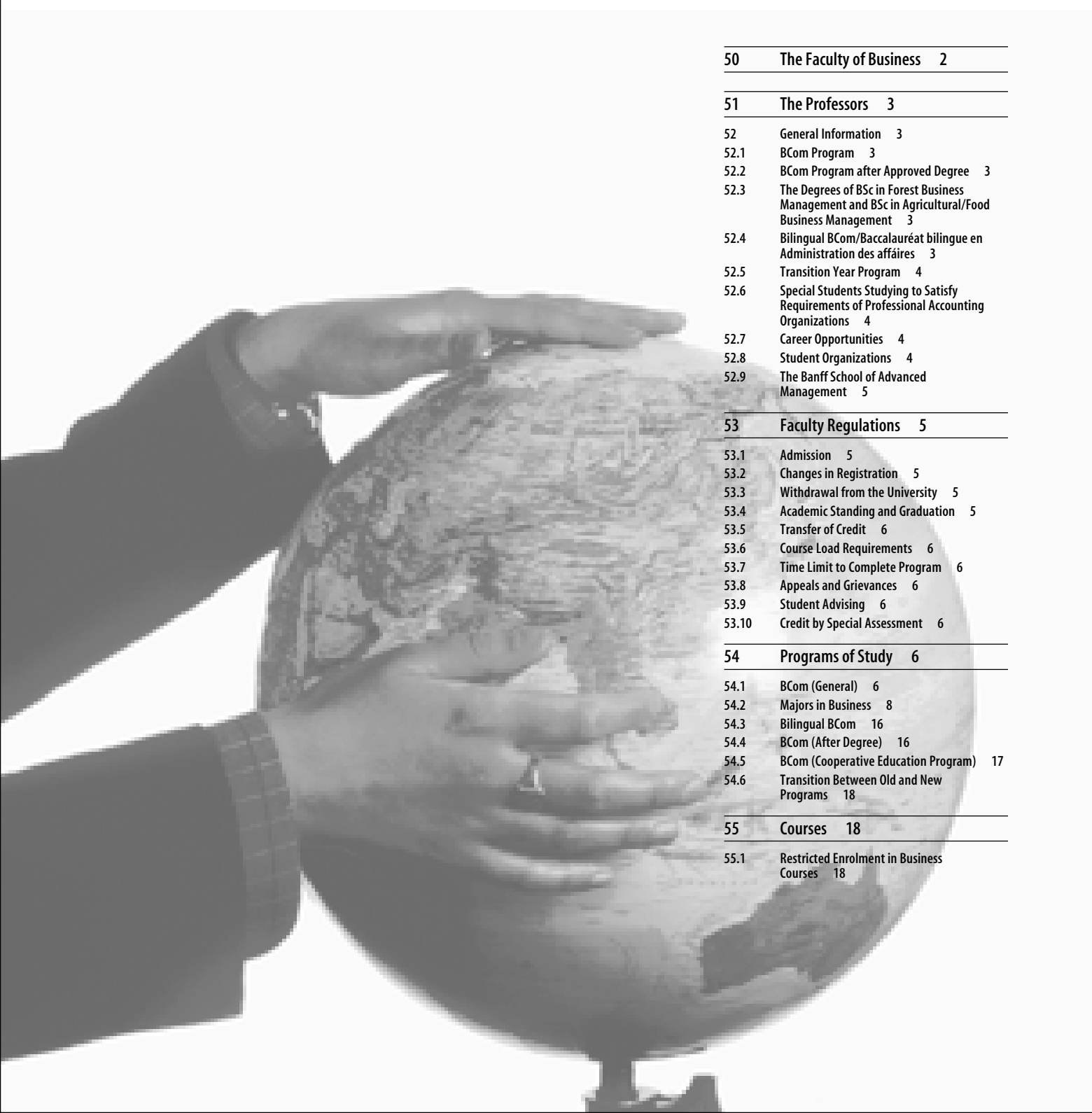


Faculty of Business

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50 The Faculty of Business

The Faculty of Business seeks to be a centre of excellence in Canadian business education and to be recognized internationally in selected areas of research, teaching and professional development.

The Faculty's strategic plan focuses on the following objectives:

- to attract large numbers of talented students into business study at undergraduate and graduate levels, teach them at a standard consistent with a high quality university, help them find rewarding careers, and provide them a stimulating and satisfying experience while they are enrolled;
- to develop at least one teaching program that is known and respected internationally and that draws its student body worldwide;
- to publish research results of a quality and volume that place the Faculty within the three top Canadian business schools in objective comparisons of scholarly achievements, and
- to communicate and collaborate more effectively with the business community, our alumni, our governments and our University.

First established in 1916 as a School of Accountancy, the Faculty of Business is recognized across the country as one of Canada's leading business schools. The first Canadian school to be accredited by the Assembly of American Collegiate Schools of Business, the Faculty offers a broad range of programs of study in four major disciplines:

- accounting and management information systems;
- finance and management science;
- marketing, business economics and law;
- organizational analysis

The Bachelor of Commerce Program offers an increasing number of speciality areas of study including international business; entrepreneurship and small business; operations management; and retailing studies. Its thriving Cooperative Education Program provides a value-added educational experience to nearly 150 students per year.

The MBA program now includes specializations in technology transfer, sport and leisure, health administration and international business. In addition, it offers joint degree programs with law, engineering, agriculture, forestry, and home economics. The Faculty is also a partner in the innovative Executive MBA, offered jointly with the University of Calgary.

The PhD program is recognized as strong and well-managed with demonstrated success in the training of new scholars. Doctoral students from around the globe focus on research areas drawn from the Faculty's four major disciplines.

Ranked in the top three business schools in Canada in both teaching and research, the Faculty is strengthened by a number of recognized research centres, including:

- Centre for International Business Studies;
- Centre for Professional Service Firm Management;
- Western Centre for Economics Research; and
- Canadian Institute for Retailing and Service Studies.

Support from 13 Endowed Chairs has enabled the Faculty to recruit and retain outstanding faculty members in such speciality areas as marketing, accounting, entrepreneurship, finance, and international business.

51 The Professors

Members of the Faculty

Officers of the Faculty

Dean

MB Percy, PhD (Stanley A Milner Professor)

Director of PhD Program

M Gibbins, PhD

Associate Dean (External)

R Greenwood, PhD

Associate Dean (Internal)

R Field, PhD

Associate Dean (MBA)

K Devine, PhD

Assistant Dean (BCom)

EF Geddes, LL.M.

Director of Placement Services and Business Cooperative Education

C de Bruijn, MBA

Director, Development and Community Relations

S Zwicker, BA

Adjunct Professor

JR McDougall, BSc

Administrative Officers

F Alexander, BA (Manager General Office)

J Brown

J Gilsdorf, PhD (Assistant to the Dean)

Faculty Service Officer

T Johnson, PhD

Accounting and Management Information Systems

Professor and Chair

J Gaa, PhD

Professors

D Cooper, PhD (Certified General Accountants of Alberta Professor of Accountancy)

L Daley, PhD (Chartered Accountants Professor of Accounting)

M Gibbins, PhD, FCA (Winspear Distinguished Professor of Professional Accounting)

P Tiessen, PhD

Associate Professors

K Jamal, PhD

T Scott, PhD

J Xie, PhD

Assistant Professors

M Barrett, PhD

F Lau, PhD

J Lee, PhD

S Sahay, PhD

H Wier, PhD

Visiting Assistant Professor

L Amerongen, PhD

Finance and Management Science

Professor and Chair

TBA

Professors

G Barone-Adesi, PhD (PH Pocklington Professor of Free Enterprise)

S Beveridge, PhD

TE Daniel, PhD

E Erkut, PhD

JD Jobson, PhD

RM Korkie, PhD

R Morck, PhD (Stephen A Jarislowsky Distinguished Professor of Finance)

AO Nakamura, PhD

PP Talwar, PhD

Associate Professor

J Yeung, PhD

Assistant Professors

M Huson, PhD

A Ingolfsson, PhD

A Kaul, PhD

Y Kim, PhD

V Mehrotra, PhD

C Zhang, PhD

Adjunct Professors

R Elliott

G Laporte

Marketing, Business Economics and Law

Professor and Chair

P Raworth, LL.M.

Professors

A Finn, PhD (RK Banister Professor of Business and Academic Director, Canadian Institute of Retailing and Service Studies)

IF Ivankovich, MBA, LLB

SM McFadyen, PhD, CA (Director, Cultural Industries Research Centre)

KR Mirus, PhD

M Percy, PhD (Dean)

GB Reschenthaler, PhD

RS Smith, PhD

AA Warrack, PhD

B Yeung, PhD (Carthy Foundation Professor of Business)

Associate Professors

D Beason, PhD

T Elrod, PhD

R Johnson, PhD

Assistant Professors

G Häubl, PhD

P Messenger, PhD

D Olsen, PhD

P Popkowski Leszczyc, PhD

J Pracejus, MSc

B Scholnick, PhD

Visiting Assistant Professors

EF Geddes, LL.M.

CRW Vaughan, PhD

Organizational Analysis

Professor and Chair

TBA

Professors

R Field, PhD (Associate Dean, Internal)

RP Gephart Jr, PhD

R Greenwood, PhD (Telus Professor of Strategic Management and Associate Dean, External)

CR Hinings, BA (Thornton A Graham Professor of Business and Director, Centre for Study of Professional Service Firm Management)

R Rasmussen, PhD

Y Reschke, PhD

RE Schneck, PhD

Associate Professors

DM Cullen, PhD

K Devine, PhD (Associate Dean, MBA)

EG Fisher, PhD

K Golden-Biddle, PhD

B Townley, PhD

Assistant Professors

D Parkinson, PhD

A Ryan, PhD

L Steier, PhD

Professors Emeriti

RL Beck PhD, CPA

JL Brown, PhD

EJ Chambers, PhD (Director, Western Centre for Economic Research, Director, Centre for International Business Studies)

RA Denham, PhD

D Goodale, PhD, CA, FCMA

B Hamden, PhD

CTL Janssen, PhD

CA Lee, PhD

LC Leitch, LL.B, MBA

KW Lemke, MComm, FASA, CPA, AAUQ

WA Preshing, PhD

ES Shihadeh, PhD

DG Tyndall, MA PhD

CB Williams, PhD

P Winters, PhD

Additional Members of Faculty Council

President and Vice-Chancellor

R Fraser, PhD

Registrar of the University

BJ Silzer, MEd

Professors

A Einseidel (Faculty of Extension)

T Marsland (Faculty of Science)

S O'Byrne, LL.M (Faculty of Law)

P Ubelacker (Faculty of Education)

B Wilkinson (Faculty of Arts)

Winspear Library

K West

Representative of the Institute of Chartered Accountants of Alberta

D Easton

Student Representatives

2 MBA Students

5 Undergraduate Students

1 PhD Student

Business Alumni Association

1 Representative

Support Staff

1 Representative

52 General Information

The Faculty of Business offers the degrees of Bachelor of Commerce, Master of Business Administration, and Doctor of Philosophy in Business Management. Information on these graduate programs can be found in §175.

52.1 BCom Program

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

52.2 BCom Program after Approved Degree

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

Individuals who have been admitted to the Faculty and have an approved degree conferred in the last eight years shall be required to satisfy the requirements of the Business Core plus five senior business electives. This is subject to completing a minimum of ★45 in coursework and not more than ★69 in the Faculty of Business.

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

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

These programs are offered jointly by the Faculty of Agriculture, Forestry and Home Economics, and the Faculty of Business. While they are administered in the Faculty of Agriculture, Forestry, and Home Economics, the programs are managed by an interdisciplinary committee with representation from both faculties. (See §§33.4 and 34.6 for details.)

52.4 Bilingual BCom/Baccalauréat bilingue en Administration des affaires

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

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

Students seeking entry to this program should consult the admissions sections for both the Faculty of Business (§15.3.1.VIII) and Faculté Saint-Jean (§15.15.7). For a detailed program description see §§54.3 and 154.9.

52.5 Transition Year Program

This admission category is reserved for aboriginal applicants who have successfully completed the Transition Year Program administered by Native Student Services (Student Services Office) at this University. Such applicants will be considered for admission to the Faculty of Business if they have obtained a GPA of 5.5 or better. For further details, see §14.1.3.

52.6 Special Students Studying to Satisfy Requirements of Professional Accounting Organizations

The Faculty's policy with respect to special students taking courses to satisfy the requirements of professional accounting organizations such as the Institute of Chartered Accountants, the Society of Management Accountants, and the Certified General Accountants, is as follows:

- (1) Special accounting students must meet the same deadlines for application as any other student. Admission to the Fall and Winter Terms are made during the Fall only. Students who wish to be admitted to Spring/Summer must meet the same academic criteria as outlined in item numbers 2 and 3 below.
- (2) Students who hold a Bachelor of Commerce Degree, awarded after 1979 from the University of Alberta, will be admitted to take the courses required to meet professional accounting requirements. Students who received the Bachelor of Commerce Degree from the University of Alberta before 1979 must have graduated with a grade point average of at least 6.6 during their final year of study to qualify as special accounting students.
- (3) All other applicants who hold an approved degree must have obtained a grade point average of at least 6.6 during their final year of study to be admitted. Students who fall into this category will be allowed to take a maximum of ★24 to satisfy professional accounting requirements. In all cases, course prerequisites must be satisfied. If the total number of courses required exceeds ★24, including prerequisites, the applicant will be considered for the BCom program for applicants holding an approved degree.
- (4) Further information about professional accounting organizations is available from the following:

Institute of Chartered Accountants of Alberta (CA)
580 Manulife Place
10180 - 101 St
Edmonton, Alberta T5J 4R2
Telephone: 424-7391

The Society of Management Accountants of Alberta (CMA)
1800, One Palliser Square
125 - 9 Avenue SE
Calgary, Alberta T2G 0P6
Telephone: 1-800-332-1106

The Certified General Accountants of Alberta (CGA)
1410, 555 - 4 Avenue SW
Calgary, Alberta T2P 3E7
Telephone: 1-800-661-1078

52.7 Career Opportunities

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

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

Additional information about employment opportunities is available from the Faculty of Business, Office of Placement Services, 2-21 Business Building.

Information regarding the various areas of specialization within the field of business administration is found in §53.2.

52.8 Student Organizations

BSA (Business Students' Association)

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

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

AIIESEC (International Association of Students of Economics and Commerce)

Office: BUS 2-04D

AIIESEC offers an international job-exchange program in which students from foreign AIIESEC locals find jobs in Canada, and Canadian AIIESEC members find jobs in foreign countries. The jobs last from 6 weeks to 18 months. AIIESEC activities also include Career Day and Contact Talks with local business people.

Accounting Club

Office: BUS 2-04C

The Accounting Club enables students to find out more about the world of accounting and what it has to offer through such activities as Hospitality Night, CA Student Rap Session, CMA Rap Session, CGA Day, and speakers and guest lectures.

Association of Collegiate Entrepreneurs

Office: BUS 2-04F

This is a club for students, regardless of faculty, who are interested in entrepreneurial pursuits. Members can exchange ideas, share experiences, and learn new skills that will help them succeed in their goals. Numerous guest speakers and social events are featured throughout the year.

Commerce Internship Association

Office: BUS 2-04H

The Commerce Internship Association (CIA) supplements academic life with practical experience and valuable business contacts. CIA allows Bachelor of Commerce students to work with a firm's management as part-time volunteers. Such internships allow students to meet business leaders, and to see the realities of a job so that students can make better career choices.

Human Resources Management Association

Office: BUS 2-04F

This club is for students interested in human resource management (HRM) or employee relations. It offers the opportunity to attend sessions conducted by HRM practitioners, to be assigned a professional mentor, and to participate in the Human Resources Management Association of Edmonton. Emphasis is on personal and professional development in order to better prepare graduates for the workplace.

Investors' Club

Office: BUS 2-04B

If you have always wanted to invest in the stock market but never had the funds, this is the club for you. The Investors' Club familiarizes members with the importance of financial planning and allows them to gain an understanding of the operation of investment markets. This is accomplished through interactive seminars, guest speakers, and a computerized mock market simulation.

MISSS (Management Information Systems Student Society)

Office: BUS 2-04C

The MISSS offers excellent opportunities to learn more about the Information Technology Industry through site visits and speaker forums. We also provide internet workshops on electronic communication and information-handling techniques applicable in all industries. We are affiliated with the Canadian Information Processing Society as a special interest group, which gives the MISSS a close tie to key leaders in the IT industry.

Marketing Club

Office: BUS 2-02

For students interested in marketing, this club offers a wonderful opportunity to find out more about marketing. The club offers information on

jobs currently available in the field and aids students in gaining useful marketing experience.

RMBS (Rocky Mountain Business Seminar)

Office: BUS 2-04

RMBS is a three-day seminar in the Rockies that occurs in February during the first half of Reading Week. Approximately 100 Commerce students attend seminars given by Canadian business people. Social activities are planned for the evenings.

The MBA Association

Office: BUS 4-06B

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

52.9 The Banff School of Advanced Management

The Faculty of Business and the University of Alberta sponsor the Executive Development Program at the Banff School of Advanced Management (BSAM). Established in 1952 by the Universities of Alberta, British Columbia, Manitoba, and Saskatchewan, BSAM has gained an enviable reputation in the Canadian private and public sectors. More than 3800 executives from 800 organizations have participated in the program. The residence and conference facilities of the Banff Centre, plus an outstanding teaching staff, make BSAM a leading executive development institution.

For further information concerning the BSAM program, please contact the School directly:

President
The Banff School of Advanced Management
PO Box 1020, Banff, Alberta T0L 0C0
Phone (403) 762-6126/7

53 Faculty Regulations

53.1 Admission

53.1.1 Graduate Study

For information regarding Graduate Study, please consult §175.8 of the Graduate Program section of the Calendar.

53.1.2 Undergraduate Study

General university admission requirements are set out in §§13 and 14. Detailed admission requirements for the Faculty of Business are set out in §15.3.

53.1.3 Continuing Students

Students in good standing who are continuing their program without interruption do not have to reapply for admission; they need only obtain their registration material and use the telephone registration system.

53.2 Changes in Registration

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

Adding or Dropping Courses

The deadlines for adding Fall Term, Fall/Winter, and Winter Term courses can be found in §11. Courses dropped before the deadline will not be part of the student's record.

Withdrawing from Courses

The deadlines for withdrawing from courses is as noted in §11.

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

53.3 Withdrawal from the University

Subject to the provisions specified in §53.2, a student may withdraw from the University at any time but should seek advice from Faculty advisors or Student Counselling Services before taking such action. Further information regarding fee refunds or exemption from fees is found in §22.2.7.

53.3.1 Discontinuance of Attendance

Students must apply for permission before discontinuing their registration. The consequence of unapproved discontinuances is the loss of registration privileges in the Faculty except by reapplication and consideration with all other applicants under the quota provisions in force at the time of reapplication.

- (1) Individuals registered as students in the Faculty of Business must have the permission of the Assistant Dean, Undergraduate Program, if they wish to discontinue their attendance and retain their status in good standing in the Faculty.
- (2) Discontinuance is defined to be no course completions for a full Fall/Winter (September-April).
- (3) Normally, discontinuance will be allowed for many reasons related to an individual's well-being. These may include health reasons, the necessity for personal reflection or other similar reasons, and they may or may not relate to employment. It is expected that a date of recommencement and expression of commitment to degree completion are established at the time discontinuance is allowed.
- (4) Normally, discontinuance will not be allowed for pursuit of other normal academic programs or degrees. It would be deemed unusual to provide a commitment for a place in the BCom Quota Program when discontinuance is directed to pursuing other academic studies.

53.4 Academic Standing and Graduation

- (1) Records of academic performance for individual students are maintained in the Student Records Office. Students should consult their records from time to time to attest to their accuracy.

Academic performance is normally measured by grade point average attained during the academic year.

Determination of each student's academic performance will normally occur after the end of the regular academic year based on work during that year. However, no student will be classified as marginal or unsatisfactory on the basis of fewer than ★15 attempted since initial enrolment in the Faculty or since the last year-end evaluation of performance. A student whose academic performance evaluation is deferred under the terms of this provision may be evaluated at either or both of the following mid-year and year-end times, with appropriate classification and possible action as follows.

- (2) **Promotion** of the student from year to year depends on satisfactory academic performance.

Satisfactory standing: A grade point average of 5.0 or more.

Marginal standing: A grade point average of less than 5.0 but not less than 4.5. The student is on academic warning.

Unsatisfactory standing: A grade point average of less than 4.5. In such cases, the student must withdraw from the Faculty.

Students whose performance has once been classified as either marginal or unsatisfactory must in all subsequent years in the degree program demonstrate satisfactory performance.

- (3) **First-Class Standing** is awarded to each student who achieves a grade point average of at least 7.5 on ★27 or more of academic study during a Fall/Winter.

- (4) The notation "With Distinction" is inscribed on the permanent record and graduate parchment if the candidate has obtained a grade point average of 7.5 or higher, averaged over the last two years of the program.
- (5) The **Dean's List** commends the superior academic performance of each student who has completed ★30 during the Fall/Winter with a grade point average of 8.0 or more.
- (6) **Graduation:** To qualify for graduation, the student must satisfy all degree requirements as specified in §54.1 and demonstrate satisfactory academic performance (as defined in (2) above) during the last academic year of the program. If such final year involved less than ★15, a sufficient number of immediately preceding full terms of study shall be added to the basis of evaluation to provide a minimum of ★15.
Note: See the Academic Schedule (§12) for application deadlines for Bachelor of Commerce degrees to be awarded at Spring and Fall Convocations.
- (7) **Reexaminations:** Reexaminations are not normally permitted in the Faculty of Business except in circumstances that would justify the granting of a deferred examination. Students wishing to be considered for a reexamination in a course in the Faculty of Business must, in addition to meeting the requirements set out in §23.5.5, also meet the following conditions:
- Students must provide evidence of a medical condition or similarly compelling circumstance existing at the time of the writing of the examination; and
 - provide evidence that the student's performance in the final examination was so affected by circumstances as shown in a. that there was a substantial difference between the final examination results and the term work.

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

53.5 Transfer of Credit

BCom students without a university degree must normally (a) successfully complete at least ★60 in University of Alberta courses during the latter half of the program, and (b) be registered as a student in the Faculty of Business while taking these courses. The above minimum of ★60 could be reduced to ★45 for students who do hold a prior university degree.

53.6 Course Load Requirements

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

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

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

53.7 Time Limit to Complete Program

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

53.8 Appeals and Grievances

There are four major areas in which appeals may be made in Faculty of Business. Policies and procedure may vary according to the reasons for appeal. Detailed formal policies of the Faculty in these areas are available from the Undergraduate Office, 2-20 Business Building. Students are advised to consult the Undergraduate Office early with respect to deadlines for appeals. The following are general rules to be followed for various classes of appeals.

- Academic standing appeals:** These include appeals from decision involving promotion, graduation and the requirement to withdraw. Such appeals are heard in the first instance by the Faculty of Business Appeals Committee. A student may have a further right of appeal to the GFC Academic Appeals Committee. The GFC Academic Appeals Committee may only entertain and uphold an appeal if a miscarriage of justice has occurred. See §23.8.
- Grades:** Appeals concerning marks or grades must be first referred to the relevant instructor for resolution. Where the dispute cannot be resolved with the instructor, the student must discuss the matter with the relevant Department Chairman and then with the Assistant Dean (Undergraduate). Where no resolution occurs, the student may have a right to appeal to the Faculty Appeals Committee. The Faculty decision is final and may not be appealed.
- Residency:** Appeals relating to residency requirements may be permitted where these requirements differ from general University policy. The student may appeal to the Faculty Appeals Committee. The Faculty decision is final and may not be appealed.
- Cooperative Education program:** Failure in a work term or removal from the Cooperative Education program may be appealed to the Faculty Appeals Committee. Appeals concerning such decisions must first be discussed with the Director of the Cooperative Education program, and then with the Assistant Dean (Undergraduate). If the dispute cannot be resolved, and the dispute concerns the student's failure to fulfill the academic requirements of the Cooperative Education program or any part of them, an appeal may be made to the Faculty of Business Appeal Committee. The Faculty decision is final and may not be appealed. Where withdrawal or denial of a cooperative work placement by the Faculty has occurred because of concerns relating to safe, ethical and competent professional practice, a student may have a right of appeal to the GFC Practice Review Board. Students should consult §87.1 of the GFC Policy Manual for information concerning such an appeal.

53.9 Student Advising

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

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

53.10 Credit by Special Assessment

The Credit by Special Assessment procedure is available for a limited number of courses taught by the Faculty. In all cases the assessment will be by written examination. Further details may be obtained from the Undergraduate Student Records Office. See also §14.2.5.

54 Programs of Study

54.1 BCom (General)

54.1.1 General Information

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

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

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

The choice of a major area of concentration must be made by the commencement of Year Three, but in practice students may make the choice as soon as the Winter Term of Year Two. Students should carefully examine the course requirements in §54.2. Several majors rely on introductory courses that are not part of the primary core. (See, for example, the majors in Management Information Systems, Business Economics and Law, or Operations Management.) Students considering one of these majors may facilitate their progress by taking the required introductory prerequisite courses during term two of Year Two. This will give the student an understanding of the proposed field and permit better sequencing of the other required courses in Years Three and Four. A major area of concentration gives a student a degree of expertise within a particular field and is, in particular, an excellent preparation for various professional designations. Students seeking broader knowledge of all basic functional areas can select a Business Studies major to obtain exposure to senior courses in all areas.

54.1.2 Program Information

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

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

The BCom (After Degree) allows students with a degree from an approved postsecondary institution to obtain a Bachelor of Commerce Degree on completion of between ★45 to ★60 depending on the amount of transfer credit received.

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

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

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

54.1.3 Courses in the Faculty of Business

Courses in the Faculty of Business fall into six categories:

- (1) **Preprofessional Requirements:** ECON 101, ECON 102, MATH 113, STAT 151, ENGL 101. Completion of these course or their equivalents is normally a prerequisite to admission to any of the BCom programs. Where a student is deficient in any of these requirements, conditional admission may be granted if the deficient course(s) is/are made up in the first year the student is registered in the Faculty of Business.
- (2) **Primary Core:** BUS 201, ACCTG 311, ORG A 201, MARK 301, FIN 301, MGTSC 312. These courses or their equivalents are required for all BCom students and are normally taken as a cohort in Year Two.
- (3) **Secondary Core:** ACCTG 322, MIS 311, B LAW 301, MGTSC 352, BUEC 311, BUEC 379, ORG A 441. These courses are required by most but not all of the major areas of specialization in the BCom (General) and in the other BCom programs. Students should consult the detailed course requirements under each program and each major.

- (4) **Senior Business Electives:** All courses at the 400-level offered by the Faculty of Business, and courses at the 300-level where these are not part of the Primary core. Secondary core courses not required to fulfil major or program requirements are also acceptable as Senior Business electives. Individual departments may deem other courses acceptable as substitutes for Senior Business courses. ECON 281 is permitted as a substitute for BUEC 311 in many majors. See §54.1.4(4) below.
- (5) **Electives Outside Business:** Any course offered by the University of Alberta in any faculty except Business.
- (6) **Free Electives:** Any course offered by the University of Alberta in any Faculty including Business.

54.1.4 Policy on Elective Courses

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

54.1.5 Minors for Business Students

All students must select a major area of concentration at the beginning of Year Three. Most students are not required to but may select a minor area of concentration at any time thereafter. Minors are available for most students in most major areas. Minors may be noted on the transcript but will not appear on the degree parchment. Students in Management Information Systems and International Business must choose a minor. A minor area of concentration in Business is created in the following way:

- (1) Any area of Business may be chosen if it meets the other conditions below.
- (2) A minimum of ★12 credits in one area is required.
- (3) Courses eligible are any in the Faculty of Business at the 300- or 400-level beyond the primary core
- (4) An area is defined as
 - a. any group of courses with the same course prefix, i.e., ACCTG, FIN, MARK, ORG A, or
 - b. any group of courses designated as International Business courses (eligible courses listed in §54.2.12), or
 - c. any group of courses approved by a Department as sufficient to constitute a minor within a major area of study. For Department approved minors under this definition, students should consult the description of the major.
- (5) Individual study courses (in the Faculty of Business) numbered 494, 495, and special topics courses (in the Faculty of Business) numbered 488 are acceptable as coursework toward the relevant minor.
- (6) Courses required to be taken by a student to fulfill major requirements will not normally be permitted to be used to satisfy requirements of a minor. Exceptions exist where explicitly permitted in the descriptions of the major.
- (7) Minors are not available outside the Faculty of Business. However, students are strongly urged to consider coursework outside the Faculty of Business as complementary to their Business studies. A considerable advantage may be obtained by the disciplined study of advanced material in other Faculties. Students should study the Arts and Science Faculty sections of the Calendar for advice on constructing such programs of study.

In addition, students may construct informal minors consisting of coursework outside the Faculty of Business. Minors outside the Faculty will not appear on the transcript. Students should be aware that many majors require coursework outside the Faculty of Business and all programs strongly recommend students investigate courses available in other faculties for complementary courses.

54.2 Majors in Business

54.2.1 Major in Accounting

I. Description of Field

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

Accounting is of interest to all those who expect to be involved in managing and decision making within organizations because it provides a significant part of the information available. Conversely, accountants must extend their knowledge to include knowledge of other business disciplines, as well as knowledge about the economy and society at large, if they are to provide consistently useful information in a changing, competitive world. Accordingly, the accounting major leaves students considerable room to select electives to round out their personal program.

II. Career Opportunities

Graduates with an accounting major may wish to continue their studies by pursuing a professional designation in accounting. In Alberta, there are three professional accounting groups: the Chartered Accountants (CA), Certified General Accountants (CGA), and Certified Management Accountants (CMA). Courses required by these designations are listed in section IV. Graduates holding these designations work in public practice and in industry. Those in public practice engage in a wide variety of tasks including accounting and financial advisory services, auditing, taxation and business consulting. In industry, the roles of controller, chief financial officer, and other management positions are often filled by professional accountants. An accounting background is also useful to other professional designations such as Chartered Financial Analyst (CFA), Chartered Financial Planner (CFP), Chartered Business Valuator (CBV), and Certified Investment Manager (CIM). Students considering any of these designations should consult the appropriate professional publications for more information.

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

III. Sequence of Courses

Year Two—Fall	Year Two—Winter
BUS 201 ACCTG 311 MGTSC 312 MARK 301 ★3 in electives outside Business (See Note 1)	ORG A 201 FIN 301 ACCTG 322 ★3 in electives outside Business (See Note 1) ★3 in free electives (See Note 1)
Year Three	Year Four
B LAW 301 (See Note 2) BUEC 311 or ECON 281 (See Notes 3 and 6) MIS 311 (See Note 3) MGTSC 352 (See Note 3) ACCTG 414 ACCTG 415 ACCTG 424 ★9 in free electives (See Note 1)	★12 Accounting electives (See Note 4) ★18 in free electives (See Note 1) See also Note 5.

Notes

- (1) See §54.1.4.
- (2) May be taken in either of Year Three or Year Four.
- (3) May be taken in any year except Year Two, fall term.

- (4) Accounting Options may be chosen from the following: Any 400-level ACCTG or MIS. Not to exceed ★6 in MIS
- (5) Students planning to work toward professional Accounting designations should, in addition to the requirements of the major, consider taking courses from the professional requirements listed below.
- (6) Students planning to take advanced course work in Economics may wish to substitute ECON 281, which is accepted as a substitute for BUEC 311 in the Accounting major.

IV. Minors

- (1) Students with a declared major in Accounting may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required.
- (2) Students with a declared major in another area may complete a minor in Accounting by fulfilling the requirements of §54.1.5.

V. Professional Requirements

CA	CMA	CGA
ACCTG 311	ACCTG 311	ACCTG 311
ACCTG 322	ACCTG 322	ACCTG 322
ACCTG 414	ACCTG 414	ACCTG 414
ACCTG 415	ACCTG 415	ACCTG 415
ACCTG 416	ACCTG 416	ACCTG 416
ACCTG 418	ACCTG 418	ACCTG 418
ACCTG 424	ACCTG 424	ACCTG 424
ACCTG 426	ACCTG 426	ACCTG 426
ACCTG 456	ACCTG 456	ACCTG 456
BUEC 466 or ECON 353 or ACCTG 467	BUEC 466 or ECON 353 or ACCTG 467	ACCTG 468 BUEC 466 or ECON 353 or ACCTG 467
FIN 301	FIN 301	FIN 301
B LAW 301	B LAW 301	B LAW 301
MIS 311	MIS 311	MIS 311
	ECON 101/102	ECON 101/102
	MGTSC 312	MGTSC 312
	MGTSC 352	MGTSC 312
	ORG A 201	STAT 151 or MGTSC 301
	ORG A 321	
	ORG A 441	
	STAT 151 or MGTSC 301	

54.2.2 Major in Business Economics and Law

I. Description of Field

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

II. Career Opportunities

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

III. Sequence of Courses

Year Two—Fall	Year Two—Winter
BUS 201 ACCTG 311 MGTSC 312 MARK 301 ★3 in electives outside Business (See Note 1)	ORG A 201 FIN 301 ACCTG 322 ★3 in electives outside Business (See Note 1) ★3 in free electives (See Note 1)
Year Three	Year Four
B LAW 301 (See Note 2) BUEC 311 (See Note 3) ★6 Business Economics and Law electives (See Note 4) ★18 in free electives (See Note 1)	BUEC 379 B LAW 402 or 403 ★6 Business Economics and Law electives (See Note 4) ★18 in free electives (See Note 1)

Notes

- (1) See §54.1.4.
- (2) May be taken in either of Year Three or Year Four.

- (3) May be taken in any year except Year Two, fall term.
- (4) Students must take at least ★12 in Business Economics and Law courses at the 400 level. Of these, at least ★3 must be in BUEC and ★3 must be in B LAW. Economics and Law courses may be chosen from the following depending on the minor selected:
 Firm: BUEC 311 or ECON 281; BUEC 454, 471; B LAW 402; ECON 373, 378, 471, 472. Environment: BUEC 444, 445, 484, 488; B LAW 442, 488
 Firm and Environment: BUEC 414, 466, 470; B LAW 403, 422; ECON 373, 471, 472. (BUEC 311 and ECON 281, 373, 378 are considered 400-level courses for the purpose of satisfying this major.)

IV. Minors

- (1) Students with a declared major in Business Economics and Law may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required. Business Economics and Law students are permitted to count one of the secondary core courses required in the Business Economics and Law major as one of the four courses constituting their minor.
- (2) Students with a declared major in another area may complete a minor in Business Economics and Law by completing both B LAW 301 and BUEC 311 (whether or not they are required by the student's major). An additional ★9 in Business Economics and Law courses at the 400 level is also required. Of these, at least ★3 must be in B LAW and ★3 must be in BUEC.

54.2.3 Major in Business Studies

I. Description of Field

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

II. Career Opportunities

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

III. Sequence of Courses

Year Two—Fall	Year Two—Winter
BUS 201 ACCTG 311 MGTSC 312 MARK 301 ★3 in electives outside Business (See Note 1)	ORG A 201 FIN 301 ACCTG 322 (See Note 3) ★3 in electives outside Business (See Note 1) ★3 in free electives (See Note 1)
Year Three	Year Four
B LAW 301 (See Note 2) BUEC 311 (See Note 3) MIS 311 (See Note 3) MGTSC 352 (See Note 3) ★9 Senior Business electives (See Note 4) ★6 in electives outside Business (See Note 1) ★3 in free electives (See Note 1)	ORG A 441 BUEC 379 ★15 Senior Business electives (See Note 4) ★6 in electives outside Business (See Note 1) ★3 in free electives (See Note 1)

Notes

- (1) See §54.1.4.
- (2) May be taken in either of Year Three or Year Four.
- (3) May be taken in any year except Year Two, fall term.
- (4) See §54.1.3. All Business Studies majors must take Senior Business electives from at least four of the subject areas of Business, one of which may be expanded into a minor area of specialization. Students may elect to do a minor in any subject area of Business. Areas available for minors are Accounting, Management Information Systems, Finance, Management Science, Marketing, Business Economics, Business Law, and Organizational Analysis. A minor is constituted by ★12 in any subject area at the 300- or 400-level beyond the primary core.

IV. Minors

- (1) Students with a declared major in Business Studies may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required.
- (2) Students with a declared major in another area may not choose to minor in Business Studies.

54.2.4 Major in Chinese Studies

I. Description of Field

The Faculty of Business, through its Centre for International Business Studies (CIBS), and in cooperation with the Faculty of Arts, Department of East Asian Studies, offers this innovative and unique program to produce business graduates with an expertise in the language, culture, history and economics of China.

II. Career Opportunities

On graduation, students would have the functional business skills required of today's managers, as well as the language capability and cultural sensitivity enabling them to interact comfortably with Alberta's and Canada's trading partners. Graduates would also qualify to assume an overseas posting or to pursue further studies in China. Opportunities in all areas of business would exist in the government and the private sector, wherever specialized expertise in China and the Far East is needed.

III. Sequence of Courses

Note: Students in Chinese Studies will be divided into groups based on language competency after an interview with a representative of the Department of East Asian Studies.

- Group 1:** Those with no background in Mandarin or other Chinese language.
- Group 2:** Those with some prior knowledge of spoken Mandarin, but needing training in reading and writing.
- Group 3:** Those with knowledge of a dialect such as Cantonese.

Preprofessional Year	
CHINA 101 (Group 1) CHINA 102 (Group 1) ECON 101 ECON 102 ENGL 101 MATH 113 STAT 151	CHINA 180 (Group 2) ★6 in electives outside Business (Group 1) ★9 in electives outside Business (Group 2) (See Note 1) ★12 in electives outside Business (Group 3) (See Note 1)
Year Two—Fall	Year Two—Winter
ACCTG 311 BUS 201 CHINA 201 (Group 1) CHINA 211 (Group 3) CHINA 280 (Group 2) MARK 301 MGTSC 312	CHINA 202 (Group 1) ECON 211 FIN 301 ORG A 201 ★3 Asian electives (Group 2 and 3) ★3 in free electives (See Note 3)
Year Three	Year Four
CHINA 301 or 318 (Group 1 and 2) CHINA 212 (Group 3) HIST 383 HIST 385 or 390 ★3 Asian electives (See Note 2) ★12 Senior Business electives ★6 in free electives	CHINA 302 or 318 (Group 1 and 2) ★6 Asian electives (Group 1 and 2) (See Note 2) ★9 Asian electives (Group 3) ★6 Senior Business electives ★9 International Business electives (See Note 4) ★6 in free electives (See Note 3)

Notes

- (1) See §54.1.4
- (2) Asian electives may be chosen from the following: 200- or 300-level Chinese Literature; Korean language courses; Anthropology, Comparative Studies or Philosophy courses on East Asia.
- (3) Language Studies majors are encouraged to use their free electives, particularly in Year Three, to acquire broader skills in functional areas of Business. Students are advised to see §54.1.5 of the Calendar respecting minors (see following section on Minors).
- (4) International Business Electives may be chosen from the following: ACCTG 442; FIN 442; ORG A 417; B LAW 442; BUEC 444, 445; MARK 442; MGTSC 442.

IV. Minors

- (1) Students with a declared major in Chinese Studies may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required.

- (2) Students with a declared major in another area may not choose to minor in Chinese Studies.

54.2.5 Major in Decision and Information Systems

I. Description of Field

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

II. Career Opportunities

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

III. Sequence of Courses

Year Two—Fall	Year Two—Winter
ACCTG 311 BUS 201 MARK 301 MGTC 312 ★3 in electives outside Business (See Note 1)	ACCTG 322 (See Note 2) FIN 301 ORG A 201 MGTC 352 (See Note 2) ★3 in electives outside Business (See Note 1)
Year Three	Year Four
B LAW 301 (See Note 3) BUEC 311 or ECON 281 (See Notes 2 and 5) MGTC 404 (See Note 3) MGTC 422 (See Note 3) MIS 311 (See Note 3) MIS 413 (See Note 3) ★12 in free electives (See Note 1)	MGTC 463 (See Note 3) MIS 414 (See Note 3) MIS 415 (See Note 3) ★9 in Decision and Information Systems electives (See Note 4) ★12 in free electives (See Note 1)

Notes

- (1) See §54.1.4
- (2) May be taken in any year except Year Two, fall term.
- (3) May be taken in either of Year Three or Year Four.
- (4) Decision and Information Systems Electives may be chosen from the following: MGTC 405, 426, 461, 465, 488 (by special arrangement), 495; MIS 412, 488, 494, 495; CMPT 114, 115, 172, 201, 204, 280.
- (5) Students planning to take advanced course work in Economics may wish to substitute ECON 281. See §54.1.4(4).

IV. Minors

- (1) Students with a declared major in Decision and Information Systems may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required. Students are urged to select areas that complement the major. Students may also wish to consider the Cooperative Education program (see §54.3).
- (2) Students with a declared major in another area may not choose a minor in Decision and Information Systems. Interested students should consult the Management Information Systems major or the Operations Management major for information on minors in those areas.
- (3) Students wishing to construct informal programs of study outside the Faculty of Business should consider the following suggestions:
 - a. Economics: Any senior ECON course, with Departmental approval.
 - b. Statistics/Mathematics: Additional work is recommended for students interested in research and/or graduate work.

54.2.6 Major in Distribution Management

I. Description of Field

This field addresses the systems and facilities which physically deliver products to consumers. It includes such topics as optimal plant and warehouse location, management of complex inventories, and the relationship of storing and moving goods to the marketing and purchasing strategy of a business. The success of many businesses and government organizations depends on

how quickly and efficiently they can bridge the gaps between location of sources of products and the location requirements of the consumers who use these products.

II. Career Opportunities

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

III. Sequence of Courses

Year Two—Fall	Year Two—Winter
ACCTG 311 BUS 201 MARK 301 MGTC 312 ★3 in electives outside Business (See Note 1)	ACCTG 322 (See Note 2) FIN 301 ORG A 201 MGTC 352 (See Note 2) ★3 in electives outside Business (See Note 1)
Year Three	Year Four
B LAW 301 (See Note 3) BUEC 311 or ECON 281 (See Notes 2 and 5) MARK 468 (See Note 3) MIS 311 (See Note 3) MGTC 405 (See Note 3) MGTC 426 (See Note 3) ★12 in free electives (See Note 1)	MARK 474 (See Note 3) MGTC 461 (See Note 3) ★9 in Distribution Management electives (See Note 4) ★12 in free electives (See Note 1)

Notes

- (1) See §54.1.4
- (2) May be taken in any year except Year Two, fall term.
- (3) May be taken in either of Year Three or Year Four.
- (4) Distribution Management Electives may be chosen from the following: MGTC 422, 454, 455, 463, 465, 488 (by special arrangement), 495; MARK 412, 422, 432, 466; or other courses with the consent of the Department.
- (5) Students planning to take advanced course work in Economics may wish to substitute ECON 281. See §54.1.4(4).

IV. Minors

- (1) Students with a declared major in Distribution Management may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required. Students are urged to select areas that complement the major. Students may also wish to consider the Cooperative Education program (see §54.3).
- (2) Students with a declared major in another area may not choose a minor in Distribution Management. Interested students should consult the Marketing major or the Operations Management major for information on minors in those areas.
- (3) Students wishing to construct informal programs of study outside the Faculty of Business should consider the following suggestions:
 - a. Economics: Any senior ECON course, with Departmental approval.
 - b. Statistics/Mathematics: Additional work is recommended for students who are interested in research and/or graduate work.

54.2.7 Major in Entrepreneurship and Small Business

I. Description of Field

Small and medium enterprises are vital to the economies of industrialized countries. They create many new jobs and play an important role in the diversification and growth of economies. This program aims to do three things: encourage a student's entrepreneurial spirit; develop in the student entrepreneurial knowledge and skills (these skills include identifying and evaluating business opportunities, mobilizing necessary resources, and organization creation); and help the student to integrate material learned in other functional areas of business.

II. Career Opportunities

A number of rewarding careers are available to the graduate of the Entrepreneurship and Small Business major. One of the most important is that of owning and/or managing a small business enterprise. Entrepreneurs may also be professionals such as accountants, lawyers or bankers. There are also entrepreneurship opportunities within existing large organizations. Examples are intrapreneur developing of a business unit proposal, bank

branch manager, business consultant, venture capitalist, and representative of a government economic development agency. A career in entrepreneurship can be a first and primary career, an adjunct career to a position of employee of an organization, or a second career on retirement.

III. Sequence of Courses

Year Two—Fall	Year Two—Winter
BUS 201 ACCTG 311 MGTC 312 MARK 301 ★3 in electives outside Business (See Note 1)	ORG A 201 FIN 301 ACCTG 322 ★3 in electives outside Business (See Note 1) ★3 in free electives (See Note 1)
Year Three	Year Four
B LAW 301 (See Note 2) MIS 311 (See Note 3) ORG A 419 ORG A 430 ★3 Entrepreneurship electives (See Note 5) ★15 in free electives (See Note 1)	ORG A 431 ORG A 441 ★9 Senior Business (See Note 4) ★9 Entrepreneurship electives (See Note 5) ★6 in free electives (See Note 1)

Notes

- (1) See §54.1.4
- (2) May be taken in either of Year Three or Year Four.
- (3) May be taken in any year except Year Two, fall term.
- (4) See §54.1.3(5)
- (5) Entrepreneurship electives include the following: ORG A 402, 403, 404, 405, 406, 411, 432, 433, 488, and 495.

IV. Minors

- (1) Students with a declared major in Entrepreneurship and Small Business may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required.
- (2) Students with a declared major in another area may complete a minor in Entrepreneurship and Small Business by completing ORG A 419, 430, 431 and ★3 in any other ORG A course at the 300- or 400-level.

54.2.8 Reserved

54.2.9 Major in Finance

I. Description of Field

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

The Finance program includes study of a number of topics:

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

II. Career Opportunities

Corporations and government enterprises employ many finance specialists in finance, controllership, investment analysis, and general management positions. Banks, insurance companies, government financial regulatory agencies, and other organizations specializing in financial affairs hire finance specialists in specialized staff positions and as part of their regular management. Instruction in finance provides valuable insights and information for students who plan to enter business for themselves. The problems of obtaining financing and evaluating investment opportunities are frequently critical to the survival and success of the entrepreneurial venture. This major provides a basis for a number of professional designations (listed in section VI).

III. Sequence of Courses

Year Two—Fall	Year Two—Winter
BUS 201 ACCTG 311 MGTC 312 MARK 301 ★3 in electives outside Business (See Note 1)	ORG A 201 FIN 301 ACCTG 322 (See Note 2) MGTC 352 (See Note 2) ★3 in electives outside Business (See Note 1)
Year Three	Year Four
B LAW 422 or 301 BUEC 311 or ECON 281 MIS 311 ★12 chosen from Finance Major designated electives, which are all 400-level FIN classes, MGTC 404 and MGTC 405 ★9 in free electives	★9 chosen from Finance Major designated electives, which are all 400-level FIN classes, MGTC 404, MGTC 405 ★21 in free electives

Notes

- (1) See §54.1.4
- (2) May be taken in either of Year Two (Winter Term) or Year Three.
- (3) May be taken in any year except Year Two, Fall Term.
- (4) May be taken in either of Year Three or Year Four.
- (5) Students planning to take advanced course work in Economics may wish to substitute ECON 281. See §54.1.4(4).

IV. Minors

- (1) Students with a declared major in Finance may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required. Students are urged to select areas that complementary to the Finance major. Some suggestions and details are listed next. Students may also wish to consider the Cooperative Education program (see §54.3).
 - a. Accounting: A recommended minor area particularly for students who wish to acquire a professional designation in accounting and/or finance. See §54.1.3 and below.
 - b. Management Science: Recommended for students interested in modeling. See §§54.2.4, 55.2.5, and 55.2.14.
 - c. Marketing: Recommended for students interested in marketing financial products. (See §§54.2.13 and 54.2.15.)
 - d. MIS/Computing: See the MIS major in §54.2.11.
 - e. International Business: Recommended for students emphasizing international finance. See §54.2.10.
- (2) Students with a declared major in another area may complete a minor in Finance by fulfilling the requirements of §54.1.5.
- (3) Students wishing to construct informal programs of study outside the Faculty of Business should consider the following suggestions:
 - a. Economics: Selections from ECON 281, 282, 323, 341, 373, 384, 385, 421, 422, 441, 442, 453.
 - b. Statistics/Mathematics: Recommended for students who are interested in research and/or graduate study in finance. Interested students should consult with the Chair of the Department of Finance and Management Science.

V. Finance Concentrations

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

- (1) Corporate Finance/Financial Management: FIN 412, 422, 434, 442; ECON 353; or BUEC 466; courses in accounting and economics.
- (2) Derivatives/Risk Management: FIN 412, 413, 416; ACCTG 414, 415; BUEC 466 or ECON 353; other courses in accounting, economics, mathematics and statistics.
- (3) International Finance: FIN 412, 414, 442; BUEC 414 or 445, BUEC 444; FIN 442, courses in international economics and trade, history and political science.
- (4) Investments/Portfolio Management: FIN 412, 413, 414, 416, 442; ACCTG 413, 414; BUEC 466 or ECON 353; MGTC 404, 405; other courses in accounting, economics, mathematics and statistics.

VI. Professional Designations

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

- (1) **CA** (Chartered Accountant), **CGA** (Certified General Accountant), **CMA** (Certified Management Accountant): See §54.2.1.IV
- (2) **CFA** (Chartered Financial Analyst): Offered by the Institute of Chartered Financial Analysts.
- (3) **CFP** (Chartered Financial Planner): Offered by the Canadian Institute of Financial Planning. Partial credit may be possible for taxation, law and economics courses.
- (4) **CBV** (Chartered Business Valuator): Offered by the Canadian Institute of Chartered Business Valuators.
- (5) **Canadian Securities Course**: Offered by the Canadian Securities Institute and required to sell securities in Canada.
- (6) **CIM** (Certified Investment Manager): Offered by the Canadian Securities Institute following the Canadian Securities Course.

54.2.10 Major in German Studies

I. Description of Field

The Faculty of Business, through its Centre for International Business Studies (CIBS), and in cooperation with the Faculty of Arts, Department of Modern Languages, has developed this innovative and unique program. It is designed to produce business graduates with an expertise in the language, culture, history, and economics of German-speaking nations. The dominance of Germany as the economic power in the European Economic Community has created a demand for education that combines management and international business with specialized study of Germany. Formal international study exchanges in Germany and Austria are available to enhance the experience in the program.

II. Career Opportunities

On graduation, students would have the functional business skills required of today's managers as well as the language capability and cultural sensitivity that would enable them to interact comfortably with Alberta's and Canada's trading partners. Graduates would also qualify to assume an overseas posting or to pursue further studies in Germany or Austria. Opportunities in all areas of business would exist in the government and the private sector.

III. Sequence of Courses

Preprofessional Year	
MATH 113 STAT 151 ECON 101 ECON 102	ENGL 101 GERM 150 ★6 in electives outside Business (See Note 1)
Year Two—Fall	Year Two—Winter
BUS 201 ACCTG 311 MGTS 312 MARK 301 GERM 301	ORG A 201 FIN 301 GERM 301 ★6 in free electives (See Notes 1 and 3)
Year Three	Year Four
GERM 331 GERM 332 ★6 German electives (See Note 2) ★12 Senior Business electives ★6 in free electives (See Notes 1 and 3)	GERM 311 GERM 312 GERM 341 GERM 342 ★9 International Business electives (See Note 4) ★6 Senior Business electives ★3 in free electives (See Notes 1 and 3)

Notes

- (1) See §54.1.4
- (2) German options may be chosen from the following: GERM 351, 352, 441, 442, 453, 470, 475, 476, 480, 481, 485, 486, 498; HIST 220, 300, 308, 406, 414, 425; INT D 350; POL S 461, 470, 485.
- (3) Language Studies majors are encouraged to use their free electives, particularly in Year Three, to acquire broader skills in functional areas of Business. See following section on Minors.
- (4) International Business Electives may be chosen from the following: ACCTG 442; FIN 442; ORG A 417; B LAW 442; BUEC 444, 445; MARK 442; MGTS 442.

IV. Minors

- (1) Students with a declared major in German Studies may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required.
- (2) Students with a declared major in another area may not complete a minor in German Studies.

54.2.11 Major in Human Resource Management

I. Description of Field

The effective management of an organization's human resources is important for success in today's competitive climate. Increasingly, managers are realizing that the calibre of their personnel determines the success of organizational initiatives. The HRM major gives students an insight into what is involved in "managing through people." This program is designed to produce graduates who are knowledgeable about a range of strategic issues which reflect the complex, changing environment in which the management of human resources operates.

II. Career Opportunities

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

III. Sequence of Courses

Year Two—Fall	Year Two—Winter
ACCTG 311 BUS 201 MARK 301 MGTS 312 ★3 in electives outside Business (See Note 1)	ACCTG 322 (See Note 3) FIN 301 ORG A 201 ★3 in electives outside Business (See Note 1) ★3 in free electives (See Note 1)
Year Three	Year Four
B LAW 301 (See Note 2) ★9 ORG A HRM electives (See Note 4) ★9 ORG A electives (unrestricted) ★9 in free electives (See Note 1)	ORG A 441 ★6 ORG A electives (See Note 4) ★3 ORG A electives (unrestricted) ★9 Senior Business electives ★9 in free electives (See Note 1)

Notes

- (1) See §54.1.4
- (2) May be taken in either of Year Three or Year Four.
- (3) May be taken in any year except Year Two, Fall Term.
- (4) a. ORG A HRM electives may be chosen from the following: ORG A 311, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 495.
b. One of the following may be substituted for the above ORG A courses: SOC 363, 464; ECON 331; 332; ENGG 404, 406.

IV. Minors

- (1) Students with a declared major in Human Resource Management may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required.
- (2) Students with a declared major in another area may complete a minor in Human Resource Management by completing ★12 in the following ORG A courses: 311, 411, 412, 413, 415, 416, 417, 418, 419.

54.2.12 Major in International Business

I. Description of Field

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

II. Career Opportunities

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

III. Sequence of Courses

Year Two—Fall	Year Two—Winter
BUS 201 ACCTG 311 MGTSC 312 MARK 301 ★3 in electives outside Business (See Note 1)	ORG A 201 FIN 301 ACCTG 322 (See Note 3) ★3 in electives outside Business (See Note 1) ★3 in free electives (See Note 1)
Year Three	Year Four
B LAW 301 (See Note 2) BUEC 311 or ECON 281 (See Notes 3 and 6) MIS 311 (See Note 3) MGTSC 352 (See Note 3) ★6 International Business electives (See Note 4) ★3 Senior Business electives (See Note 5) ★9 in free electives (See Note 1)	BUEC 379 ★3 International Business electives (See Note 4) ★12 Senior Business electives (See Note 5) ★12 in free electives (See Note 1)

Notes

- (1) See §54.1.4. Students majoring in International Business must have a minimum of ★12 in a second language, and it is recommended this be commenced by Year Two. Students should take their optional courses in culture, history, political science, economics and geography (Earth and Atmospheric Sciences) in their area of interest.
- (2) May be taken in either of Year Three or Year Four.
- (3) May be taken in any year except Year Two, fall term.
- (4) International Business electives may be taken in either of Year Three or Year Four and must include a minimum of ★9 chosen from the following: ACCTG 442; FIN 442; ORG A 417, 435; B LAW 442; BUEC 444, 445; MARK 442; MGTSC 442.
- (5) See following section on Minors.
- (6) Students planning to take advanced course work in Economics may wish to substitute ECON 281. See §54.1.4(4).

IV. Minors

- (1) Students with a declared major in International Business are required to do a minor in another area of Business. See §54.1.5. International Business students are permitted to count one of the secondary core courses required in the International Business major as one of the four courses constituting their minor.
- (2) Students with a declared major in another area may complete a minor in International Business by fulfilling the requirements of §54.1.5.

54.2.13 Major in Japan Studies

I. Description of Field

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

II. Career Opportunities

On graduation, students would have the functional business skills required of today's managers as well as the language capability and cultural sensitivity that would enable them to interact comfortably with Alberta's and Canada's trading partners. Graduates would also qualify to assume an overseas posting or to pursue further studies in Japan. Opportunities in all areas of business would exist both in the government and the private sector.

III. Sequence of Courses

Preprofessional Year	
MATH 113 STAT 151 ECON 101 ECON 102 ENGL 101	JAPAN 101 JAPAN 102 ★6 in electives outside Business (See Note 1)
Year Two—Fall	Year Two—Winter
BUS 201 ACCTG 311 MGTSC 312 MARK 301 JAPAN 201	ORG A 201 FIN 301 JAPAN 202 ★6 in free electives (See Notes 1 and 3)

Year Three	Year Four
JAPAN 301 JAPAN 302 ECON 210 HIST 381 or 382 ★12 Senior Business electives ★6 in free electives (See Notes 1 and 3)	★6 Asian electives (See Note 2) ★9 International Business electives (See Note 4) ★6 Senior Business electives ★9 in free electives (See Notes 1 and 3)

Notes

- (1) See §54.1.4
- (2) Asian Electives may be chosen from the following: JAPAN 321, 322, 401, 402; ANTHR 280; HIST 387; POL S 361, 371.
- (3) Language Studies majors are encouraged to use their free electives, particularly in Year Three, to acquire broader skills in functional areas of Business. See following section on Minors.
- (4) International Business electives may be chosen from the following: ACCTG 442; FIN 442; ORG A 417; B LAW 442; BUEC 444, 445; MARK 442; MGTSC 442.

IV. Minors

- (1) Students with a declared major in Japan Studies may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required.
- (2) Students with a declared major in another area may not complete a minor in Japan Studies.

54.2.14 Major in Management Information Systems

I. Description of Field

This program combines essential technical skills from computing science with indepth training in the effective use of information technology in business. The inclusion of a business minor allows students to apply their MIS knowledge within a specific functional business domain. This approach has been recommended by the Canadian Information Processing Society (CIPS), the largest MIS professional association in Canada.

II. Career Opportunities

Computerized information technology is being used increasingly to carry out all types of business transactions and organizational information processing. This suggests that future managers in industrial and commercial enterprises, financial and auditing institutions, and government will require significant technology management skills to do their jobs. An MIS concentration is recommended for those who aspire to become Certified Information Systems Professionals and seek careers, such as business analysts, strategic technology planners, database administrators, systems engineers, and others, that generally lead to the position of the Chief Information Officer (CIO).

III. Sequence of Courses

Year Two—Fall	Year Two—Winter
ACCTG 311 BUS 201 MARK 301 MGTSC 312 ★3 in electives outside Business (See Note 1)	ACCTG 322 or MGTSC 352 (See Note 2) FIN 301 ORG A 201 MIS 311 ★3 in electives outside Business (See Note 1)
Year Three	Year Four
BUEC 311 (See Note 3) CMPUT 114 or CMPUT 101 and 102 (See Note 1) CMPUT 115 (See Note 1) MGTSC 352 or ACCTG 322 (See Note 2) MIS 412 MIS 413 MIS 415 ★6-9 in free electives (See Note 1)	CMPUT 201 MIS 414 ★6 Management Information Systems electives (See Note 4) ★9 Senior Business electives ★9 in free electives (See Note 1)

Notes

- (1) See §54.1.4. Some MIS students will find it useful to develop a strong background in computing science. Such students should consult the Computing Science section or seek Faculty advice for appropriate course offerings and sequencing. Students contemplating the pursuit of upper level computing science courses should consider taking CMPUT 114 and 115 in Year One (Preprofessional Year) or Year Two, so that they can obtain the necessary prerequisites for higher level computing courses. Students with weak or no background in computing are advised to take CMPUT 101 and 102 in place of CMPUT 114. These courses satisfy the requirements in Year Two for electives outside Business. Students must contact the Department of Accounting and Management Information Systems early in their program for guidance as to appropriate and available coursework.

- (2) Either ACCTG 322 or MGTSC 352 may be taken in Year Two with the other taken in Year Three.
- (3) May be taken in any year except Year Two, fall term.
- (4) Management Information Systems electives may be chosen from the following: any 400-level MIS course; CIV E 303; any 400-level MGTSC course.

IV. Minors

- (1) Students with a declared major in Management Information Systems are required to choose a minor in any subject area of Business. See §54.1.5. MIS students are permitted to count one of the secondary core courses required in the MIS major as one of the four courses constituting their minor.
- (2) Students with a declared major in another area may complete a minor in Management Information Systems by fulfilling the requirements of §54.1.5.

V. Additional Information

Students wishing to declare MIS as their major must also choose a minor in another functional area of business. ★12 in one functional area are required with at least ★9 at the 400-level.

54.2.15 Major in Marketing

I. Description of Field

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

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

II. Career Opportunities

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

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

III. Sequence of Courses

Year Two—Fall	Year Two—Winter
BUS 201 ACCTG 311 MARK 301 MGTSC 312 ★3 in electives outside Business (See Note 1)	ORG A 201 FIN 301 ACCTG 322 (See Note 3) ★3 in electives outside Business (See Note 1) ★3 in free electives (See Note 1)
Year Three	Year Four
B LAW 301 (See Note 2) BUEC 311 (See Note 3) MIS 311 (See Note 3) MGTSC 352 (See Note 3) MARK 412 MARK 422 ★3 Marketing electives (See Note 4) ★9 in free electives (See Note 1)	MARK 432 MARK 468 MARK 472 ★9 Senior Business electives (See Note 5) ★12 in free electives (See Note 1)

Notes

- (1) See §54.1.4
- (2) May be taken in either of Year Three or Year Four.
- (3) May be taken in any year except Year Two, fall term.
- (4) Marketing electives may be chosen from any 400-level MARK course.
- (5) See §54.1.3

IV. Minors

- (1) Students with a declared major in Marketing may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required. Marketing students are permitted to count one of the secondary core courses required in the Marketing major as one of the four courses constituting their minor.

- (2) Students with a declared major in another area may complete a minor in Marketing by fulfilling the requirements of §54.1.5.

54.2.16 Major in Operations Management

I. Description of Field

Operations Management is concerned with management of the production and distribution of the goods and services of a firm or government organization. Issues in the management of operations include (i) forecasting the demand for the organization's products and/or services; (ii) developing efficient manufacturing processes; (iii) inventory planning and control; (iv) workforce scheduling; and (v) designing and managing distribution and transportation networks. The study of Operations Management embraces the disciplines of Operations Research, Statistics, and Computing and Information Systems. The program is a blend of field studies and the use of computerized models to analyze and simulate real systems. Operations Management is valuable for students interested in general management in large or small businesses. It also opens opportunities which require specialized knowledge.

II. Career Opportunities

Operations are at the heart of most organizations. Opportunities are found in the areas of forecasting, inventory management, production design facilities, workforce scheduling, and the location and layout of distribution networks. Specialization in Operations Management is particularly useful when combined with the study of another functional area of business such as marketing, finance, or management information systems.

III. Sequence of Courses

Year Two—Fall	Year Two—Winter
ACCTG 311 BUS 201 MARK 301 MGTSC 312 ★3 in electives outside Business (See Note 1)	ACCTG 322 (See Note 2) FIN 301 ORG A 201 MGTSC 352 ★3 in electives outside Business (See Note 1)
Year Three	Year Four
B LAW 301 (See Note 3) BUEC 311 or ECON 281 (See Notes 3 and 5) MGTSC 405 (See Note 3) MGTSC 422 (See Note 3) MGTSC 426 (See Note 3) MIS 311 (See Note 3) ★12 in free electives See Note 1)	MGTSC 461 (See Note 3) MGTSC 465 (See Note 3) ★12 in Operations Management electives (See Note 4) ★12 in free electives (See Note 1)

Notes

- (1) See §54.1.4
- (2) May be taken in any year except Year Two, fall term.
- (3) May be taken in either of Year Three or Year Four.
- (4) Operations Management electives may be chosen from the following: MGTSC 404, 428, 455, 463, 488 (by special arrangement), 495; FIN 413, 422; CIV E 403; ENGG 402, 404, 406.
- (5) Students planning to take advanced course work in Economics may wish to substitute ECON 281. See §54.1.4(4).

IV. Minors

- (1) Students with a declared major in Operations Management may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required. Students are urged to select areas that complement the major. Students may also wish to consider the Cooperative Education program (see §54.5).
- (2) Students with a declared major in another area may complete a minor in Operations Management Information Systems by fulfilling the requirements of §54.1.5. ★3 must be in MGTSC 352.
- (3) Students wishing to construct informal programs of study outside the Faculty of Business should consider the following suggestions:
- Economics: Any senior ECON course, with Departmental approval.
 - Statistics/Mathematics: Additional work is recommended for students who are interested in research and/or graduate work.

54.2.17 Major in Organizational Studies

I. Description of Field

Management is required in free enterprise organizations, not-for-profit service organizations, and government. Management is essential to the effective functioning of all the organizations of society as a whole.

The Major in Organizational Studies allows the business student to concentrate his or her studies on the analysis of organizations. The student's first year is spent acquiring the courses necessary for admission to the Faculty of Business. In the student's second year, the six core courses in the Business Faculty are taken along with two electives outside Business and two free electives. In the student's third year, three functional areas of organizational analysis—Organizational Behaviour, Organizational Theory, and Human Resource Management—are examined in some depth. The Critical Review of Management Thought course is also recommended for the third year student. In Year Four, the student must take a course in Business strategy and four Organizational Analysis electives, along with other requirements.

The Organizational Studies major offers the student flexibility in planning the degree. The student may choose a less quantitative track or focus on an area of study outside the Faculty of Business.

II. Career Opportunities

There will always be jobs available as the manager of others. Managers are in demand in all industries at all levels in the organization's hierarchy, and in all sizes of organizations. A major in Organizational Studies is a good general background to being an employee in an organization and eventually managing others in organizations.

III. Sequence of Courses

Year Two—Fall	Year Two—Winter
BUS 201 ACCTG 311 MGTS 312 MARK 301 ★3 in electives outside Business (See Note 1)	ORG A 201 FIN 301 ★3 in electives outside Business (See Note 1) ★3 in free electives (See Note 1) ★3 in ORG A electives (See Note 2)
Year Three	Year Four
★12 ORG A electives (See Note 3) ★9 Senior Business electives (See Note 4) ★3 in electives outside Business (See Note 1) ★6 in free electives (See Note 1)	ORG A 441 ★9 ORG A electives (See Note 3) ★6 Senior Business electives (See Note 2) ★3 in electives outside Business (See Note 1) ★9 in free electives (See Note 1)

Notes

- (1) See §54.1.4
- (2) Any ORG A course excluding ORG A 488 and 495.
- (3) Any ORG A course including ORG A 488 and 495.
- (4) See §54.1.3.

IV. Minors

- (1) Students with a declared major in Organizational Studies may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required.
- (2) Students with a declared major in another area may complete a minor in Organizational Studies by fulfilling the requirements of §54.1.5.
- (3) Students wishing to construct informal programs of study outside the Faculty of Business should consider the following suggestions:
 - a. Sociology
 - Year 2, Fall—SOC 100 (if not already taken in Year 1).
 - Year 2, Winter—SOC 261
 - Year 3—SOC 363
 - Year 4—choose ★6 from SOC 447, 460, 463, 464, 465
 - b. Contemporary Business Philosophy
 - Year 2—PHIL 101, 102 (if not already taken in Year 1), 265
 - Year 3—PHIL 355, 385
 - Year 4—PHIL 465
 - c. Philosophy Ethics
 - Year 2—PHIL 101, 102 (if not already taken in Year 1), 250
 - Year 3—PHIL 385, 387
 - Year 4—PHIL 450
 - d. Critical Philosophy
 - Year 2—PHIL 101, 102 (if not already taken in Year 1), 316
 - Year 3—PHIL 332, 392
 - Year 4—PHIL 426

V. Organizational Studies Concentrations

Students majoring in Organizational Studies should consider selecting areas of concentration either within the Faculty or outside. One suggested area within the Faculty of Business is Critical Management Thinking.

- (1) Critical Management Thinking
 - Year 3 choose ★6 from ORG A 431, 434, 435, 438
 - Year 4 choose ★9 from ORG A 405, 406, 421, 433, 437
- (2) Students should consult the Department of Organizational Analysis for guidance as to other appropriate concentrations within Organizational Studies.

54.2.18 Major in Retailing and Services

I. Description of Field

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

- (1) A sound understanding of consumer behavior and decision making
- (2) A knowledge of the institutional characteristics and merchandising processes that differentiate managing retailing and consumer service organizations from managing other organizations
- (3) Management of the front-line selling process
- (4) An understanding of the process of delivering service quality

Students must complete the common core for the BCom program. Optional courses include a summer internship, a placement in a sponsoring organization providing work experience, while also conducting a project under academic supervision.

II. Career Opportunities

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

III. Sequence of Courses

Year Two—Fall	Year Two—Winter
BUS 201 ACCTG 311 MGTS 312 MARK 301 ★3 in electives outside Business (See Note 1)	ORG A 201 FIN 301 ACCTG 322 (See Note 3) ★3 in electives outside Business (See Note 1) ★3 in free electives (See Note 1)
Year Three	Year Four
B LAW 301 (See Note 2) BUEC 311 (See Note 3) MIS 311 (See Note 3) MGTS 352 (See Note 3) MARK 422 MARK 468 ★3 Retailing and Services electives (See Note 4) ★9 in free electives electives (See Note 4)	MARK 432 MARK 466 ★3 Retailing and Services electives (See Note 4) ★9 Senior Business electives (See Note 5) ★12 in free electives (See Note 1)

Notes

- (1) See §54.1.4
- (2) May be taken in either of Year Three or Year Four.
- (3) May be taken in any year except Year Two, fall term.
- (4) Retailing and Services electives may be chosen from the following: MARK 412, 423, 442, 465, 470, 495; BUEC 454; ECON 462.
- (5) See §54.1.3

IV. Minors

- (1) Students with a declared major in Retailing and Services may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required. Retailing and Services students are permitted to count one of the secondary core courses required in the Retailing and Services major as one of the four courses constituting their minor.
- (2) Students with a declared major in another area may not complete a minor in Retailing and Services. Interested students should consult the Marketing major for information.

54.2.19 Major in Spanish-American Studies

I. Description of Field

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

II. Career Opportunities

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

III. Sequence of Courses

Preprofessional Year	
MATH 113	ENGL 101
STAT 151	SPAN 100
ECON 101	★6 in electives outside Business
ECON 102	(See Note 1)
Year Two—Fall	Year Two—Winter
BUS 201	ORG A 201
ACCTG 311	FIN 301
MGTS 312	SPAN 201
MARK 301	★6 in free electives (See Notes 1 and 3)
SPAN 200	
Year Three	Year Four
SPAN 300	★9 Spanish-American electives
SPAN 301	(See Note 2)
HIST 241 or 242	★9 International Business electives
★12 Senior Business electives	(See Note 4)
★9 in free electives (See Notes 1 and 3)	★6 Senior Business electives
	★6 in free electives (See Notes 1 and 3)

Notes

- See §54.1.4
- Spanish-American electives may be chosen from the following: SPAN 308, 310, 360, 405, 406, 407, 409, 412, 450, 499; ANTHR 261, 262; HIST 441, 442; LA ST 205, 210.
- Language Studies majors are encouraged to use their free electives, particularly in Year Three, to acquire broader skills in functional areas of Business. See following section of Minors.
- International Business electives may be chosen from the following: ACCTG 442; FIN 442; ORG A 417; B LAW 442; BUEC 444, 445; MARK 442; MGTS 442.

IV. Minors

- Students with a declared major in Spanish American Studies may choose to do a minor in any subject area of Business. See §54.1.5. Minors are not required.
- Students with a declared major in another area may not complete a minor in Spanish American Studies.

54.3 Bilingual BCom

I. Description of Field

The four year Bilingual Bachelor of Commerce offers students the opportunity to obtain a fully bilingual Business degree in Canada's two official languages. Initial admission is to the Faculté Saint-Jean where students will take all their coursework in Year 1 in French at the Faculté (except for ANGL 101). Acceptance to the program takes place in Year Two in accordance with §§15.3.1.VIII and 153.1. In Year 2, students will take the required core courses in business (see §53.3.III below) in the Faculty of Business and enroll in French language courses and free electives at Faculté Saint-Jean. In Years 3 and 4, students will continue in the Faculty of Business for required courses in their major area of specialization. They will continue to take some free electives in Faculté Saint-Jean. Normally, a student will complete ★60 at Faculté Saint-Jean and ★60 in the Faculty of Business.

All students in the Bilingual Bachelor of Commerce are expected to select a major area of specialization from among the majors offered in the Faculty of Business.

The program is set up so that students will take all their coursework in Year 1 in French at the Faculté (except for ANGL 101). In Year 2, students will take the required core courses in business in the Faculty of Business and enroll in French language courses and free electives at Faculté Saint-Jean. In Years 3 and 4, students will continue in the Faculty of Business for required courses in their area of specialization. They will continue to take some free electives in Faculté Saint-Jean. Normally, a student will complete ★60 at Faculté Saint-Jean and ★60 in the Faculty of Business.

II. Career Opportunities

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

III. Sequence of Courses

Preprofessional Year— Intermediate Route	Preprofessional Year— Advanced Route
(Taken at Faculté Saint-Jean) FRANC 160/161 (★6) FRANC 162/163 (★3) ANGL 101 ECONE 101/102 (★6) MATHQ 113 or 114 STATQ 141 INFOR 161	(Taken at Faculté Saint-Jean) FRANC 165/166 (★6) ANGL 101 ECONE 101/102 (★6) MATHQ 113 or 114 STATQ 141 ETCAN 101 INFOR 161
Year Two—Intermediate Route	Year Two—Advanced Route
BUS 201 COMPT 311 MGTS 312 MARK 301 FIN 301 ORG A 201 FRANC 264 ETCAN 101 ★3 in free elective (See Note 1) ★3 in free elective at Faculté Saint-Jean	BUS 201 COMPT 311 MGTS 312 MARK 301 FIN 301 ORG A 201 FRANC 267 ★3 in free elective (See Note 1) ★3 in free elective at Faculté Saint-Jean
Year Three—Intermediate and Advanced Routes	Year Four—Intermediate and Advanced Routes
FRANC 322 ★15—★21 in Senior Business electives (See Note 2) ★6—★12 in free electives at Faculté Saint-Jean	★21—★27 in Senior Business electives (See Note 2) ★3—★9 in free electives at Faculté Saint-Jean

Notes

- The free elective in Year Two must be chosen carefully keeping in mind the requirement for all students to select a major area of concentration. Many majors recommend beginning required coursework in Year Two. COMPT 332 (ACCTG 332) is recommended for most majors.
- See §54.1.3. Students are advised to examine the Calendar (§54.2) for Senior Business Electives consistent with the major of their choice. Some courses in the Faculty of Arts or the Faculty of Science may also be acceptable as Senior Business Electives for the purpose of the Bilingual BCom program. A maximum of ★42 in Senior Business Electives is permitted in Years Three and Four.

IV. Minors

- Students in the Bilingual BCom must choose a major area of specialization. Where that major requires a minor area of specialization, students must complete the minor in accordance with major requirements. Minors are not required for most majors. Students should consult the relevant major in §§54.2.1 to 54.2.19.
- Students may not complete a minor in the Bilingual BCom. Students interested in coursework in this area should consult the major in International Business, or consult with the Faculté Saint-Jean for information concerning appropriate coursework.

54.4 BCom (After Degree)

I. Program

The After-Degree program is for students who already possess a University degree to add to their qualifications by acquiring basic business skills. After-Degree students may major in any available area. They should consider a major complementary to their previous degree.

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

Year One—Fall	Year One—Winter
BUS 201 (See Notes 1 and 4) ACCTG 311 (See Note 1) MGTSC 312 (See Note 1) MARK 301 (See Note 1) ★3 Free electives (See Note 3)	ORG A 201 (See Note 1) FIN 301 (See Note 1) ★9 Free electives (See Note 3)
Year Two	
★15–★30 Senior Business electives (See Note 3)	

Notes

- (1) Courses are to be taken in the term indicated as part of a cohort with permission of the Faculty.
- (2) May be taken in either of Year One or Two, either term. This sequence is recommended.
- (3) The number of Senior Business courses allowed will depend in part on the amount of transfer credit an After-Degree student may be given. Students possessing transfer credit in any of the required Year One courses will have their Year One schedule adjusted to reflect this. Students should consult the Undergraduate Office with respect to their program requirements before commencing Year One. After-Degree students must declare a major, and must follow the requirements for that major. This choice may be made as early as Winter Term in Year One. After-Degree students take a minimum of ★45 and a maximum of ★60 at the University of Alberta while registered as a student in the Faculty of Business. The number of free electives and Senior Business courses permitted to an After-Degree Student will depend on the requirements of the major selected.
- (4) Completion of BUS 201 or equivalent is normally a prerequisite to entrance to the Cooperative Education program. Students may apply to the program without completion of BUS 201, but, if accepted, must complete it before the first work term. See §54.4 generally, and Note 5.

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

Year One—Fall	Year One—Winter
BUS 201 (See Notes 1 and 4) ACCTG 311 (See Note 1) ECON 101 (See Note 5) MATH 113 (See Note 5) ENGL 101 (See Note 5)	ORG A 201 (See Note 1) ECON 102 (See Note 5) STAT 151 (See Note 5) ENGL 101 (See Note 5) ★3 in free electives (See Note 2)
Year Two	Year Two—Winter
MGTSC 312 MARK 301 FIN 301 ★6 Senior Business electives (See Note 3)	★15 Senior Business electives (See Note 3)
Year Three	
★15 Senior Business electives (See Note 3) ★3 Free electives (See Note 3)	

Notes

- (1) Courses may be taken in the term indicated as part of a cohort with the permission of the Faculty.
- (2) See §54.1.4
- (3) The number of Senior Business courses allowed will depend in part on the amount of transfer credit an After Degree student may be given. Students possessing transfer credit in any of the required Year One courses will have their Year One schedule adjusted to reflect this. Students should consult the Undergraduate Office with respect to their program requirements before commencing Year One. After-Degree Students must declare a major, and must follow the requirements for that major. This choice may be made as early as Winter Term in Year One. After-Degree Students take a minimum of ★45 and a maximum of ★60 at the University of Alberta while registered as a student in the Faculty of Business. The number of free electives and Senior Business courses permitted to an After-Degree Student will depend on the requirements of the major selected.
- (4) Completion of BUS 201 or equivalent is normally a prerequisite to entrance to the Cooperative Education program. Students may apply to the program without completion of BUS 201, but, if accepted, must complete it before the first work term. See §63.4 generally, and Note 5.
- (5) Courses taken as part of the preprofessional requirements do not count toward the total of ★45–★60 required courses for After-Degree students.

54.5 BCom (Cooperative Education Program)

I. General

The Faculty of Business offers a cooperative education option for students in Business specializations. Cooperative Education is an experiential learning program in which students alternate periods of study with periods of paid, discipline-related work experience in cooperating employer organizations. All students who are Canadian citizens or landed immigrants are eligible to complete for places in the Cooperative Education option following successful completion of the second year of studies in Business including BUS 201. Students will be admitted to the program based on a combination of grades, a letter of intent, letters of reference, and a personal interview. The application deadline is June 30.

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

- (1) Introduction to Cooperative Education (non-credit seminar)
- (2) WKEXP 911
- (3) WKEXP 912
- (4) WKEXP 913
- (5) ORG A 441

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

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

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

Cooperative Education students must complete specially designed sections of ORG A 441. In this course, students are expected to draw on work experience for classroom activities.

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

II. Sequence of Courses

Year Two—Fall	Year Two—Winter
BUS 201 (See Note 5) ACCTG 311 MGTSC 312 MARK 301 ★3 in electives outside Business (See Note 1)	ORG A 201 FIN 301 ★3 in electives outside Business (See Note 1) ★6 in free electives (See Note 1)
Year Three	Year Four/Five
Introduction to Cooperative Education (non-credit seminar) WKEXP 911 (See Note 3) (See Note 4 for academic requirements)	ORG A 441 (See Note 2) WKEXP 912 (See Note 3) WKEXP 913 (See Note 3)

Notes

- (1) See §54.1.3
- (2) Ideally, ORG A 441 should be taken in the last study term.
- (3) Work experience terms may be taken at any time in Year Three or Year Four. The final term in the Coop Education program must be a study term.
- (4) Cooperative Education Students must declare a major by the beginning of Year Three and fulfil all the requirements of that major in addition to the Cooperative Education requirements.
- (5) Completion of BUS 201 or equivalent is normally a prerequisite to entrance to the Cooperative Education program. Students may apply to the program without completion of BUS 201, but, if accepted, must complete it before the first work term.

54.6 Transition Between Old and New Programs

54.6.1 Continuing Students

All students admitted to the Faculty of Business in September 1996 or earlier may continue in the program that was in effect at the time to their admission. Students may also opt into any of the new majors taking effect September 1997 if there is room in their program to effect the change.

55 Courses

Faculty of Business courses are listed in §201, Course Listings, under the following subject headings:

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

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

55.1 Restricted Enrolment in Business Courses

Enrolment in all courses, except ACCTG 300 and B LAW 301, is restricted to students registered in the Faculty of Business, or to students registered in specified programs that require Business courses to meet degree requirements and who have obtained prior approval of their Faculty. Furthermore, a number of changes usually occur after the preparation of the Calendar. Information as to which courses will be offered, the names of the instructors, and all further details must be sought from the Undergraduate Student Records Office.