About the Telfer School of Management

Telfer Graduate Administrative Staff

Faculty of Graduate and Postdoctoral Studies

Professorial Staff

The Program

Learning Goals

Programs Offered

General Regulations

Communications

Registration Procedures

Syllabi

Blackboard Learn

Program Requirements

Admission Requirements

Course Requirements

Typical Sequence

Time Limits

Important Deadlines

Class Contact Hours

Teamwork

Regulations governing the classification of students

Out of program courses and additional courses

Language rights of students

Payment of Fees

Submission of assignments

Failure to complete Coursework

Academic Fraud and Research Ethics

Appeal Procedure

Minimum Standards and Failures

Minimum Cumulative Grade Point Average and Probation Period

Failures

General Policy

5000-level Courses

6000-level Courses

Protocol for Grading of Group Work

Withdrawal

Graduate Diploma in Business Administration

Student Spaces

Room Usage

Other Available Study Spaces

Student Lounge

Access Cards

Teaching and Research Assistantships

The 10-hour rule

Student Associations

Student Services

Housing

International Students

Parking and Transportation

Health Services

Student Academic Success Service (SASS)

Library

Graduate Courses

Directed Readings

Courses offered 2015-2016
Responsibilities of the student

Employment of graduates

List of Forms

27

28

29
ABOUT THE TELFER SCHOOL OF MANAGEMENT

The world is changing. And so is the world of business. At the Telfer School of Management at the University of Ottawa, we’ve understood that what matters isn’t always what you can count. Our mission is to maintain a network of high-quality connections - and what matters to us is to put you at the centre of everything.

Whatever it is that matters to you, we provide you with all the means to make an impact. We share with you the close connections we’ve forged with our alumni and the business community so that you can learn alongside leaders, executives and entrepreneurs as brilliant as they are inspiring. Our programs are designed to shape influential leaders and responsible managers who have a positive impact on the lives of people, organizations and communities. Whatever your goals, we are always close by to help you reach them.

Our seasoned professors, through their research work, take on the major issues faced by today’s leaders and managers, anticipating and devising solutions to tomorrow’s challenges, particularly in our three strategic areas: business analytics and performance, health systems management, and innovation & entrepreneurship.

Located in the heart of Ottawa, our school is the proud academic home of some 4,300 students, 200 faculty members, and over 25,000 alumni. Our accreditations from the three most demanding international organizations (AACSB, EQUIS & AMBA) underline that we are recognized as one of the world’s top business schools.

TELFER GRADUATE ADMINISTRATIVE STAFF

Graduate Programs Office
Desmarais 4160
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Ottawa, Ontario K1N 6N5
613-562-5884
mba@telfer.uOttawa.ca

Business hours:
September to May
8:30 a.m. to 4:30 p.m.

June to August
8:30 a.m. to 3:30 p.m.

Academic Assistants: These three people are your front-line resource for most student transactions, including questions regarding registration, course selection, schedules, change of status, etc. For questions outside of their area of expertise, they will cheerfully refer you to the right person.

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Relationship and Partnership Manager: Coordinates the MBA Consulting Project (MCP), as well as applied learning aspects of the other graduate programs.

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The Graduate Office operates under the leadership of the Vice-Dean, Undergraduate and Professional Programs, and academically, the program is led by a Director:

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FACULTY OF GRADUATE AND POSTDOCTORAL STUDIES

Under the authority of the Senate, the Faculty of Graduate and Postdoctoral Studies (FGPS) is responsible for overseeing and coordinating the administration of all graduate and postdoctoral programs. The FGPŠ is governed by a council which determines the general policies and plans for the development of the faculty, establishes the general regulations of the faculty, and defines the functions of its ancillary commissions and committees. www.grad.uOttawa.ca

Faculty of Graduate and Postdoctoral Studies (FGPS)
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Evaluation of graduate programs; graduate student conference travel grants; on-campus conference grants for graduate students; administration of Policy 110 (treatment of graduate students on non-academic and non-employment issues, excluding sexual harassment)
web5.uOttawa.ca/admingov/policy_110.html
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International matters; interdisciplinary programs; postdoctoral fellows; research associates.

Assistant Dean and Secretary General
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All matters pertaining to registration, scholarships, systems and management of thesis evaluations and defences, which were unable to be treated by the respective Managers.

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THE PROGRAM

Our program is designed based on the essential competencies of high performance managers:
- Understanding how organizations really work
- Developing strong strategic and systems thinking
- Communicating thoughts and ideas exceptionally well
- Being effective when working with others
- Making evidenced-based decisions quickly and effectively
- Implementing initiatives to improve organizational performance

These competencies are developed through an intensive, integrated program that features small class sizes, professors who are leaders in their fields, and ample opportunities for team learning, all conducted in world-class facilities. The classroom experience focuses on engagement and on experiential learning using case studies and simulations to complement lectures, group discussions and in-class exercises.
Learning Goals

With a focus on High Performance, the MBA has the following Learning Objectives for all graduates:

**LG1: Understanding Management Foundations and the Global Business Environment**
Introduce participants to the tools and skill sets needed by managers to provide a good understanding of the context in which businesses operate (understand how business performance is measured; develop critical reasoning skills; develop analytical skills; understand the significance of ethical business practices)

**LG2: Understanding and Integrating Business Functions**
Development of an understanding of the role and importance of the major functions of the firm and their contribution to the overall performance of the firm in complex situations requiring data gathering, analysis, and judgment, with special focus on business analytics to support applied research in the development of effective business solutions.

**LG3: Developing a Strategic Perspective**
Exposure to strategic thinking: development of the ability to apply models of performance and value analysis in strategic management situations (create a model of general management; apply strategy development to the firm; develop ability to deal with change; understand strategies and issues in a global context)

**LG4: Developing Leadership, Communication and Teamwork for High Performance Organizations**
Mastery of the concepts, skill sets and demonstrated behaviours required for effective leadership, oral and written communication, and team leadership and contributorship in high performance organizations.

**LG5: Unlocking the Value of Globalization**
Understanding of the range of management issues faced by managers and executives on a daily basis in the broadly linked and highly competitive globalized economy, and develop mastery of appropriate skills required to work effectively in this context.

**LG6: Providing Value to the Business Community**
Participants will apply what they have learned in the program to management issues in real client settings (ability to solve problems on behalf of a client; apply theoretical knowledge and best consulting practices to concrete managerial challenges)

PROGRAMS OFFERED

The MBA is offered as a degree obtained by coursework. A joint JD-MBA and LL.L.-MBA are also offered.

GENERAL REGULATIONS

Under the authority of the Senate, FGPS (Faculty of Graduate and Post-Doctoral Studies) is responsible for overseeing and coordinating the administration of graduate programs. See the FGPS website for general regulations governing all graduate programs (passing grade, number of credits per course, examinations, etc):
www.grad.uOttawa.ca/Default.aspx?tabid=1807&monControl=Examens
COMMUNICATIONS

The University of Ottawa provides every registered student with a uOttawa e-mail address (abcde123@uOttawa.ca). As per University policy, this is the address used for e-mail from the University. Professors at the University, when communicating with students registered in a class, will also default to the @uOttawa e-mail address. This is another reason it is so important to be registered for classes you attend, in order to receive messages from the assigned professor.

You are free to auto-forward your uOttawa e-mail to another e-mail address of your choosing.

The Telfer School of Management has distribution lists, based on your cohort (e.g. Full-time students entering in 2015 or Part-time students entering in 2014). The MBASA is able to write to these lists. Replying to these lists is not possible, and all addresses are masked to protect the privacy of your uOttawa e-mail address.

REGISTRATION PROCEDURES

Registration procedures may be found at www.grad.uOttawa.ca/Default.aspx?tabid=1613. Note that the responsibility to register, to reregister, or to withdraw prior to the published closing dates rests with the student. Additionally, the MBA program offers courses in a modular format, each 1.5 credit module having a six-week duration (3.0 credit courses usually lasting 12 weeks). Therefore, deadlines to drop and/or add courses differ from those published in the General University Calendar. Dates pertaining to the MBA can be found here: telfer.uOttawa.ca/mba/en/courses-and-timetables

SYLLABI

As per Senate Academic regulation 8.5, “Professors must supply a course syllabus during the first meeting with the students at the beginning of each course. This course syllabus must include:

- the course description approved by Senate,
- general and specific objectives of the course,
- teaching methods,
- evaluation methods and distribution of grades,
- a list of required and recommended readings,
- a calendar of activities and evaluations,
- the professor’s contact information and office hours,
- a reference to the regulation on plagiarism and academic fraud.”

Blackboard Learn

We use Blackboard Learn (BBL). Blackboard Learn is a learning management system that allows professors to share syllabi, communicate with registered students, receive assignments, provide grades, all in a secure environment.

In order to log in to Blackboard Learn, follow these steps:

1. Click on the following link: https://uottawa.blackboard.com
2. Enter the following info:
   Username: your student number
   Password: you uoZone password (Infoweb)
3. Once you login to Blackboard Learn, you need to click on the Campus tab
4. The list of courses to which you are registered will appear.
If you cannot login to Blackboard Learn, do not hesitate to contact the Centre for Mediated Teaching and Learning at 613-562-5800 (ext.6555).

PROGRAM REQUIREMENTS

Admission Requirements

- Holding a Canadian baccalaureate degree or its equivalent with minimum standing of B, or a 70 per cent overall average.
- Having acquired a minimum of three years full-time work experience.
- Having achieved at least a 50th percentile score on the Graduate Management Admission Test (GMAT), with strong standing for each individual test component, including at least a 4.5 score on analytical essay writing.
- Candidates whose mother tongue is neither English nor French are required to provide evidence of proficiency in one of these languages.

Course Requirements

To obtain the MBA degree, students must successfully complete fifty-four (54) graduate level credits consisting of:

- 37.5 credits of 5000-level MBA courses.
- 10.5 credits of elective 6000-level MBA, ADM or MHA courses.
- 6 credits for the Management Consulting Project (MCP), namely MBA6269 Management Consulting (1.5 cr.) and MBA6499 MBA Consulting Project (4.5 cr.).

Students enrolled in the JD-MBA or LL.L.-MBA only complete 48 credits (instead of 54), as 6 credits of their Law curriculum are considered as electives towards their MBA degree. This is the nature of a joint program.

Part-time students have an opportunity to complete up to six (6) credits of the program requirements through the intensive International Summer Exchange Program. The program is offered in English in Europe. Students may complete two courses (6 credits) over three weeks normally in May. More details to come as we add new partnerships in 2015.

In the case where the part-time student completes an exchange program, they must successfully complete fifty-four (54) graduate level credits consisting of:

- 37.5 credits of 5000-level MBA courses.
- 6 credits of courses through the intensive International Summer Exchange Program.
- 6 credits for the Management Consulting Project (MCP), namely MBA6269 Management Consulting (1.5 cr.) and MBA6499 MBA Consulting Project (4.5 cr.).
- 4.5 credits of elective 6000-level MBA, ADM or MHA courses.

Typical Sequence (2015-2016)

Full-time students complete the program in one year, thus:

<table>
<thead>
<tr>
<th>Pre-Fall</th>
<th>Fall Session</th>
<th>Winter Session</th>
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</thead>
<tbody>
<tr>
<td>Intro to MBA</td>
<td>Block 1</td>
<td>Block 2</td>
</tr>
<tr>
<td>MBA 5235A</td>
<td>MBA 5260A</td>
<td>MBA 5300A</td>
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<tr>
<td>MBA 5300A</td>
<td>MBA 5320A</td>
<td>MBA 5340A</td>
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<tr>
<td>MBA 5238A</td>
<td>MBA 5270A</td>
<td>MBA 5238A</td>
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<tr>
<td>MBA 5211A</td>
<td>MBA 5265A</td>
<td>Elective</td>
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</tbody>
</table>
While electives are shown in specific blocks, students may opt to take them at another time in the program.

37.5 cr. core MBA courses (5000-level) + 6 cr. Management consulting + 10.5 cr. Electives = 54 credits

Note that no set sequence is published for the part-time program; as part of the reinvigoration of the program currently underway, the sequence enables students to complete the program requirements within 2 years.

For full-time students, mandatory or core classes are most often offered in the daytime; electives are schedules in the evening, so that all students may have access. This also provides an opportunity for the full-time and part-time students to interact in an academic setting and enlarge their networks. For part-time students, classes are offered Tuesday evenings every week, as well as all day Saturday every other week. Occasionally, Sunday mornings are also a possibility. Some electives will be scheduled on Tuesday evenings, but also on other weekday evenings.

**Time Limits**

The time limit to complete the MBA programs is 5 years. The normal duration for students pursuing the degree full-time is one year (August to August).

**Important Deadlines**

Many MBA courses are delivered in 6-week modules, with each module worth 1.5 credits. Each university session (Fall, Winter and Spring/Summer) is divided into 2 Blocks when the modules are delivered. Some MBA courses are delivered over 2 blocks (or the regular university session).

Given this modular structure, and the use of distinct 6-week blocks, most dates and deadlines as published in the University’s calendar do not apply to the MBA program (and this is so annotated on the calendar website). The Telfer School of Management publishes its own calendar of dates with respect to the beginning and ending of courses, registration deadlines, payment deadlines, etc.

You will find this list of important dates on the Courses and Timetables page of the MBA website, here: http://www.telfer.uOttawa.ca/mba/en/courses-and-timetables

**Class Contact Hours**

A 1.5 credit course comprises 18 contact hours (usually delivered in the classroom), and there is the expectation that for every hour in the classroom, students will spend 2-3 hours outside of class hours working on course material.
Teamwork

The very nature of the MBA program requires students to work collaboratively in teams. This mimics to a large degree the work environment to which MBA graduates aspire – whether managing teams or working at the most senior level of an organization, effective teamwork is an essential skill. (see the section on program learning goals)

Occasionally, students come up against a true struggle in the team environment, in the form of one non-performing student. The Telfer School of Management has a protocol in place which is enacted in such a case.

REGULATIONS GOVERNING THE CLASSIFICATION OF STUDENTS

For more details on the classification of students, see http://www.grad.uottawa.ca/Default.aspx?tabid=1807&msId=3&session=20155 (click on C: Registration)

Full-time students must:
  a) have been admitted to a graduate program as a full-time student;
  b) be pursuing their studies as a full-time occupation;
  c) identify themselves as full-time graduate students;
  d) be designated by the university as full-time graduate students;
  e) be geographically available and visit the campus regularly;
  f) be considered to be a full-time graduate student by his program and his thesis supervisor (if applicable); and
  g) be registered and pay full-time fees.

Nota bene: Full-time students do not work more than 10 hours per week (on campus or outside campus)

Part-time students

All registered graduate students who do not meet the requirements of full-time status as defined above are part-time graduate students. Part-time students must:
  a) have been admitted to a graduate program as a part-time students; and
  b) be registered and pay part-time fees.

International Students

The International Office is located at Tabaret Hall, 550 Cumberland Street, Room M386, tel. 613-562-5847.

For frequently asked questions, including financial aid, and for documents (Government, including Revenue Canada, permits, visas, health services, etc) see: www.international.uOttawa.ca/en

OUT OF PROGRAM COURSES AND ADDITIONAL COURSES

In any given session, graduate students may, while enrolled in a program, register for a maximum of two courses (six credits) not required for their program, provided they have the approval of their academic unit and the Faculty of Graduate and Postdoctoral Studies. These courses are identified as "out-of-program" at registration and cannot subsequently be credited towards the program. Additional fees apply. Note that students are unable to add these courses on-line via Rabaska (both out of program and additional courses) and will need to contact the Graduate Programs Office to do so.
LANGUAGE RIGHTS OF STUDENTS

a) All students have the right to use French or English in their dealings with the central administration and the general services of the University, as well as with the administration of the faculty or school in which they are registered.

b) All students have the right to require that a course in which they are registered shall be given in the language used to describe the course in the current calendar.

c) Except in language courses and courses in Français and English, all students have the right to produce their work and to answer examination questions in the official language of their choice.

d) The faculty recognizes that, for academic reasons, students may be required to read some of their course material in French in a course given in English, and vice-versa.

e) Except in cases justified by the nature of the course, students must produce their work and answer examination questions either in English or in French, this being an essential component of education at the University of Ottawa.

PAYMENT OF FEES

Tuition and incidental fees are subject to annual adjustment by the Board of Governors of the University. Fees rate and regulations are posted on the Web at the following address:

SUBMISSION OF ASSIGNMENTS

Assignments are generally dropped off either to the Professor directly (if so instructed), by e-mail or at the Info desk on the ground floor of the building. The hours of operation of the Info desk are:

**September – April**
Monday – Thursday: 8 am to 7 pm
Friday: 8 am to 5 pm

**May**
Monday – Friday: 8 am to 5 pm

**June – August**
Monday – Friday: 8 am to 4 pm

Professors include the evaluation methods and distribution of grades in their syllabi; they will also normally note penalties for late submission of work (and if such tardiness is accepted).

Failure to complete Coursework

Students are expected to complete their course requirements on time, that is, by the end of the session in which the course is offered. The final grade must be submitted to the FGPS by the date specified by the Office of the Registrar. Only if there are reasons clearly beyond the control of the student (for instance, illness confirmed by a medical certificate that has been validated by the University Health Services*) can submission of a final grade be deferred, and then for a maximum of one session. During the period when the grade is not yet submitted, the notation DFR appears on the transcript. To obtain an extension for submission of a final grade, explicit permission from the professor, the academic unit and the FGPS must be granted. If the final grade is not submitted by the end of the extension period, the DFR grade is changed to an EIN. An EIN is considered a failing grade.
Requests to maintain a grade of DFR on a record beyond the above-mentioned 40-day period must reach the FGPS through the academic unit, before the end of the period, with appropriate supporting documentation.

* The student must have a form signed by his or her physician and sent directly to the University Health Services. The relevant form can be obtained either at the academic unit or downloaded from the FGPS website.

The following describes grades assigned in the case where coursework remains incomplete:

* ABS - (absent, no work submitted) Awarded to a student who has not attended the course and has not informed the academic unit and the Faculty of Graduate and Postdoctoral Studies in writing, within two weeks of the start of the course. This symbol is equivalent to a failing grade (F).

* EIN - (incomplete) Awarded when at least one of the compulsory elements of evaluation has not been provided. This symbol is equivalent to a failing grade (F).

**ACADEMIC FRAUD AND RESEARCH ETHICS**


Note the text relating to academic fraud, including consequences, in every syllabus. The Senate regulation on fraud can be found here: [http://www.uOttawa.ca/governance/regulations.html#r72](http://www.uOttawa.ca/governance/regulations.html#r72)

The Telfer School of Management MBA program makes systematic use of Turnitin®, to enable students to quickly identify passages in assignments which require proper citing, referencing or quotation marks.

Each Professor should ask that you submit an originality report with your assignments. In fact, many professors will simply ask you to submit your assignments directly via Turnitin®, which can also be used to provide detailed feedback and grades. For more information about Turnitin, consult [http://www.turnitin.com/en_us/home](http://www.turnitin.com/en_us/home). Please note that the Telfer School covers the cost of the license for each student.

**APPEAL PROCEDURE**


The University recognizes the right of every student to see, on request after grading, all documents that have been used to establish their grade for courses in which they are duly registered; the documents include those produced by the students themselves or evaluations written by supervisors (as part of work terms, clinical placements or internships).

The University also recognizes students' right to ask for a grade review and to appeal grades. The procedure to be followed is stipulated in Academic Regulation 10.3 which can be accessed at [http://www.uottawa.ca/about/academic-regulation-10-grading-system](http://www.uottawa.ca/about/academic-regulation-10-grading-system)

Student rights and appeals: The Student Appeal Centre is a free service provided by the Student Federation of the University of Ottawa (SFUO) and the Graduate Student Association (GSAED). They offer help and support to students who wish to appeal decisions made by the administration of the University of Ottawa. [www.sfuo.ca/appeals](http://www.sfuo.ca/appeals)

The Office of the Ombudsperson provides impartial and independent advice and information to parties to assist in resolving disputes and problems, with complete confidentiality. The Office of the Ombudsperson does not replace existing channels of assistance or appeal at the University: [http://www.uOttawa.ca/ombudsperson/](http://www.uOttawa.ca/ombudsperson/)
MINIMUM STANDARDS AND FAILURES

Students must meet the following requirements throughout their program:

Minimum Cumulative Grade Point Average and Probation Period

Students must maintain a cumulative grade point average (CGPA) of 6.0 throughout the program and their overall CGPA upon completion of all requirements must be 6.0 in order to qualify for graduation. Those who fail to maintain an average of 6.0 at the time of the periodic review are placed on probation. All courses, passed and failed, are included in the calculation of the CGPA.

The CGPA of full-time students will be reviewed at the end of each academic session. Part-time students' performance will be reviewed at the end of Block 6 for the first year of the program. Thereafter, their performance will be evaluated upon completion of each additional 12 credits. Students who fail to qualify for removal from probation at the next review must withdraw from the program.

Failures

GENERAL POLICY:

a) Students who received failing grades (below C+ or 65 per cent) in more than 3 credits must withdraw from the program.

b) Students who fail a repeated course or module must withdraw from the program.

5000-LEVEL COURSES:

a) Grades below 50%: Students receiving a grade below 50 percent (E or F) in any 5000-level course must repeat the failed course. Moreover, registration in any course for which the failed one is a prerequisite is prohibited until such time as the failed course has been passed.

b) Grades between 50% and 64%: Students receiving a grade between 50 and 64 percent (D, D+ or C) in a 1.5-credit 5000-level module must replace the credits by successfully completing a module of their choice (the same 5000-level module or any 6000-level one). Any 3-credit 5000-level course in which a student received a grade between 50 and 65 per cent must be repeated. In both cases, registration is permitted in any other 5000-level course for which the failed one is a prerequisite. This is to ensure that students take their 5000-level courses with their entry cohort. Registration is, however, prohibited in any 6000-level course for which the failed one is prerequisite, until the failed 5000-level course has been passed.

6000-LEVEL COURSES:

a) A failed 6000-level module must be replaced by the same or another 6000-level module, and the student may not register in any module for which the failed module is a prerequisite.

Students who fail to meet these requirements must withdraw from the program.

Protocol for Grading of Group Work

All group work generates a group mark. The group mark will initially be the same for all members of the group. It represents a product of the group output.
You will be provided opportunities to evaluate each other on your contribution to the group. Individual marks may change as a result.

WITHDRAWAL

Students wishing to withdraw from courses or from a program must inform their academic unit and the Faculty of Graduate and Postdoctoral Studies in writing prior to the closing dates. For courses that begin and end on dates other than those indicated in the sessional dates, please consult the academic unit concerned or the FGPS concerning the last day for withdrawal. Courses dropped after the closing dates, as well as courses dropped without proper notice, appear on the student's record with the notation "EIN" (incomplete) or "ABS" (absent), which is equivalent to a failing grade.

Graduate Diploma in Business Administration

The Graduate Diploma is awarded only to students already registered in the MBA or MHA programs who are not continuing in these programs. It is not possible to request admission to this diploma.

In order to receive the Graduate Diploma, candidates must:

- Be admitted and registered in either the MBA or the MHA program;
- Have completed at least 27 credits of MBA or MHA or ADM courses with satisfactory performance (normally with a 6.0 cumulative grade point average), including at least 12 credits of MBA 5000-level courses from the following list:

  MBA5211 CORPORATE GOVERNANCE AND ETHICS (1.5cr.)
  MBA5235 MANAGEMENT SKILLS 1 (1.5cr.)
  MBA5236 LEADERSHIP AND MANAGEMENT (1.5cr.)
  MBA5237 CHANGE MANAGEMENT (1.5cr.)
  MBA5241 MANAGERIAL ACCOUNTING INFORMATION AND DECISIONS (1.5cr.)
  MBA5260 THE WORLD OF THE GENERAL MANAGER AND OF STRATEGIC MANAGEMENT (1.5cr.)
  MBA5265 PERFORMANCE MANAGEMENT (1.5cr.)
  MBA5270 INFORMATION AND COMMUNICATION TECHNOLOGIES FOR MANAGERS (1.5cr.)
  MBA5300 DATA ANALYSIS (3cr.)
  MBA5320 STRATEGIC MARKETING MANAGEMENT (3cr.)
  MBA5330 ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES MANAGEMENT (3cr.)
  MBA5340 FINANCIAL ACCOUNTING INFORMATION AND DECISIONS (3cr.)
  MBA5350 CORPORATE FINANCIAL MANAGEMENT (3cr.)
  MBA5355 ECONOMICS FOR THE GLOBAL MANAGER (3cr.)
  MBA5360 STRATEGY FORMULATION AND IMPLEMENTATION (3cr.)
  MBA5280 OPERATIONS MANAGEMENT (1.5cr.)

STUDENT SPACES

There are eleven study rooms available for working on assignments in your teams: 4143*, 4144*, 4145, 4146, 4147, 4151, 4152, 4153, 4154, 4155, and 4166. You will be given a key which opens these rooms, except 4143 and 4144, which can be opened with your magnetic access card (see below).

Room Usage

Study rooms are to be used for group work and meetings, and are only for Telfer students and personnel. The rooms are not for individual use, nor can they be 'lent' to friends. The study rooms are a limited resource - the 11 study rooms are being shared by over 300 fellow students.

Principles of use:

1. Students with a daytime schedule have priority from 7:30 a.m. to 5:00 p.m.
2. Between 5:00 p.m. and 7:30 a.m. the next day, students with an evening schedule have priority access to the study rooms.
3. Please ensure that the doors are closed after you leave. We have had thefts of the room equipment in the past. We also ask that the lights are turned off.
4. Abuse of this resource or non-compliance with the rules will result in the suspension of your access.

Other Available Study Spaces

The Management Library, DMS 2141

University of Ottawa Morisset Library: There are 25 group study rooms in the Morisset Library, located on the concourse, the fourth floor and the sixth floor. Rooms are available on a first come, first served basis. Rooms may be reserved for a maximum of 3 hours. Reserve a room using this link:

Student Lounge

A student lounge is available for the use of all graduate students registered in programs administered by the Telfer School of Management (MBA, MHA, M. Sc. in Health Systems and M.Sc. in Management). Located at the northeast corner of the building, in DMS 4148, you were given the access code to the lounge when you began the program. Amenities include a fridge, microwave, sink, coffee machine, etc. for student use.

Access Cards

On your first day of the program, access cards are provided. These cards give you 24-hour access to the Desmarais Building:

4th floor fire doors (study rooms and Graduate Student Lounge are beyond these doors)
Computer lab on the 2nd floor
Elevators
The ground floor entrances (when locked, e.g. statutory holidays, between the hours of 11:00 p.m. and 7:30 a.m.)
Study rooms 4143 and 4144.

TEACHING AND RESEARCH ASSISTANTSHIPS

Although priority is given to University of Ottawa admission scholarship holders, assistantships are awarded to other full-time students. Students who are employed as teaching assistants, research assistants, markers, proctors, lab monitors, and demonstrators are represented by CUPE (Canadian Union of Public Employees, Local 2626) and are governed by the regulations set out in their Collective Agreement. Full details about CUPE and its regulations are set out here: www.cupe2626.ca

Graduate students at the Telfer School of Management are informed of postings via e-mail, directing them to the following website: http://www.telfer.uOttawa.ca/en/careers/positions-for-students
Positions available in the Fall are posted in July; those available in the Winter are posted in November, and those available in the Summer are posted in April.

The 10-hour rule

The Faculty of Graduate and Postdoctoral Studies would like to remind all graduate students of the following article of the Collective Agreement between the University of Ottawa and CUPE 2626:

"Article 31.1. When a full-time graduate student is hired for a teaching or research assistantship, the total number of contracted hours of work will not exceed an average of ten hours per week.
over the academic session as required by the regulations of the Faculty of Graduate and Postdoctoral Studies.”

Please note that the FGPS considers that a full-time graduate student should not work more than 10 hours per week (both inside and outside the university). No student will be permitted to work beyond the 10 hour limit without the express written permission of the Dean of the FGPS. In such cases, the Dean of the FGPS can allow a student to exceed the 10 hour limit. Even full-time jobs outside the university may be allowed in exceptional cases (however, please note that in this case, no RA or TA will be allowed since the student already has a full-time job).

Article 31.1 also provides that

“Except in exceptional circumstances, no Employee shall be required to work more than twenty-five (25) hours in a single week, and no Employee shall be required to work more than a total of forty (40) hours in any period of two consecutive weeks.”

This article does not supersede the average 10 hours a week maximum average. Therefore in determining the total number of hours of each assignment, departments should be careful that:

- sufficient hours are provided and remain at the end of the term for purposes of correction;
- the hours allocated will not exceed more than twenty-five (25) hours in a single week, and no Employee shall be required to work more than a total of forty (40) hours in any period of two consecutive weeks for the period required to correct assignments or exams;
- departments may need to re-evaluate the total number of hours to be allocated in contracts in order to ensure that sufficient resources remain to provide correction contracts for the hours that would exceed either the 25 hours a week or the 40 hours over two weeks provision of the collective agreement.

Should you need to discuss further, please contact Academic Labour Relations at extension 1552 or by email at hracad@uOttawa.ca.

STUDENT ASSOCIATIONS

Students are automatically members of the Graduate Students’ Association (GSAED), which is composed of the graduate associations of the various academic units at the University of Ottawa. Among the benefits of membership in the GSAED are access to health and dental insurance plans, a free International Student Identity Card, and conference travel grants. Complete details about the GSAED’s services and benefits may be found at: www.uOttawa.ca/gsaed.

There is also a MBASA (Masters of Business Administration Student Association) to which all students enrolled in the MBA automatically become members. Elections to the Executive of the MBASA are normally held at the start of each year, in late August or early September. The MBASA will have more details on the positions available, including roles and responsibilities.

STUDENT SERVICES

For the complete range of student services available, including associations, athletics, clubs, parking, health, housing, bookstore: www.uOttawa.ca/students/

Housing
On-campus housing is reserved mostly for undergraduate students. See www.uOttawa.ca/student/housing. Housing Services provides an online housing billboard where available apartments can be readily searched. http://www.uottawa.ca/housing/off-campus-housing
The University also acts as landlord to almost 120 students by renting out older single houses and divided houses located near the campus: http://www.uottawa.ca/housing/compare-residences/houses
You can also go in person to 90 University, Room 145 – there are resource people who help with apartment hunting.

**International Students**
The International Office provides useful information concerning renewal of permits and visas, the University Health Insurance Plan (UHIP), financial aid, and other details: see [www.uOttawa/international/students](http://www.uOttawa/international/students).

**Parking and Transportation**
Free weekend parking passes are available to graduate students. Forms have been circulated, via e-mail.

The GSAÉD (Graduate Students Association des étudiants diplômés) and the SFUO (Student Federation of the University of Ottawa) have negotiated OC Transpo Universal Bus Passes (called uPass) for all full-time students registered at the University of Ottawa. These passes are valid in the Fall and Winter semesters, from September to April, and the fee for the passes (greatly reduced over regular fares) are automatically assessed to your fee account. For information, including the distribution schedule, please visit this website: [http://upassottawa.ca/en/index.php/Home](http://upassottawa.ca/en/index.php/Home)

**Health Services**
The University of Ottawa offers a primary care clinic serving University of Ottawa and Saint Paul University students, staff and faculty as well as other Ontario residents.

We are proud to also be a Family Health Team (UOHS FHT) with a mission to maintain and improve the health of the University of Ottawa and its surrounding community by providing a patient centered interdisciplinary health care team which delivers prevention, early identification, treatment, care, and support for acute and chronic disease management in an environment that is open and transparent to social, ethnic, or income factors.

Our vision is to create an effective, dynamic Family Health Team (UOHS FHT) in which physicians and allied health professionals work together in a professionally rewarding and sustainable medical practice that delivers high quality, integrated primary care to all segments of our community, including vulnerable populations.

[www.uOttawa.ca/health](http://www.uOttawa.ca/health)

**Student Academic Success Service (SASS)**
SASS is a network of services and programs that complement classroom learning and support academic and professional goals. See: [www.sass.uOttawa.ca/welcome.php](http://www.sass.uOttawa.ca/welcome.php)

- Academic Writing Help Centre: [www.sass.uOttawa.ca/writing](http://www.sass.uOttawa.ca/writing)
- Access Service: [www.sass.uOttawa.ca/access](http://www.sass.uOttawa.ca/access)
- Career Services: [www.sass.uOttawa.ca/careers](http://www.sass.uOttawa.ca/careers)
- Counselling and Coaching Service: [www.sass.uOttawa.ca/personal](http://www.sass.uOttawa.ca/personal)
- Graduate Studies Mentoring Centre: [www.sass.uOttawa.ca/mentoring/graduate](http://www.sass.uOttawa.ca/mentoring/graduate)

**LIBRARY**
Located on the 2nd floor of the Desmarais building, our satellite library offers you quiet and group study spaces where computers are available for research purposes. Consult two dedicated business librarians for research help, access course reserves and browse a core collection of business publications. Learn how to find industry reports, company profiles or financial information and statistics. Consult the library's website for more information including our hours, or contact us directly at: management.library@uOttawa.ca.
GRADUATE COURSES

Students must complete all 5000-level MBA courses (37.5 cr.) as part of their program. Additionally, students in the full-time program complete a total of 6 credits in management consulting, in the form of ADM6269 Management Consulting (1.5cr.) and ADM6499 Management Consulting Project. Students then make up the remaining 10.5 credits by choosing electives. Electives can be 6000-level ADM, MBA or MHA coded courses; other courses can be considered with the permission of the MBA Director.

Directed Readings

Finally, students can elect to take a Directed Reading. Directed readings are courses delivered one-on-one or in small groups, on a topic mutually agreed upon by the student(s) and the Professor. Normally the topic of a directed reading is in the area of expertise of the professor in question, and would not otherwise be covered in the current roster of courses. Students need the permission of the professor (who will be teaching it) as well as the MBA director. Student and Professor complete a form and provide a syllabus for the course. The form and guidelines for completing the syllabus can be obtained from the Graduate Programs Office.

COURSES OFFERED 2015-2016

The following is the list of courses to be offered in Fall 2015, Winter 2016, and Spring/Summer 2016. Enrollment, availability of professors and other unforeseen circumstances beyond the control of the University may cause course offerings to change. Courses are listed in alphabetical order by course code, and include title and credit weight. Seminars are so noted - one code may be used for various seminars; titles will appear on the transcript to differentiate them.

ADM6260A, I, D PROJECT MANAGEMENT (1.5 cr.)
This first course provides students with an overview of project management. The strategic role of project management is discussed. Then project management methods based on standards such as the Guide to the Project Management Body of Knowledge, (PMBOK® Guide) of the Project Management Institute (PMI)® are presented. Students will learn how to manage project throughout its life cycle. In this first course emphasis is given on projects having well defined and relatively stable requirements such as construction projects. Students will be exposed to project management software including hands-on experience with MS Project. Topics covered include: project portfolio management; project risk management; feasibility studies; quality management (Quality Function Deployment, Value Analysis); communication management; fast tracking and concurrent methods of project management. It is highly recommended to take ADM6260 before taking ADM6261.

ADM6261A, C, D PROJECT MANAGEMENT – PROJECT DESIGN (1.5 cr.)
This second project management course deals with designing projects for success. Students will learn how to identify and analyze solutions / options to meet stakeholders' expectations and to keep risk at an acceptable level for the organization. The course also discusses means to deliver high quality end products in short period of time and with limited budget. Topics covered include: project portfolio management; project risk management; feasibility studies; quality management (Quality Function Deployment, Value Analysis); communication management; fast tracking and concurrent methods of project management. PMBOK and PMI are registered marks of the Project Management Institute, Inc.

ADM6262 INTERNATIONAL E-BUSINESS STRATEGIES (1.5cr.)
International trends in the global economy together with assessment of risks, and associated international e-business opportunities. Strategies for translating international opportunities into e-businesses, including localizing international web-based content, developing international supply networks, international crowdsourcing, international payments and international collaboration. How to address local laws on privacy, intellectual property and business contracts. Prerequisite: MBA 5270 (for EMP, MBA and MHA students).

ADM6275 Business Intelligence Technologies and Big Data Analytics (1.5cr.)
Business Intelligence (BI) as a concept; review of major BI tools and methods; identification of the right types of BI for different types of decision making environments; Introduction to Big Data; Business applications of Big Data; review of the supporting technologies such as data bases and data warehouses and Big Data Platforms for integrating structured and unstructured data including Hadoop, sandbox analytics; Streaming Analytics, and advances in data warehousing appliances that accelerate analytics. Prerequisite: MBAS270 (for EMP, MBA and MHA students).
ADM6277 E-BUSINESS ENERGY MANAGEMENT (1.5cr.)
Reduction of e-business power requirements by locating data centres in areas with low cost electricity and where cold outside air can be used for cooling, e.g. British Columbia, Québec, Finland, Iceland and Sweden. Reduction of power requirements in other industries, e.g. using smart grid, smart buildings and smart cities. Calculation of energy requirements for specific e-business services, e.g. e-banking, e-newspapaers, media download, media streaming and web-based advertising. Review of current international standardization work on sustainability for and by IT.

ADM6279C SOCIO-TECHNICAL CHANGE (1.5cr.)
This course explores the structural, cultural and process based organizational change management challenges facing business strategists during new technology implementation initiatives. Toward this, the course draws upon management frameworks, support tools and best practices for the joint optimization of technology and social subsystems within organizations. Adopting a complex adaptive system viewpoint of the organization, the course will highlight issues of technological and social embeddedness, and illustrate the use of configuration modeling and analysis tools for enterprise engineering and strategy models to facilitate change sustainability and continuity.

ADM6395C: Case Competition (3 cr.)
Every year the University of Ottawa competes in several national and international MBA Case Competitions. This course prepares students for participation in these competitions. Entry into this course is limited and students will compete for placements. Only students who participate in the mini-case competition and are selected by the judges will be able to register to the course.

ADM6420C Electronic Marketing (1.5cr.)

MBA5211 CORPORATE GOVERNANCE AND ETHICS (1.5cr.)
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.

MBA5235 MANAGEMENT SKILLS 1 (1.5cr.)
Development of increased skills and understanding of participant preferences for the management of interpersonal and team-based issues and processes in a work environment. Special focus on diversity and ethics in a team environment. Effective business communications, including skills for delivery of high quality business presentations; exposure to common business software for inclusion in the student's professional toolbox.

MBA5236 LEADERSHIP AND MANAGEMENT (1.5cr.)
Leadership versus management; participatory leadership; transactional leadership; transformational leadership; reciprocity and mutual influence between leaders and followers; leading up (followership); situational determinants of effective leadership; cross-cultural leadership; virtual leadership. Course delivery involves class discussions, experiential exercises, guest speakers and case studies. Prerequisite: MBA 5330 or permission of the MBA program director.

MBA5237 CHANGE MANAGEMENT (1.5cr.)
Development of skills in the effective conceptualization, planning, implementation and evaluation of change interventions in human systems. Behavioral science frameworks explaining and guiding the practice of change in an organizational context. Systemic nature of change and intervention practice, including the generation and management of resistance to change. Organizational change processes at the levels of individual, team, and overall organizational design including the necessary system conditions that underlie effective human system intervention efforts. Cross-cultural change, knowledge based organizations, socio-technical change processes, system vs. cultural change.

MBA5241 MANAGERIAL ACCOUNTING INFORMATION AND DECISIONS (1.5cr.)
This course focuses on the role of the accounting function internal to the organization. It takes a broad view of managerial accounting, introducing students to various costing systems, cost behaviour patterns and cost structures. It demonstrates the use of accounting for the evaluation of product, managerial and divisional performance thus helping students to understand what accounting can do for decision makers and how accounting choices affect
decisions. Emphasis the strategic importance of aligning accounting systems with firm technologies and goals. Current issues in management accounting and internal reporting are discussed.

**MBA5260 WORLD OF THE GENERAL MANAGER AND STRATEGIC MANAGEMENT** (1.5cr.)
Understanding the role of the general manager in setting direction, creating competitive advantage, allocating resources, integrating operations and projects, framing the organizational infrastructure and context and managing change. Introduction to the concept of strategy and alternative models of strategic making.

**MBA5265 PERFORMANCE MANAGEMENT** (1.5cr.)
The focus will be on learning about business intelligence and performance management approaches at operational levels in the organization. Frameworks such as the Balanced Score Card and Quality Management will be covered, as well as the use of business intelligence to explore performance problems. Prerequisite: MBA 5270 or equivalent.

**MBA5270 INFORMATION AND COMMUNICATION TECHNOLOGIES FOR MANAGERS** (1.5cr.)
Business processes, organization and ICTs. Information and communication technologies foundations. System development (focus on analysis and design). Databases systems. Enterprise resource planning, customer relationship management, decision support systems IT management, social issues, learning and knowledge management, IT and globalization.

**MBA5280 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: MBA5300. Exclusion: MBA5380/ADX5380.

**MBA5300 DATA ANALYSIS** (3cr.)
Introduction to statistical data analysis. Basic concepts important to management: problem-solving and decision-making using data. Application of univariate and bivariate methods to various datasets. Use of software and the interpretation of statistical output. Models and tools to assist students in collecting, organizing, understanding, analyzing, presenting and communicating data. MBA5100 and MBA5101, together, are equivalent to MBA5300.

**MBA5320 STRATEGIC MARKETING MANAGEMENT** (3cr.)
Overview of the Marketing process: key concepts, tools and procedures, in the context of a technology-intensive global economy. Definition of Marketing, the Marketing Concept and Marketing Management, and the significance of operating in a technology-intensive global economy. Analyzing market opportunities, setting performance goals, formulating marketing and implementation plans to meet those goals. Introduction to e-marketing management and some of the e-marketing tools available. MBA5120 and MBA5125, together, are equivalent to MBA5320.

**MBA5330 ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCES MANAGEMENT** (3cr.)
The strategic advantage of understanding and integrating organizational behaviour (OB) frameworks in designing and implementing effective human resource (HR) activities (namely attraction, development, maintenance and retention of employees), in measuring performance and in achieving high-performance outcomes in various global organizational contexts. OB topics covered include motivation, rewards, leadership, group dynamics, organizational politics, job and organization design, and culture. Prerequisite: MBA 5235 for MBA students only. MBA5131 and MBA5132, together, are equivalent to MBA5330.

**MBA5340 FINANCIAL ACCOUNTING INFORMATION AND DECISIONS** (3cr.)
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 will help students to understand what accounting can do for decision makers and how accounting and ethical choices affect decisions. Current issues in financial accounting and reporting are discussed. MBA5140 and MBA5141, together, are equivalent to MBA5340.

**MBA5350 CORPORATE FINANCIAL MANAGEMENT** (3cr.)
MBA5355 ECONOMICS FOR THE GLOBAL MANAGER (3cr.)

MBA5360 STRATEGY FORMULATION AND IMPLEMENTATION (3cr.)
Understanding how to assess the performance of a business, what determines performance, how to conduct a strategic audit and to develop a specific course of action to deal with strategic issues. Enhancing value by aligning strategy and organizational infrastructure. Implementing change in order to enhance competitiveness. Developing general management abilities that integrate prior knowledge and skills acquired in other courses. Co-requisite: all 5000-level MBA courses of the student's mode of delivery.

MBA6165 PERFORMANCE MANAGEMENT: BUSINESS PROCESS MODELLING (1.5cr.)
This course will build on the functional knowledge students have gained in the program thus far to explore the use of business intelligence at strategic levels in the organization. Core concepts will include strategy mapping, business modelling, firm-level analytics and decision models as well as the contribution of key business processes to organizational performance across a variety of different industries. Prerequisite: MBA 5265

MBA6220 MANAGING CUSTOMER RELATIONS (1.5cr.)
Introduction to management of customer relations, special issues in a technology-driven global context. Building long-term relationships from pre-sales to repeat business. Gathering and analyzing information about the customer. Converting information to value-added product and service. Measuring the effect on corporate sales and profits. Demonstration and workshop with a software decision support tool.

MBA6250 INTERNATIONAL CORPORATE FINANCIAL POLICY (1.5cr.)
Managing 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. Capital budgeting techniques used for foreign operations. Prerequisite: MBA 5350.

MBA6262 ENTREPRENEURSHIP (1.5cr.)
Creating, growing, and sustaining or exiting a new firm in a technology-intensive industry. Issues important to the technology (the scope and nature of technological knowledge and intellectual property protection), financing (seed capital, venture capital, and initial public offerings), and inter-firm relationships (spin-offs, alliances and equity alliances, and acquisitions). The course is practically oriented and will draw upon local expertise to enhance its pertinence and appeal.

MBA6266C PRINCIPLES OF NEGOTIATION FOR THE GLOBAL MANAGER (1.5cr.)

MBA6269 MANAGEMENT CONSULTING (1.5cr.)
Introduction to management consulting: the five phase consulting process, and the various business models associated with managing a consulting practice. Principles of project management. Case study format: students work in teams on a comprehensive case receiving feedback on their presentations from the course instructor and from practicing consultants invited as external presenters. The course draws heavily on analytical skills learned in other MBA courses, and prepares students to undertake the MBA Consulting Project.

MBA6295 SEMINAR: SOCIAL MEDIA STRATEGY (1.5cr.)
This course aims to provide students with the knowledge and skills to effectively explore the opportunities and challenges associated with the use of social media channels and platforms in organizations. As firms and individuals embrace social media at an ever-increasing pace, this course hopes to elucidate principles and tactics that can be applied to the management of social media towards ensuring enriched business communication, competent marketing strategies, and enhanced customer service.

MBA6295 SEMINAR: ACCOUNTING II (1.5cr.)
This seminar will build on the student’s knowledge of financial accounting to address revenue recognition, investments, property plant and equipment, intangible assets, and shareholders’ equity. Prerequisite: MBA 5340 Financial Accounting Information and Decisions.

**MBA6296I SEMINAR: COMPETITIVE INTELLIGENCE (1.5cr.)**
This course is a basic program designed to provide you with a comprehensive foundation to help you better understand and use competitive intelligence. The seminar introduces participants to all elements of the Competitive Intelligence process and provides an understanding of the basic requirements of competitive intelligence.

**MBA6297I SEMINAR: BUSINESS AND THE LAW (1.5cr.) Summer 2015**
This course is about business law. Legal knowledge is highly regarded as a business asset that builds competitive advantage for the individuals and the organization alike. This course will demonstrate how the law can protect persons and their property as well as resolve and avoid disputes. The course will also show that the law facilitates personal and commercial interactions. Finally, we will study the legal considerations inherent in the emergence of new technologies (knowledge economy), internationalization and globalization of the economy and businesses.

**MBA6298I SEMINAR: EQUITY VALUATION (1.5cr.)**
The first part of the course will provide an overview of valuation principles and a review of applicable finance theory. The second portion of the course is more applied and focuses on a more detailed examination of the inputs to the valuation calculation. The final section of the course will focus on applications of the principles of valuation to situations that include valuation of private companies, venture capital investments, and mergers and acquisitions.

**MBA6365I HIGH PERFORMANCE ORGANIZATIONS OPERATING IN EUROPE (3cr.) April 2016**
History of European integration, European institutions, innovation and European competitiveness, corporate strategy and European integration, corporate governance and performance management – a European perspective. Prerequisite: MBA 5265

**MBA6499I MBA CONSULTING PROJECT (4.5cr.)**
Problem definition, diagnosis, analysis and recommendations for solution/action within a selected business organization. Normally to be completed in groups of four or five students. Supervision by MBA program faculty and MBA Project Mentor from the Canadian Association of Management Consultants. Regular progress reports submitted by e-mail or Internet, or in person. Evaluation by MBA program faculty taking into account feedback received from host organization and MBA Project Mentor. Prerequisite: successful completion of 30 credits within the MBA program, and acceptance of a project proposal by a review committee composed of the supervisor, the MBA program director and a representative of the business organization. Students must register to MBA 6269 Management Consulting in order to register to the MBA Consulting Project. A maximum of two consecutive University sessions is allowed to complete the project.

**MHA6203I PROGRAM EVALUATION FOR HEALTH CARE MANAGERS (1.5cr.)**
This course is intended for future health care managers who will contract out or procure program evaluations within their organizations. It covers the development of evaluation questions and standards of effectiveness, program evaluation designs, sampling, collecting information (primary and secondary), evaluation measures, managing evaluation data, analyzing evaluation data, evaluation reports, and development of “Requests for Proposals (RFPs)” that form the basis for these evaluations. Students prepare an evaluation proposal similar to the kind of proposal that is submitted by consulting firms and/or academic groups in response to RFPs from health care managers. At the conclusion of this course, students will be able to develop RFPs and to adequately assess evaluation proposals, i.e., be able ask to right questions, and to know which disciplines should be represented on the proposal review team.

**MHA6212I GOVERNANCE & ETHICAL MANAGEMENT IN HEALTH CARE ORGS (1.5cr.)**
Governance models for health care organizations. Definition, resolution and handling of ethical problems of administrators, professionals and researchers in health organizations. Reconciliation of conflicting interests of the stakeholders according to ethical principles.

**MHA6215I MANAGEMENT AND EVALUATION OF QUALITY OF PATIENT CARE (1.5cr.)**
This course will apply concepts from the literature to analyze and understand quality management and patient safety issues, and discuss these concepts in relation to accountability. It will prepare students for the health care workplace by exposing them to practices and aspects related to patient safety and quality in health care, and by identifying contemporary approaches to address them. Various models and approaches for assessing and improving quality will be discussed, including evidence-based medicine and management, systematic reviews, clinical practice guidelines, and quality improvement approaches. Various quality initiatives and quality improvement tools will be discussed and evaluated.
MHA6216 RISK MANAGEMENT IN HEALTH CARE (1.5cr.)
Applies the tools of decision analysis (e.g., decision trees, and uncertainty analysis) to risk management problems in health care. The general purpose of these tools will be highlighted. Early lectures will focus on medical decision-making applications (e.g., choosing a diagnostic cut-point, choosing between different health technologies, and aiding a patient with her choice of course of action). Later lectures will demonstrate how the decision analysis tools can enlighten broader risk management deliberations (such as whether to invoke a quarantine, whether to issue health-alerts, whether to support new vaccines, etc.). Case studies will be used to exemplify lessons learned from the risk assessment, the risk communication, the risk perception and the risk management literatures. Prerequisite: MBA 5300, MHA 6380

MHA6230 HUMAN RESOURCE MANAGEMENT IN HEALTH CARE (1.5cr.)
Focus on the major issues unique to effective health human resources management. Topics covered include measuring needs and planning for the current and future supply of human resources. Recruitment, retention and development strategies to meet changing workforce conditions. Understanding the unique regulatory environments where many professions are regulated by provincial laws and professional colleges while others are not. Labor relation issues and approaches in this highly unionized environment. Funding, team work and inter-professional practice, scope of practice issues and organizational design. Interactions of organizational and professional accreditation mechanisms (such as professional colleges and associations, and accreditation bodies). Prerequisite: MBA 5330 or permission of the MBA program director.

MHA6250 HEALTH CARE ACCOUNTING AND FINANCE (1.5cr.)
Financial structure of the health care system. Introduction to managerial accounting with special emphasis on the management of health care agencies. Principles of costing. Multi-product and case mix measures. Resource use decisions, budgeting and control, and pricing analysis for health care organizations. Fundamentals of capital financing, financial planning and financial policy formulation within the health care context in Canada. Relevant healthcare financial guidelines or coding standards may be introduced. Prerequisite: MBA 5340

MHA6266 INTERNATIONAL PERSPECTIVES IN HEALTH CARE (1.5cr.)
Geopolitics of world health: health inequities between countries and within countries. Health systems as a determinant of health: Canada and the USA. OECD/WHO countries: France, No. 1? Germany (Bismarck model) and the UK (Beveridge model) – major reforms. Sweden (Beveridge) - a very decentralized system. International actors: WHO (PAHO), private foundations, NGOs, pressure groups.

MHA6271 APPLICATION OF INFORMATION TECHNOLOGY IN HEALTH CARE (1.5cr.)
Discusses contemporary health information technologies (IT) and their role in improving, transforming, and supporting the delivery of health services and the overall process of care: computer-based patient records, computerized order entry and results reporting, clinical services applications (lab, pharmacy, radiology-PACS), clinical decision support systems, nursing information systems, telemedicine and telehealth applications, e-health applications, IT/IS project development and management (including end-users involvement, implementation aspects, alignment with work practices), risks in IT projects, information security and privacy, IT impacts and challenges, issues related to IT assessment and evaluation in health care. Prerequisite: MHA 6370

MHA6301 POPULATION HEALTH AND EPIDEMIOLOGY (3cr.)
Provides a survey of epidemiology: viewed through a "population health" lens. Course will provide a survey of: measures of health status (including measures of mortality and morbidity); and measures of association. The basic epidemiological designs (observational, case-control, cohort, time series, and randomized control studies) will be reviewed. The factors affecting the precision and validity of these studies (e.g. statistical power, confounding, effect modification, and causality criterion) will be reviewed. Emphasis will be placed on equipping students with an ability to critically evaluate clinical, epidemiological, and health administration evidence in support of decisions. Guidance will also be provided to help select appropriate outcome indicators and critically evaluate interventions/programs.
Students will get hands on experience computing effect measures (e.g. odds, ratios) from study results, as well as with assessing the precision and validity of results. Prerequisite: MBA 5300

MHA6351 HEALTH ECONOMICS (3cr.)
The course provides a macro-economic perspective on the demand and supply of healthcare, highlighting the market failures that are archetypical within the health domain. It contrasts Welfarist and Extra-Welfarist perspectives on resource allocation (contrasting technical versus allocative efficiency). The course will also review cost-benefit, cost-effectiveness, and cost-utility approaches of evaluating health interventions; and in so doing the course will provide students an opportunity for hands-on computation (workshops). The course will also consider the issue of equity and methods for incorporating equity into health economic evaluations.
MHA6360 HEALTH CARE IN CANADA - OVERVIEW (3cr.)

MHA6361 LEADING STRATEGY AND CHANGE IN HEALTH CARE ORGANIZATIONS (3cr.)

MHA6370 INTRODUCTION TO HEALTH INFORMATICS (3cr.)
Overview of current developments, issues and challenges in the emerging field of health informatics. Historical development as well as basic foundations of health informatics including theoretical, methodological and ethical/legal underpinnings will be studied. Critical examination of information management principles and methods in Canadian health care organizations both public and private. Emerging applications in health informatics as well as approaches to understanding and evaluating these applications. Identification of the issues that CIO’s face in their attempts to provide the right information to the right people, at the right time.

MHA6380 QUANTITATIVE METHODS & THEIR APPLICATIONS TO HEALTH CARE DECISION MAKING (3cr.)
The use of these methods has recently become an active and growing area of practice and research in contexts including wait list management, patient flow, population demand estimates, health human resource management and the coordination of resources for elective and emergency services. This course is designed to provide health care decision makers with an overview of several useful quantitative methods that can provide insight and support for complex decisions. The course will cover the following topics: decision analysis; mathematical model formulation; linear programming and optimization; forecasting; queuing theory and simulation modeling; dynamic programming. This class is not intended for students who have a background in operations research. Rather it is intended for future or current managers who need to have a grasp of the potential of the mathematical tools available to help optimally utilize the resources under their control.

RESPONSIBILITIES OF THE STUDENT

The University of Ottawa is committed to assisting students achieve their goals in regards to academic success. To this end, the University has put into place a support network to help throughout a student’s studies; however, students must assume certain responsibilities. They must

- choose a program of study best suited to their personal goals and plan course selections that will satisfy the requirements of their chosen program;
- register, re-register, or withdraw prior to the published closing dates.
- pay, within the prescribed deadlines, any fees associated with their program of study. The fees accruing from registration remain due unless the student withdraws in writing by the deadline.
- attend classes;
- understand what constitutes academic fraud and plagiarism;
- consult academic advisors, whose role is to help students reach their academic goals and to provide guidance in the interpretation of academic regulations and program requirements;
- become familiar with, and respect sessional dates, academic regulations, and procedures;
- be familiar with the regulations of their program and of the applicable regulations of the Faculty of Graduate and Postdoctoral Studies.
- be aware of and meet deadlines for assignments, scholarship applications, and all other important deadlines.
- maintain clear lines of communication with the administration of the program and keep frequently in touch with the thesis supervisor(s).
- convey any change of status (e.g. illness, withdrawal, etc) to the proper authority (e.g. chair or program director) as soon as possible.
adhere to the 10-hour rule concerning employment (see Item 28, above);
apply for all T.A. positions; they are not automatically considered for them;
comply with instructions from individuals of the University concerning safety and security in certain classes and laboratories;
regularly consult InfoWeb (accessible via the uOzone) to confirm registration, final grades and grade reports produced at the end of each session;
respect the policy on computer and network use;
regularly consult their e-mail at the address assigned (@uOttawa.ca), which the University will use in all communications with students;
consult with Access Services in order to make any necessary accommodations for special needs based on established policies;
conduct themselves in a manner that respects the rights of other members of the University community, the regulations and protocol of the University, and the laws of Canada

EMPLOYMENT OF GRADUATES

Here are examples of job titles of MBA graduates in the past few years:
- Application Resources Analyst
- Business Analyst
- Business Control Risk Analyst
- Business Development Manager
- Chief, Corporate Services
- Entrepreneur
- ERP Analyst
- General Manager
- Investment Director
- Managing Director
- System Architect
- Senior Consultant
- Performance Coach/Project Manager
- Requirements Manager
- Senior Manager, Engineering and Services
- Senior Software Designer/Developer
- Strategic Program Manager, Supply Chain Management

Here are examples of organizations where recent MBA graduates have been placed:
- Accreditation Canada
- Always on UPS Systems
- Bank of Canada
- Bell Canada
- Booz & Company
- Canada Border Services Agency
- City of Ottawa
- Deloitte
- General Dynamics
- Google
- Bronson Consulting
- iTech conseil Canada
- Kinaxis, Inc.
- PointClickCare, Inc.
- Reinsurance Group of America
- Roche Bobois USA
- SMART Technologies
• SwissLife Banque Privée
• Takeda Pharmaceuticals
• The Ottawa Hospital
• Torys LLP
• Transport Canada
LIST OF FORMS

A. Letter of permission for transfer of credits from universities outside of Ontario:
   www.etudesup.uOttawa.ca/Portals/29/forms/lettre_permission.pdf
B. Modification/cancellation of registration:
   www.etudesup.uOttawa.ca/Portals/29/forms/modification_annulation.pdf
C. Request for a deferral: www.etudesup.uOttawa.ca/Portals/29/forms/note_differee.pdf
D. Request for an extension for the completion of the requirements of the degree:
   www.etudesup.uOttawa.ca/Portals/29/forms/demande_prolongation.pdf
F. Registration for degree and request for diploma:
   www.etudesup.uOttawa.ca/Portals/29/forms/Regi.pdf
G. Desmarais Building Access Card and Key form:
H. Graduate registration form:  http://www.grad.uottawa.ca/Portals/29/forms/inscription.pdf