics 1000, 1090 or 109A/B.

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

1. Students may apply for admission with Advanced Standing into academic 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 academic courses required in the program up to that term, including the academic courses required in Terms A/B, with grades at least as high as those required to meet promotion requirements. Students applying for admission with advanced standing must apply using the Admissions menu within Memorial Self-Service at www5.mun.ca/admit/twbkwbis.P_WWWLogin, normally on or before the deadlines specified in the University Diary for the semester in which they intend to begin their program.

2. Students admitted with advanced standing into Term 4 must complete Business 300W during Term 4, Work Term 1 following Term 4, Work Term 2 following Term 5, and Work Term 3 following Term 7.

3. 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.

4. The primary criterion used in reaching decisions on applications for admission with advanced standing is overall academic achievement. Since the Bachelor of Commerce (Co-operative) program is full-time and continuous, the Admissions Committee will review the applicant's transcript for evidence that the applicant has the ability to complete 15-credit hour course loads and achieve grades at least as high as those required to meet promotion requirements on those course loads. Applicants whose transcripts do not demonstrate this ability or whose overall academic records are weak are unlikely to be admitted.
5.2.1.3 Transfers From Other Post-Secondary Institutions

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.

5.2.2 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 1010 (or the former 2010) and Economics 1020 (or the former 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 3 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

<table>
<thead>
<tr>
<th>Terms</th>
<th>Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall and Winter</td>
<td>6 credit hours in English courses which must include English 1110 or 1021</td>
</tr>
<tr>
<td>Terms A/B</td>
<td>Mathematics 1000</td>
</tr>
<tr>
<td></td>
<td>Economics 1010 (or the former 2010) and Economics 1020 (or the former 2020)</td>
</tr>
<tr>
<td></td>
<td>BUSI 1000</td>
</tr>
<tr>
<td></td>
<td>12 additional credit hours in non-BUSI electives</td>
</tr>
<tr>
<td>Fall</td>
<td>BUSI 1101</td>
</tr>
<tr>
<td>Academic Term 1</td>
<td>BUSI 1210</td>
</tr>
<tr>
<td></td>
<td>Statistics 2500</td>
</tr>
<tr>
<td></td>
<td>6 credit hours chosen from: BUSI 1600, BUSI 2010, BUSI 2400, BUSI 2710, and 3 credit hours of electives*</td>
</tr>
<tr>
<td>Winter</td>
<td>BUSI 2101</td>
</tr>
<tr>
<td>Academic Term 2</td>
<td>BUSI 2210</td>
</tr>
<tr>
<td></td>
<td>Remaining 9 credit hours chosen from: BUSI 1600, BUSI 2010, BUSI 2400, BUSI 2710, and 3 credit hours of electives*</td>
</tr>
<tr>
<td>Spring</td>
<td>BUSI 300W</td>
</tr>
<tr>
<td>Fall</td>
<td>BUSI 3310</td>
</tr>
<tr>
<td>Academic Term 3</td>
<td>BUSI 3401</td>
</tr>
<tr>
<td></td>
<td>BUSI 3700</td>
</tr>
<tr>
<td></td>
<td>6 credit hours in elective courses*</td>
</tr>
<tr>
<td>Winter</td>
<td>BUSI 399W</td>
</tr>
<tr>
<td>Work Term 1</td>
<td>BUSI 4000</td>
</tr>
<tr>
<td>Spring</td>
<td>BUSI 4050</td>
</tr>
<tr>
<td>Academic Term 4</td>
<td>BUSI 4320</td>
</tr>
<tr>
<td></td>
<td>BUSI 4330</td>
</tr>
<tr>
<td></td>
<td>BUSI 4500</td>
</tr>
<tr>
<td>Fall</td>
<td>BUSI 499W</td>
</tr>
<tr>
<td>Work Term 2</td>
<td>BUSI 5301</td>
</tr>
<tr>
<td>Winter</td>
<td>12 credit hours in elective courses*</td>
</tr>
<tr>
<td>Academic Term 5</td>
<td>BUSI 599W</td>
</tr>
<tr>
<td>Spring</td>
<td>BUSI 7000</td>
</tr>
<tr>
<td>Work Term 3</td>
<td>12 credit hours in elective courses*</td>
</tr>
<tr>
<td>Fall</td>
<td>15 credit hours in elective courses*</td>
</tr>
<tr>
<td>Academic Term 6</td>
<td>Winter 7000</td>
</tr>
<tr>
<td></td>
<td>15 credit hours in elective courses*</td>
</tr>
</tbody>
</table>

* 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 3 Business Electives** and 12 – 27 credit hours must be non-Business electives.
5.2.3 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 3 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 Humanities and Social Sciences.

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)

<table>
<thead>
<tr>
<th>Term</th>
<th>Course Code</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall Academic Term 1</td>
<td>BUSI 1101</td>
<td>6</td>
</tr>
<tr>
<td>Fall Academic Term 1</td>
<td>BUSI 1210</td>
<td>6</td>
</tr>
<tr>
<td>Fall Academic Term 1</td>
<td>Statistics 2500</td>
<td>6</td>
</tr>
<tr>
<td>Winter Academic Term 2</td>
<td>BUSI 2101</td>
<td>6</td>
</tr>
<tr>
<td>Winter Academic Term 2</td>
<td>BUSI 2210</td>
<td>6</td>
</tr>
<tr>
<td>Winter Academic Term 2</td>
<td>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]</td>
<td>6</td>
</tr>
<tr>
<td>Spring</td>
<td>[see Note 2. below]</td>
<td></td>
</tr>
<tr>
<td>Fall Academic Term 3</td>
<td>BUSI 300W</td>
<td>6</td>
</tr>
<tr>
<td>Fall Academic Term 3</td>
<td>BUSI 3310</td>
<td>6</td>
</tr>
<tr>
<td>Fall Academic Term 3</td>
<td>BUSI 3401</td>
<td>6</td>
</tr>
<tr>
<td>Fall Academic Term 3</td>
<td>BUSI 3700</td>
<td>6</td>
</tr>
<tr>
<td>Winter Work Term 1</td>
<td>BUSI 399W [see Note 2. below]</td>
<td>6</td>
</tr>
<tr>
<td>Spring Academic Term 4</td>
<td>BUSI 4000</td>
<td>6</td>
</tr>
<tr>
<td>Spring Academic Term 4</td>
<td>BUSI 4050</td>
<td>6</td>
</tr>
<tr>
<td>Spring Academic Term 4</td>
<td>BUSI 4320</td>
<td>6</td>
</tr>
<tr>
<td>Spring Academic Term 4</td>
<td>BUSI 4330</td>
<td>6</td>
</tr>
<tr>
<td>Spring Academic Term 4</td>
<td>BUSI 4500</td>
<td>6</td>
</tr>
<tr>
<td>Fall Work Term 2</td>
<td>BUSI 499W [see Note 2. below]</td>
<td>6</td>
</tr>
<tr>
<td>Winter Academic Term 5</td>
<td>BUSI 5301</td>
<td>6</td>
</tr>
<tr>
<td>Winter Academic Term 5</td>
<td>At least 12 credit hours in Major, Core or elective courses [see Note 3. below]</td>
<td>6</td>
</tr>
<tr>
<td>Spring Work Term 3</td>
<td>BUSI 599W [see Note 2. below]</td>
<td>6</td>
</tr>
<tr>
<td>Fall Academic Term 6</td>
<td>BUSI 7000</td>
<td>6</td>
</tr>
<tr>
<td>Fall Academic Term 6</td>
<td>At least 12 credit hours in Major, Core or elective courses [see Note 3. below]</td>
<td>6</td>
</tr>
<tr>
<td>Winter Academic Term 7</td>
<td>At least 15 credit hours in Major, Core or elective courses [see Note 3. below]</td>
<td>6</td>
</tr>
</tbody>
</table>

Notes: 1. The Bachelor of Arts requires completion of a Major Program, a Minor Program, a set of Core Requirements (comprising a Breadth of Knowledge Requirement, a Critical Reading and Writing (CRW) Requirement, a Language Study (LS) Requirement, and a Quantitative Reasoning (QR) Requirement), and Elective courses, totalling at least 78 credit hours in courses offered by departments within the Faculty of Humanities and Social Sciences. Majors are also available from the following Departments in the Faculty of Science: 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 2 Bachelor of Commerce (Co-operative) Curriculum (Completed Jointly with the Bachelor of Arts) above.
   b. Core requirements for English Critical Reading and Writing (CRW) courses and Quantitative Reasoning (QR) are satisfied by courses completed in Terms A/B or during Terms 1 or 2 of the Bachelor of Commerce (Co-operative) degree. English 1021 does not qualify as a CRW course except for students completing the Joint Degrees of Bachelor of Commerce (Co-operative) and Bachelor of Arts.
   c. It is recommended that the Core Requirement for 6 credit hours in courses in a single language other than English be completed in Terms A/B of the Bachelor of Commerce (Co-operative) degree program.
   d. 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
students who have been required for the semester in which they wish to recommence their program. Students in an academic term who do not maintain the appropriate course load as outlined in Clause 2. of The Curriculum above, at an overall average 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. 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.

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. Students who have been required to withdraw following any one of Terms 1 through 3 may be considered for readmission after the lapse of one semester, 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, or they may be considered for readmission to the program in accordance with the entry under Admission Modes and Requirements, Advanced Standing (for Current Memorial University of Newfoundland Students). Students who have been required to withdraw following any one of Terms 4 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.

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.

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.

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.

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

1. 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 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.

### 5.2.6 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 on-line at the Memorial Self Service at www3.mun.ca/admit/twbkwbis_P_WWWLogin. Additional information is available from the Office of the Registrar at www.mun.ca/regoff/graduation.

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 the student's 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).

### 5.3 Regulations for the Certificate in Business Administration

1. To be considered for admission to the Certificate in Business Administration, applicants must have 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.

2. 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.

3. To be eligible for the Certificate in Business Administration, a student must

   a. have been admitted to the Certificate Program;

   b. successfully complete the following 30 credit hours:

      i. Six credit hours in English which must include English 1110 or 1021;

      ii. BUSI 1000, 1101, 1210, 1600, 2010;

      iii. Three of the following: Economics 1010 (or the former 2010), Economics 1020 (or the former 2020), BUSI 2101, 2210, 2400, 2710, 3310, 3401, 3700, 4000, 4320, 4330, and 4500.

   c. achieve an overall average of at least 60% in the courses that comprise the 30 credit hours specified in clause 3.b. A student failing to meet this requirement will be required to repeat one or more courses to raise the overall average to the minimum acceptable level.

4. Every candidate for the Certificate in Business Administration will be required to complete at least 15 credit hours at this University. The courses comprising these credit hours must be applicable to the Certificate in Business Administration.

5. Every candidate for the Certificate in Business Administration who has completed a Bachelor's degree at this University, or another recognized university or another post-secondary institution, will be required to complete at least 15 credit hours at this University beyond those required for that degree. The courses comprising these credit hours must be applicable to the Certificate in Business Administration.

6. Course prerequisites for all courses shall apply to all courses in the Certificate in Business Administration. Students should note, for example, that Mathematics 1000 is a prerequisite and Statistics 2500 is a co-requisite for BUSI 2400. It should be noted that some courses are not offered every semester.

### 5.4 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 1010 (or the former 2010) and Economics 1020 (or the former 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.

5.4.1 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.

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

The application for admission or readmission to programs offered by the Faculty of Business Administration is submitted online; current and returning Memorial University of Newfoundland applicants should apply using the Admissions menu within Memorial Self-Service at www.mun.ca/admit/twbkwbis.P_VWWLogin. Applicants who are new to Memorial University of Newfoundland should follow the application instructions at www.mun.ca/undergrad/apply.

5.5.1 The Curriculum
   1. To be admitted to the B.B.A. program, students should select the B.B.A. program on their online application 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 1010 (or the former 2010) and Economics 1020 (or the former 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 3 Business Electives).
5.5.2 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 Humanities and Social Sciences, 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 Humanities and Social Sciences, 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 the Committee on Undergraduate Studies of the Faculty of Business Administration.

5.6 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 on-line at the Memorial Self Service at www3.mun.ca/admit/twbkwbis.P_WWWLogin. Additional information is available from the Office of the Registrar at www.mun.ca/regoff/graduation.
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 fulfill the conditions of clause 2. but fulfills the requirements for a General degree shall be awarded the General Degree of Bachelor of Business Administration.

5.7 Regulations for the General Degree of International Bachelor of Business Administration (i.B.B.A.)
The application for admission or readmission to programs offered by the Faculty of Business Administration is submitted online; current and returning Memorial University of Newfoundland applicants should apply using the Admissions menu within Memorial Self Service at www5.mun.ca/undergrad/apply. Applicants who are new to Memorial University of Newfoundland should follow the application instructions at www.mun.ca/undergrad/apply.

5.7.1 General Regulations
1. The International Bachelor of Business Administration (i.B.B.A.) program requires a total of 120 credit hours with a minimum average of 65% on those 120 credit hours.
2. In this program, students are expected to gain knowledge of and to experience the cultural and business environment of a global region other than their home, or primary region. In order to achieve this bi-cultural knowledge and experience, students must nominate a second global region on which to focus in their program. The choice of the second region will affect the choice of courses to meet the Bi-Cultural Global and Regional Content and the Cross-Cultural Study Experience requirements.
3. The program includes a compulsory, approved, full-time cross-cultural study experience as outlined in the Cross-Cultural Study Experience regulations.

5.7.2 Admission Requirements
1. Normally, admission is offered for the Fall semester. 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.
5.7.3 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 1010 (or the former 2010) and Economics 1020 (or the former 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 Bi-Cultural 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 Bi-Cultural Global and Regional Content 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. Students shall complete an approved Cross-Cultural Study Experience, as outlined below. Courses taken by distance education, an approved cross-cultural study experience must include:
   a. Six credit hours of English which must include English 1110 or 1021;
   The Cross-Cultural Study Experience must be approved by the Undergraduate Programs Office before it can begin.
   b. at least 6 credit hours with a specific regional perspective of the student’s home, or primary region;
   c. at least 6 credit hours with a specific regional perspective of the student’s second global region. The study of a regional language may be used to meet this requirement; and
   d. students planning to undertake their cross-cultural study experience where English is not the main language must complete 6 credit hours of study of the relevant language prior to undertaking the cross-cultural study experience.
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 those 120 credit hours.

5.7.4 Bi-Cultural Global and Regional Content
Courses chosen to meet the above requirements must have coherent, bi-cultural, global and regional content as outlined in Regulations for the General Degree of International Bachelor of Business Administration (i.B.B.A.), General Regulations. The choice of regions will affect the choice of non-BUSI elective courses as well as the choice of location and content of the cross-cultural study experience. Students must consult with the Undergraduate Programs Office of the Faculty of Business Administration when selecting courses to satisfy the bi-cultural global and regional content requirement to ensure that the selected courses will fulfill the requirement.
5.7.4.1 Non-Business Elective Courses
1. Students must complete a minimum of 21 credit hours of non-business elective courses with coherent, bi-cultural, global and/or regional content. These courses must include:
   a. at least 6 credit hours with a specific regional perspective of the student’s home, or primary region;
   b. at least 6 credit hours with a specific regional perspective of the student’s second global region. The study of a regional language may be used to meet this requirement; and
   c. students planning to undertake their cross-cultural study experience where English is not the main language must complete 6 credit hours of study of the relevant language prior to undertaking the cross-cultural study experience.
2. The Cross-Cultural Study Experience must be approved by the Undergraduate Programs Office before it can begin.
3. To ensure that students obtain regional perspectives and skills different from those to which they were exposed in their previous education, an approved cross-cultural study experience must include:
   a. at least 9 credit hours with specific regional content;
   b. at foreign language locations, at least 3 of the 9 credit hours above must be study of a regional language; and
   c. at locations where English is the main language, at least 3 of the 9 credit hours identified above must normally be in non-business electives.
4. Notwithstanding the General Regulations above and the Continuance Regulations below, a student may be held back from participating in the Cross-Cultural Study Experience if the student has not completed at least ten courses since 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 Cross-Cultural Study Experience for either of these reasons will be permitted to participate in the Cross-Cultural Study Experience once the student has met these criteria.
5. Students must normally have completed at least 72 credit hours of the program prior to commencement of the Cross-Cultural Study Experience.
6. Students should note that graduation may be delayed if they commence the Cross-Cultural Study Experience in the final semester of their program because of delays in receiving official transcripts from partner institutions.
7. Students must successfully complete either at least 12 credit hours in a single semester, or at least 9 credit hours in each of three
semesters, while on the cross-cultural study experience.
8. For the Cross-Cultural Study Experience, 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.

5.7.5 Minor From Faculty of Humanities and Social Sciences
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 Humanities and Social Sciences. Regulations for the minor are given under the Calendar entries for the Faculty of Humanities and Social Sciences.

5.7.6 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.

5.8 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. Additional information is available from the Office of the Registrar at www.mun.ca/regoff/graduation.
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.

6 Business Concentrations
Students completing degrees in the Faculty of Business Administration 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 the required number of BUSI and non-BUSI electives outlined in the program regulations for the degree in which they are enrolled. BUSI electives must be chosen Table 3 Business Electives. A concentration provides students with the opportunity to focus their studies in 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. Students pursuing programs other than the Bachelor of Commerce (Co-operative) should note that certain concentrations might require them to take additional courses beyond those required for the degree. Please note that these concentrations are neither binding nor official. Students are not required to complete a concentration and even if they do, it is not reflected on their transcripts or degree parchments.

6.1 Accounting
Students electing an Accounting concentration should complete the following courses:
BUSI 5160, BUSI 5500, BUSI 6100, BUSI 6110, BUSI 6120, BUSI 6130, BUSI 7120, BUSI 7125, and BUSI 7160.

6.2 Finance
Students electing a Finance concentration should complete the following courses:
1. BUSI 5500, BUSI 6100, BUSI 6110, BUSI 6510, BUSI 7010, BUSI 7500, and BUSI 7510; and
2. any two of the following courses: BUSI 6120, BUSI 6130, BUSI 6550, BUSI 7120, BUSI 7150, or Economics 3150.

6.3 Human Resources and Labour Relations
Students electing the Human Resources and Labour Relations concentration should complete the following courses:
1. BUSI 6320 and BUSI 7310 and
2. any six of the following: BUSI 6301, BUSI 6310, BUSI 6311, BUSI 6312, BUSI 6330, BUSI 7315, BUSI 7320, BUSI 7321, BUSI 7322, BUSI 7330, Economics 3360 and any other Human Resources or Labour Relations course (or courses) offered by the Faculty of Business Administration at the 6000 or 7000 level.
6.4 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, the former Computer Science 4761, Computer Science 4767.

6.5 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).

6.6 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, the former BUSI 6218, BUSI 6230, BUSI 6241, BUSI 6250, BUSI 7240, or the former BUSI 7250.

6.7 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.

6.8 Resource-Based Industries Management
Students electing a Resource-Based Industries Management concentration should complete the following courses:
1. BUSI 5000, BUSI 5020, BUSI 5302, BUSI 5500, BUSI 7010, and BUSI 7410; and
2. any three of the following courses: BUSI 5250, BUSI 6040, BUSI 6410, BUSI 6415, BUSI 7322, BUSI 7500, BUSI 7510, Economics 3080, Economics 4090, Engineering 8671, Geography 2425, Geography 3425, Political Science 3210, Political Science 3250, Sociology 4091, and Sociology 4104; at least one of which must be chosen from Economics 3080, Economics 4090, Engineering 8671, Geography 2425, and Geography 3425.
Students completing the Bachelor of Business Administration program must either choose two courses from Economics 3080, Economics 4090, Engineering 8671, Geography 2425, Geography 3425, Political Science 3210, and Political Science 3250, or must complete a non-Business elective in addition to the courses required for their program in order to meet clause 2.f. under Regulations for the General Degree of Bachelor of Business Administration (B.B.A.), The Curriculum.
Students considering choosing to complete Engineering 8671 must consult with the Undergraduate Programs Office, Faculty of Business Administration, regarding prerequisites.

6.9 Small Business/Entrepreneurship
Students electing a Small Business/Entrepreneurship concentration should complete the following courses:
1. BUSI 3610, BUSI 3630, BUSI 5220, BUSI 6605, BUSI 7010, and BUSI 7600; and
2. any three of the following: BUSI 6120, the former BUSI 6220, BUSI 6250, BUSI 6312, BUSI 6610, BUSI 7230, or BUSI 7240.

6.10 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.
7 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.

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<td>BUSI 3101</td>
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8 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.

9 Appeal of Decisions

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 Decisions.

10 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.

Unless otherwise specified in the course description or awarded as transfer credit, only business courses offered by the Faculty of Business Administration and designated as BUSI are applicable to programs of the Faculty of Business Administration.

All courses of the Faculty are designated by BUSI.

10.1 Service Course Descriptions

2000 Business Communications - inactive course.

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

10.2 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, Business 1010

UL: may be used in place of Business 1010 in programs offered in the Business Administration at the Grenfell Campus.

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 accounting process and analysis of the balance sheet, income statement, and the statement of cash flows.

CR: BUSI 2102, the former BUSI 3100, Business 2100

PR: Mathematics 1090 or 1098 or a combination of placement test and high school mathematics scores acceptable to the Faculty

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 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; Business 2200

PR: English 1110 or 1021, BUSI 1000

1600 Introduction to Entrepreneurship provides students with a basic understanding of entrepreneurship and its vital role in innovation and economic development. The course will explore and critique the entrepreneurship phenomenon while fostering the development of an entrepreneurial mindset and the skills and knowledge necessary for participating in the entrepreneurial process. The course will examine opportunity identification and evaluation, creative problem solving, the ability to recognize entrepreneurial potential, risk-taking, exercising initiative and perceptions of success. The course will also include study of launching new ventures, local and international entrepreneurial ventures, and various paths to firm ownership. The course approaches entrepreneurship as a way of thinking and acting that can be useful in any organizational setting.

CR: BUSI 2000, Business 2020

PR: BUSI 1000, and English 1110 or 1021

2010 Business Research and Writing develops research, writing, and oral communication skills in an interactive environment that encourages practice and participation. Through ongoing evaluation, students learn the fundamentals of business research using secondary sources. A key focus is the writing process, including grammar, punctuation, structure, flow, and style. Students develop oral presentation skills through in-class presentations. Students must demonstrate mastery of the material by successfully completing each of the written communication, grammar, and oral communication course components.

CR: BUSI 2000, Business 2020

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: BUSI 2102, Business 2110, 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 assessing and solving tactical problems in marketing. The course is also a foundation for BUSI 2210 Introduction to Marketing Tactics 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, Business 2250

PR: BUSI 1210

2220 Personal and Business Branding with Social Media develops students’ ability to design and refine on-line personal brands and display brands through social media channels.

CR: the former BUSI 2004, the former BUSI 6042, and the former BUSI 6240; Business 3230

2400 Decision Modeling provides an introduction to: spreadsheet modeling; linear optimization and the related topics of integer, assignment, and transportation models; 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 1900

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

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).
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
CR: Business 4010
PR: BUSI 1600, BUSI 2010, BUSI 2101, BUSI 2210, BUSI 2400, BUSI 3510, 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 organizational effectiveness. The principal processes considered are staffing, development, employment relations, and compensation. Consideration of the influence of relevant organizational and external control on HRM is included. The course views the management of human resources as the joint responsibility of line and HRM managers.

CR: Business 3300
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: Business 3320
PR: English 1110 or English 1021

4500 Financial Management I is designed to introduce the student to the role of finance in business, financial analysis techniques, working capital management, and long-term and short-term financing.

CR: Economics 3160, the former BUSI 4110, Business 3500
PR: BUSI 1101, Statistics 2500, and Economics 1010 (or the former 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.

CR: Business 4030
PR: BUSI 4000

5020 Topics In Resource-Based-Industries Management enables students to engage with resource-based industry companies and agencies through an Integrated working knowledge of the sector and its operations. Topics include: an overview of the oil and mining industries, regulation, social license concerns, human resources issues, procurement, and contracting. The course provides opportunities for student involvement with industry leaders and events through the use of guest speakers.

PR: BUSI 4050

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, cost accumulation, decentralization, transfer pricing, performance evaluations, activity based accounting, and backflush costing.

CR: the former BUSI 7100
PR: BUSI 2101 with a grade of at least 60%

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, effective openings and closing, 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, BUSI 3210 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, Business 4210

PR: Statistics 2500, BUSI 2010, BUSI 3210 and any of: BUSI 2210, the former BUSI 2201, the former BUSI 3200

5250 Business and Industrial Marketing (same as the former BUSI 7220 and the former BUSI 7250) 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, the former BUSI 7250
PR: BUSI 2010, BUSI 3210 and any of: BUSI 2210 (the former BUSI 2201 or 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 change and development.

CR: the former BUSI 5300, Business 3010
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, Business 4040
PR: BUSI 1000, Economics 1010 (or the former 2010) and Economics 1020 (or the former 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, and Statistics 2500

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; transportation, transshipment, shortest path, critical path, minimal spanning tree, and maximal flow.

PR: BUSI 2400 or the former BUSI 4401, and Statistics 2500

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, Business 3510
PR: BUSI 4500 or the former BUSI 4110

5530 Public Finance - inactive course.

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 Strategic 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 - inactive course.

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

6000-6029 (Excluding 6001, 6004, 6008, 6009, 6100, 6012, 6021, 6022, 6024 and 6027) Special Topics will have the topics to be studied

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appointed 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 technology 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 4000, BUSI 4050, BUSI 4320, BUSI 4330, BUSI 4340, BUSI 4360, 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 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.
CR: Business 3110
PR: BUSI 1101 with a grade of at least 60%

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, employee compensation, shareholders' equity, and financial statement presentation. The skills acquired in earlier courses will be integrated for purposes of interpreting and analysing financial information.
CR: Business 3110
PR: BUSI 1101 with a grade of at least 60%

6120 Taxation I is a determination of the federal and provincial income tax liability of individuals including succession and estate planning for individuals, and legal form and structures under the Income Tax Act.
CR: Business 3120
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.
CR: Business 4130
PR: either BUSI 6100 with a grade of at least 60% or BUSI 6110 with a grade of at least 60%

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 the 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, BUSI 3210, BUSI 5217 and any of: BUSI 2210 or 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, telephone, 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.
CR: Business 3220
PR: BUSI 2010, BUSI 3210, and any of: BUSI 2210, the former BUSI 2201, the former BUSI 3200

6240 Digital Marketing is designed to acquaint students with Internet and other electronic 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

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: (a) 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 3301

6310 Advanced Human Resource Management reinforces the applied aspects of theory covered in BUSI 4320 by examining approaches to (a) the avoidance of lawsuits, arbitrable 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 countries, 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 the like. Students will examine cases and other material on these topics. The course will emphasize the role of 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 (HRM) 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, selection criteria, job competencies, testing, and interviewing, and making the employment decision.
CR: the former BUSI 6022, Business 4310
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-managers-employer 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 covered may include: industrial relations theory; labour law reform; workplace jurisdiction; collective bargaining; arbitrator's role; role of third parties; management strategy; the role of parties; public sector labour relations; comparative industrial relations; etc. The course may be exposed to role playing exercises that are applicable to industrial and labour relations.
PR: BUSI 4330 or the former BUSI 3300

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. Students will be exposed to both unionized and non-unionized settings and the 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 models, decision science, statistical decision making, 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 focuses on a topic of 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 2400, 3401, Statistics 2500
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 illustrated and quantified in detail, 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, 3700
PR: BUSI 2400, 3401, 3700, Statistics 2500

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 investors.

CR: the former BUSI 6140, Business 4510
PR: BUSI 4500 or the former BUSI 4110

6550 International Finance examines the additional risks and profitable opportunities for the firm which extend beyond its national 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
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 the 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 real-world consulting projects 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 4000, BUSI 4050, BUSI 4330, BUSI 5301

6610 Small Enterprise and Regional Development (formerly BUSI 7031) explores the constraints and opportunities. The course extends to regional markets and emphasizes the role of international markets. Students will be introduced to foreign currency transactions and translation, corporate income tax issues, and integrated case analysis and will further develop financial forecasting, income tax, and auditing competencies.

CO: BUSI 7120
PR: BUSI 6100 with a grade of at least 60%, BUSI 6110 with a grade of at least 60%

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 - inactive course.

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 enhanced ability in the contextual and situational analysis of corporations/businesses and institutions/purposeful activities, and in corresponding strategy formulation and planning for strategy implementation. 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
CR: Business 4010
PR: BUSI 4000, BUSI 4050, BUSI 4320, BUSI 4330, and BUSI 4500

7005 International Strategic Management (same as the former BUSI 6012) examines corporate strategy and strategic management in enterprises whose operations span 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 is the person who can understand and articulate influences in the global business environment.

CO: BUSI 5301
CR: Business 4010
PR: BUSI 4000, BUSI 4050, BUSI 4320, BUSI 4330, and BUSI 4500

7010 Business and Society examines the inter-relationships among business, government, society and the environment. Topics include: the societal economic system, business and society’s responsibilities of business, business ethics, stakeholder and issues management, and selected current issues in business.

CR: Business 4020
PR: BUSI 5301

7110 Accounting Theory - inactive course.

7120 Advanced Financial Accounting covers specific topics such as long-term investments, consolidated financial statements, joint ventures, financial statement analysis, non-current financial information and fund accounting.

PR: BUSI 6100 with a grade of at least 60% and BUSI 6110 with a grade of at least 60%

7125 Accounting Capstone is a capstone course designed to prepare students to pursue a Canadian professional accounting designation. The course is designed to integrate knowledge and skills in specific areas and to be made within the framework of a new accounting and financial management environment.

CO: BUSI 7120
PR: BUSI 6100 with a grade of at least 60%, BUSI 6110 with a grade of at least 60%, BUSI 6120 with a grade of at least 60%

7150 Taxation II - inactive course.

7160 Advanced Topics in Managerial Accounting introduces the student to an in-depth study of advanced quantitative and qualitative methodology available to the managerial accountant. The application of mathematical methods to 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 with a grade of at least 60%

7210 Customer Relationship Management (CRM) (same as the former BUSI 6218) 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.

CO: the former BUSI 6218
PR: BUSI 2010, BUSI 3210, BUSI 5220, BUSI 5250, the former BUSI 7250, and any of: BUSI 2210, the former BUSI 2201 or the former BUSI 5200

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 (marketing, 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 globalization and constraints on efforts to foster business enterprise have on the international marketplace. The course draws upon knowledge from various functional areas and emphasizes the role of international markets. Students will be introduced to foreign currency transactions and translation, corporate income tax issues, and integrated case analysis and will further develop financial forecasting, income tax, and auditing competencies.

CO: the former BUSI 6001. Business 4230
PR: BUSI 2010, BUSI 2210, BUSI 5220 and any of: BUSI 2210, the former BUSI 2201, the former BUSI 5200

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.

AR = Attendance requirement; CR = 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; LG = 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).
10.3 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 1 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,
- show reasonable competence in written communication and presentation skills.

Students should consult the Faculty of Business Administration Co-operative Program only.

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 of a workplace 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.

10.4 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