**BUSINESS MATHEMATICS PREPARATION WORKSHOP**
The analytical nature of Executive MBA course work requires that all candidates have a mathematical background in linear algebra, calculus and general business mathematics. This course is offered through a series of modules delivered through a combination of advanced web-based self-learning tools as well as classroom instruction in order to prepare candidates for the mathematical components of the Executive MBA program.

**ADX5211 CORPORATE GOVERNANCE AND ETHICS (1.5 CR.)**
This course provides an introduction to Corporate Governance, Accountability and Ethics: Shareholder Interests – Accountability and Governance Alignment; Technology & Ethics – Security and Privacy in an Online World; Managing When Agendas Collide – Making Ethical Business Decisions; Governance & Growth – Balancing Uncertainty, Scrutiny & Transparency. Course delivery includes lectures, class discussion debate, case studies, group presentations, written assignments and presentations by distinguished guest speakers.

**Prerequisite: ADX 5235**

**ADX5235 MANAGEMENT SKILLS: ORIENTATION (1.5 CR.)**
This course is delivered during orientation weekend. Course work is focused on the development of increased skills and understanding of candidate preferences for the management of interpersonal and team-based issues and processes in a work environment with a special focus on diversity and ethics in a team environment.

**ADX5238 MANAGEMENT SKILLS II (1.5 CR.)**
This course provides an understanding and development of the management skills required to manage people and processes in an organizational setting. The impact of conflict resolution, negotiation, problem-solving, team development and applied emotional intelligence are considered.

**Prerequisite: ADX5235**

**ADX5241 MANAGERIAL ACCOUNTING INFORMATION AND DECISIONS (1.5 CR.)**
This course focuses on the role of the accounting function internal to the organization. It takes a broad view of managerial accounting, introducing candidates to costing systems, cost behaviour patterns, cost structures and the evaluation of product, managerial and divisional performance with accounting. The course emphasizes the strategic importance of aligning accounting systems with firm technologies and goals highlighting what accounting can do for decision-makers and how accounting choices affect decisions. Current issues in management accounting and internal reporting are discussed.

**Prerequisite: ADX5235**

**ADX5260 WORLD OF THE GENERAL MANAGER AND OF STRATEGIC MANAGEMENT (1.5 CR.)**
Providing an introduction to the concept of strategy and alternative models of strategic decision-making, this course requires candidates to understand the role of the senior manager in setting direction, creating competitive advantage, allocating resources, integrating operations and projects and framing the organizational infrastructure and its context, as well as managing change.

**ADX5270 INFORMATION AND COMMUNICATION TECHNOLOGIES FOR MANAGERS (1.5 CR.)**
Executives are confronted with an information technology function that presents strategic opportunities and threats. This course aims at better understanding the “management” aspects of information and communication technologies (ICTs). Candidates are introduced to information and communication technology foundations, systems development, database systems, enterprise resource planning, customer relationship management, decision support systems of IT management, social issues and learning and knowledge management, as well as IT and globalization to consider the impact of ICTs on business processes and the whole of the organization.

**ADX 5280 OPERATIONS MANAGEMENT (1.5CR.)**
Strategic issues and long-term planning in manufacturing and service operations. Concepts, problem solving and quantitative techniques commonly used in decision making and in monitoring production systems. Operational strategy, forecasting, aggregate planning, enterprise resource planning and material requirements planning, supply chain and inventory management, lean operations and quality management. Sustainability issues as they relate to operations management as well as the challenges associated with integrating new technologies. **Prerequisite: ADX 5300. Exclusion: MBA5380/ADX5380.**

**ADX6280 OPERATIONS MANAGEMENT 2 (1.5 CR.)**
Managers at all levels in an organization must deal with complexity while at the same time making effective decisions quickly. This course will introduce a number of frameworks and models for improving operational management, defining and testing core business processes, and designing performance improvement strategies. It will also introduce Corporate Performance Management methodologies, analytic concepts, and the use of Business Intelligence focused on issues in Operations Management.

**ADX5300 DATA ANALYSIS (3 CR.)**
This course provides an introduction to statistical data analysis for problem solving and decision-making using data. Candidates apply univariate and bivariate methods to various datasets, utilize software to analyze data and interpret statistical output. Models and tools are introduced to assist candidates in collecting, organizing, understanding, analyzing, presenting and communicating data.

**ADX5320 STRATEGIC MARKETING MANAGEMENT (3 CR.)**
This course provides an overview of the marketing process, including key concepts, tools and procedures, in the context of a technology-intensive global economy. Course delivery includes lectures, case study, project application and the insight of special guest speakers to explore the definition of marketing, the marketing concept and marketing management, and the significance of operating in a technology-intensive global economy. Candidates will analyze market opportunities, set performance goals and formulate marketing and implementation plans to meet those goals. Consideration will be given to trends and techniques like experience-based marketing, relationship marketing, e-marketing management and some of the e-marketing tools available.

**ADX5330 ORGANIZATION BEHAVIOUR & HUMAN RESOURCES MANAGEMENT (3 CR.)**
This course reviews the strategic advantage of understanding and integrating organizational behaviour (OB) frameworks in designing and implementing effective human resources (HR) activities (namely attraction, development, maintenance and retention of employees), in measuring performance and in achieving high-performance outcomes in global organizational contexts. OB topics covered include motivation, rewards, leadership, group dynamics, organizational politics, job and organization design and culture. **Prerequisite: ADX5235**

**ADX5340 FINANCIAL ACCOUNTING INFORMATION AND DECISIONS (3 CR.)**
This course focuses on the role of the accounting function external to the organization. It takes a broad view of financial accounting, encompassing a wide range of external financial and economic information, both national and international. The orientation of the course introduces what accounting can do for decision-makers and how accounting and ethical choices affect decisions. Financial statement ratios and other analytical tools are introduced and applied in real-world corporate analyses. Current issues in financial accounting and reporting are discussed.

**ADX5350 CORPORATE FINANCE (3 CR.)**
The fundamental concepts of corporate financial management are examined to emphasize that a realistic general management perspective requires supportive data and numerical calculations. Candidates will be required to demonstrate their ability to analyze and think critically. Course content covers both sides of the balance sheet with the analysis of both investment and financing decisions. Candidates consider the cost of capital, capital budgeting, cash flow analysis, capital structure decisions including common shares and long-term debt, financial planning and control, short-term financing, working capital management, treasury management, options, derivatives and hybrid financing. **Prerequisite: ADX 5340**

*Prerequisite for ADX5300, ADX5350 and ADX5355*
ADX5355 ECONOMICS FOR THE GLOBAL MANAGER (1.5 CR.)
The goal of this course is to provide candidates with an interpretation and understanding of a broad range of economic concepts such as the Market Model, elasticity and pricing decisions, market structures and optimal managerial decisions, strategy and tactics in Game Theory, role of intellectual capital and Modern Growth Theory, Theory of Outsourcing, Aggregate Demand and Supply Models, IS-LM-BP model, international regulations’ constraints as well as the theories of productivity.

ADX5360 STRATEGY FORMULATION AND IMPLEMENTATION (3 CR.)
This strategy course addresses how to assess the performance of a business, what determines performance, how to conduct a strategic audit and how to develop a specific course of action to deal with strategic issues. The opportunity to enhance value by aligning strategy and organizational infrastructure is analyzed. The ability to implement change to enhance competitiveness is examined. Candidates develop general management abilities by integrating prior knowledge and skills acquired in previous courses and ‘pulling it all together’ in the process of strategy formulation and strategic choice.
Corequisite: All 5000-level ADX courses

ADX6230 CHANGE MANAGEMENT (1.5 CR.)
The purpose of this course is to develop skills in the effective conceptualization, planning, implementation and evaluation of change interventions in human systems. Behavioural science frameworks are introduced to explain and guide the practice of change in the organization. The systemic nature of change and intervention practice, including the generation and management of resistance to change, will be analyzed. Organizational change processes at the individual, team and organizational level and human system intervention efforts are considered. The importance of context is emphasized with cases of cross-cultural change, knowledge-based organizations, socio-technical change processes and system vs. cultural change analyses.

ADX6250 INTERNATIONAL CORPORATE FINANCIAL POLICY (1.5 CR.)
Candidates are introduced to the management of foreign exchange risk by corporate treasurers; financial management of multinational firms; determination of a corporation’s transaction and operating exposures; use of foreign exchange derivatives, such as currency futures, options and swaps, to hedge foreign exchange risk; international portfolio and direct investments; international capital structure and cost of capital of multinational firms and capital budgeting techniques used for foreign operations.
Prerequisite: ADX5350.

ADX6262 TECHNOLOGY ENTREPRENEURSHIP (1.5 CR.)
Technology-based start-ups have a number of characteristics that set them apart from other start-ups, in particular their intellectual assets, the speed of technological change, their resource requirements, their global reach, their potential for fast growth and their relationship with the capital community. Candidates critically analyze the launch of a venture, from pre-start-up to start-up and early growth, through seed, start-up, development and execution stage (preparation for exit strategies such as IPO) and are required to develop a winning business plan that leads to an enticing Investors Package for venture financing.

ADX6266 PRINCIPLES OF NEGOTIATION FOR THE GLOBAL MANAGER (1.5 CR.)
This course aims to develop the aptitudes, intuitions and understandings of the strategies essential to successful negotiations. A thorough analysis of the nature of negotiation, distributive and integrative bargaining, ethical issues, planning and preparation, intercultural differences, bargaining style and personality are considered. The role of power, strategy and tactics is considered, including coalition behaviour, communication, persuasion, conflict resolution and multi-party negotiation.

ADX6267 MULTINATIONAL CORPORATIONS AND STRATEGIES (1.5 CR.)
The main emphasis in the course is on the internationalization process. Candidates will develop a model to help them decide the best way for a company to enter a foreign market. The development and application of this model occurs concurrently as candidates progress with the substantive content of the course and as they engage with a client company in preparation for the international project and trip. Strategies being used by multinational and transnational corporations, organizational and management leadership and the coordination of issues that arise from instituting strategies globally are considered. Implementation is a constant focus throughout this module.

ADX6269 MANAGEMENT CONSULTING (1.5 CR.)
This course provides an introduction to management consulting: the five-phase consulting process and business models associated with managing a consulting practice. The course takes a broad view of consulting both internal and external to the organization to solve management problems. The course focuses on the skills and processes involved within a consulting engagement, including project planning and management; data gathering and analysis; generating findings; and reporting, presentation and feedback, to prepare candidates for the project engagements of the curriculum.

ADX6271 INNOVATION AND ENTREPRENEURSHIP PROJECT IN SILICON VALLEY (1.5 CR.)
The course provides a thorough practical experience so that candidates will develop a better understanding of entrepreneurship and innovation. During this field trip to San Jose, California, candidates will be exposed to a series of expert presentations and company visits supporting the course objectives while solving a business problem for an Ottawa-based firm. The consulting engagement is to be completed through expert interviews in the Valley.

ADX 6297 SEMINAR: INTERNATIONAL MARKET EVALUATION AND STRATEGY (1.5 CR.)
The purpose of this seminar is to begin to focus on the preparation process that will culminate with the International Consulting Project and Trip. The primary objective is to provide candidates with the tools, concepts and skills to help companies choose appropriate international markets and more specifically, to help candidates identify the most appropriate destination for the international trip. The course will also provide tools that will enable candidates to prepare background research and analysis and develop market studies for markets under review, as well as a heightened understanding of market development strategy.

ADX6298 THE LEADERSHIP LECTURE SERIES (1.5 CR.)
This seminar is a series of lectures by eminent Canadians, from the public, private and civic/ not-for-profit sectors, who have had an opportunity to play a key role in the governance of Canadian organizations. Expert lecturers discuss their success, failures and leadership style in regard to the issue, all the while examining the organization’s interest and the interest of the Canadian public. Cumulatively, lectures provide a 360-degree perspective of a topical management issue.

ADX6499 BUSINESS CONSULTING PROJECT (4.5 CR.)
The Business Consulting Project (BCP) is an integral part of the curriculum of the Telfer Executive MBA. Often, this major independent consulting project that addresses a management issue on behalf of a client organization has proven to be the source of career leaps and thriving new businesses. A faculty supervisor is assigned to coach, mentor and assist the candidates in the engagement. The scope and nature of the consulting assignment is agreed upon with the client through a proposal process. The findings are delivered to the client in terms of a presentation and a formal report.