

Williams School of Business

The Williams School of Business at Bishop's University is dedicated to providing a high-quality undergraduate business education within the liberal arts tradition of the University. Students may work towards one of two degrees: A Bachelor of Business Administration (BBA) or a Bachelor of Arts (BA) with a major in business. The BA Major in business is ideal for those who wish to combine their business studies with a different subject. The BBA offers the most in-depth approach to business studies, with several concentrations for specialization.

BBA Concentration at Bishop's:

- Accounting
- Entrepreneurship
- Finance
- General Business Management
- Human Resources
- International Business
- Marketing

Minor programs are also available in both Business Administration and Entrepreneurship. Neither of these, however, is open to business students. Joint programs with other programs at Bishop's University include Majors in Arts Administration, Information Technology, as well as a Major and Minor in Sports Studies. Certificates in Business Administration and in Human Resources are also available.

We have an international focus within the Williams School of Business which is reflected in our international student exchange program, workshops, conferences, case competitions and faculty involvement in international research projects. The Williams School of Business also encourages students to develop an international awareness of different business practices and cultures. Students have the opportunity to participate in an **exchange program** that allows them to study abroad for up to one year at any partner university in over 50 countries worldwide.

The Williams School of Business offers a **Co-operative Education** Programme which combines a student's academic programme with integrated work experiences through full-time work terms and regular academic sessions. The work terms are designed to present the students with the opportunity to blend theory and practice and to gain relevant work experience.

The blend of courses and programs described in the following pages is designed to prepare our graduates for full and enriched participation in their chosen profession.

BUSINESS PROGRAMS

The Williams School of Business offers 2 programs leading to undergraduate degrees in business administration: A Bachelor of Business Administration (B.B.A.) and a B.A. Major Business. Students are admitted to either a 90-credit (3-year) or 120-credit (4-year) program depending on their educational backgrounds.

B.B.A. (BACHELOR OF BUSINESS ADMINISTRATION)

The B.B.A. prepares students for positions of responsibility in business. The program covers the fundamentals of accounting, finance,

management, marketing, organizational behaviour and operations management. A course in business policy integrates the knowledge gained in these areas. In addition to the 42-credit Required Core, students select a concentration stream in which they will complete 30 credits. Streams are available in the areas of Accounting, Finance, General Business Management, Human Resource Management, International Business, Entrepreneurship and Marketing.

I. 90-CREDIT B.B.A.

Required Business Core	42 credits
Concentration Stream	30 credits
Free electives outside of business	18 credits

Total	90 credits
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Program prerequisites of MAT196, MAT197, if not previously satisfied, must be taken in addition to the 90-credit B.B.A.

Required Business Core Courses:

ECO102	Introduction to Microeconomics
ECO103	Introduction to Macroeconomics
BCS220	Management Information Systems
BMA140	Statistical Analysis for Business Decisions I
BMA141	Statistical Analysis for Business Decisions II
BAC121	Purposes of Accounting
BAC221	Introduction to Managerial Accounting
BFN200	Introduction to Finance
BHR221	Organizational Behaviour
BMG112	Introduction to Management Theory and Practice
ILT100	Information Literacy and Critical Thinking Lab (1-credit lab)
BMG215	Introduction to International Business
BMG311	Business Policy
BMK211	Marketing Management
BMS231	Operations Management

Note: All required Business core courses are normally offered in each semester (Fall and Winter).

Suggested Course Sequencing – 90-credit BBA

1st Year

1st Semester

ILT100 (1 credit lab)
 MAT196 (if required)* OR
 BMA140 (if MAT196 or equivalent completed)
 ECO102 or ECO103

2 of 3 core courses:

BMK211
 BMG112
 BAC121**

1 free elective (non-business course)

2nd Semester

MAT197 (if required)* OR
 BMA141 (if BMA140 and MAT197 or equivalent completed)
 ECO102 or ECO103

3rd core course (see 1st semester)

1 of: BCS220 or BHR221

1 free elective (non-business course) or
BAC122****2nd Year****1 of** BCS220 or BHR221

BFN200

BAC221

BMG215

BMS231

15 credits (5 courses) of free electives or concentration stream courses***

3rd Year

BMG311

30 credits (10 courses) of concentration stream courses or free electives

* *If not required, replace with free electives*** *ACCOUNTING STUDENTS ARE ADVISED TO TAKE BAC 121 IN THEIR FIRST SEMESTER, BAC 122 IN THEIR SECOND SEMESTER, AND BAC 211 COMMENCING THEIR 2nd YEAR.**** *Entrepreneurship concentration students should take BMG214 in the 1st Semester of their 2nd Year.***NOTE:** *Due to the flexibility of the program, students should consult with their Area Group Coordinator (e.g. Finance, Accounting, etc.) or Department Chair of Business, or the Department's Academic Advisor for assistance in course selection and sequencing.***II. 120 CREDIT B.B.A.**

Required Business Core42 credits

Concentration Stream30 credits

Free electives outside of Business

(18 credits of which may be in Business)48 credits .

*Program prerequisites of MAT196, MAT197, if not previously satisfied, must be taken within the 48 credits of free electives outside of Business.**Required Business Core Courses: See the 90-credit B.B.A. program requirements above.***Note:** *It is strongly recommended that 120-credit B.B.A. students pursue a second concentration, a Major or a Minor in another discipline. Students should consult the Department Chair of Business.***Suggested Course Sequencing – 120-credit BBA****1st Year****1st Semester**

ILT100 (1 credit lab)

MAT196

ECO102 or ECO103

2 of 3 core courses:

BAC121

BMG112

BMK211

1 free elective (non-business course)

2nd Semester

MAT197

ECO103 or ECO102

3rd core course (see 1st semester)

2 free electives (non-business courses)

2nd Year**1st Semester**

BMA140

BAC221

BHR221

BCS220

1 free elective or Concentration Stream course

2nd Semester

BMA141

BFN200

BMG215

2 free electives or Concentration Stream courses

3rd Year

BMS231

27 credits (9 courses) of Concentration Stream courses and free electives

4th Year

BMG311

30 credits (10 courses) of Concentration Stream courses and free electives

NOTE: *Due to the flexibility of the program, students should consult with their Area Group Coordinator (e.g. Finance, Accounting, etc.) or Department Chair of Business, for assistance in course selection and sequencing.***III. HONOURS B.B.A.**

To qualify for an Honours B.B.A. degree, a candidate must:

1. complete the regular B.B.A. Program (90- or 120-credit as applicable)
2. apply for entrance into the honours program in the term **prior** to their last 30 credits in the program, and have, at that time, an overall average of 75% in all courses taken in their program.
3. obtain an overall average of 75%
4. Register for BMG 352 (Honours Project)

90-Credit B.B.A. Honours Program:

Required Business Core42 credits

Concentration stream30 credits

Free electives outside of Business18 credits

BMG352 (Honours Project)6 credits

Total **96 credits****120-Credit B.B.A. Honours Program:**

Required Business Core42 credits

Concentration stream30 credits

Free electives (18 credits may be in Business)48 credits

BMG352 (Honours Project)6 credits

Total **126 credits**

CONCENTRATION STREAMS

Within the B.B.A. program, the Williams School offers concentration streams in a variety of Business disciplines. A concentration stream is comprised of a total of 30 credits. These include required courses, a specified number of courses to be chosen from a list of courses in the concentration, and an indicated number of electives which can be either business or non-business courses. In order to be credited with a concentration as part of the B.B.A., all of the stream requirements must be completed. Students should consult the Area Group Coordinator of each concentration stream for course selection advice. For students completing two concentration streams, one course may be double counted across the two concentration streams.

ACCOUNTING CONCENTRATION STREAM

Knowledge of accounting is fundamental to all disciplines in business. The skills acquired in the program prepare students for positions of leadership in organizations spanning all sectors of the economy including, senior management, strategic government positions, consulting, teaching, auditing and finance.

At the Williams School, this stream is designed to meet the needs of business students in two ways:

- for students who want to have a good understanding of accounting but do not intend to become professional accountants or accounting specialists
- for students with clearly defined career objectives and interested in further education and professional training, such as a CA, CMA or CGA designation.

Professors Lessard, Gandy, Talbot

Accounting Concentration Stream Courses

10 courses, 30 credits

90-credit B.B.A. students who have declared Accounting as their concentration stream may take BMG221 instead of BMG215.

Required: 4 courses, (12 credits)

BAC122	Financial Accounting
BAC211	Intermediate Financial Accounting I
BAC312	Intermediate Managerial Accounting
BAC331	Taxation I

Plus any 4 of:

BAC212	Intermediate Financial Accounting II
BAC241	Systems and Control
BAC311	Advanced Financial Accounting
BAC332	Taxation II
BAC341	Auditing
BAC322	Management Control

Plus: 2 courses which may be in Accounting, Business or outside of Business

90-credit accounting students are advised to take BAC121 in their first semester, BAC122 in their second semester, and BAC211 commencing their 2nd year.

Accounting students contemplating an accounting designation are advised to consult with the accounting department and the respective provincial associations for the specific details of the requirements. Additional courses in a graduate program are required for the CA and the CGA designations. The CMA associ-

ation may also require that additional courses/coaching be taken.

Accounting students contemplating an accounting designation are strongly recommended to include in their curriculum the course BMG221 (Business Law).

ENTREPRENEURSHIP CONCENTRATION STREAM

This concentration stream provides the opportunity for the student to obtain a complete understanding of the entrepreneurial process of starting a new venture, of growing the venture, and of harvesting the new venture. This is within the context of the current rapidly growing entrepreneurial movement worldwide. The student will learn how the entrepreneurial mind thinks, how an opportunity is assessed, and how resources are harnessed to take advantage of that opportunity. The course will include experience working with actual entrepreneurs in conjunction with the Dobson-Lagassé Entrepreneurship Centre.

Entrepreneurship Concentration Stream Courses:

10 courses, 30 credits

Required: 5 courses, (15 credits)

BHR 224	Human Resource Management
BMG 230	Business Research Methods
BMG214	Introduction to Entrepreneurship: New Venture Creation
BMG 318	The Successful New Venture: Feasibility Analysis and the Management of Risk
BMG 320	Topics in Entrepreneurship

Plus any 3 courses (9 credits) of:

BMG 322	Change Management
BMG 323	Interpersonal Skills
BMG 324	Management of Innovation
BHR 316	Organizational Conflict and Negotiation
BMK 321	Marketing Research
BMK 323	Marketing Communications
BCS 212	E-Commerce

Plus: 2 courses (6 credits) which may be in this stream, in business, or outside of business

FINANCE CONCENTRATION STREAM

The curriculum is designed to provide students with broad exposure to all dimensions of finance. Students will learn professional skills and acquire technical and analytical competence to pursue challenging careers in corporate finance, banking, portfolio management, securities research and financial planning.

In addition to a thorough understanding of the principles of financial management, students will be exposed to both theoretical and practical aspects of investment management, capital budgeting, capital formation, and risk hedging. Opportunities to explore current topics and apply practical solutions to current theory are also provided. When following a prescribed sequence of courses, students are qualified to write the first level C.F.A. (Chartered Financial Analyst) exam immediately upon graduation. Students can also compete in their final year of studies for managerial positions with the SEED Portfolio.

Professors Béquet, Leventhal, Valsan

Finance Concentration Stream Courses:**10 courses, 30 credits****Required Courses: 3 courses (9 credits)**

BAC122	Financial Accounting
BFN203	Corporate Finance
BFN210	Capital Markets

Plus any 5 courses (15 credits) of:

BFN301	Capital Budgeting
BFN315	Financial Derivatives
BFN340	Risk Management in Financial Institutions
BFN341	Corporate Governance
BFN342	Theories of Finance
BFN351	Financial Statement Analysis
BFN352	Investment Analysis and Portfolio Management
BFN354	Seminar in Finance
BFN356	SEED Portfolio (6 credits)
BFN360	International Finance

Plus any 2 courses (6 credits), which may be in this stream, in Business, or outside of Business.

GENERAL MANAGEMENT CONCENTRATION STREAM

This concentration stream allows students to design their own concentration stream. Students may select courses from any other stream based upon their personal interest and objectives. Students are advised to consult with the Chair for assistance in course selection.

All Williams School Faculty

General Management Concentration Stream Courses:**10 courses, 30 credits****Required: Any 7, 300-level Business courses (21 credits)**

Plus: 3 courses (9 credits) which may be in Business or outside of Business

HUMAN RESOURCE MANAGEMENT CONCENTRATION STREAM

There is growing recognition that the quality of an organization's human resources plays a strategic role in an ever changing business environment. With organizations facing the need for continuous change in a competitive environment they must, more than ever, begin to rely on the knowledge, skills and abilities of their workforce to confront such challenges. Through courses such as Compensation Management, Human Resource Management, Industrial Relations, Training and Development, Occupational Health and Safety and Organizational Behaviour, students will learn how to ensure that the Human Resource goals of attracting, developing and maintaining a competitive workforce are accomplished. Students completing this concentration stream may want to discuss with faculty the course options for certification as a Human Resource professional.

Professors Robson, Harvey, Gallina, Teed, Bedi

Human Resource Management Concentration Stream Courses:**10 courses, 30 credits****Required: 1 course (3 credits)**

*BHR224	Human Resource Management
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Plus any 6 of:

BMG230	Business Research Methods
*BHR312	Industrial Relations
*BHR313	Compensation Management
*BHR315	Training and Development
BHR316	Organizational Conflict and Negotiation
BHR317	Organizational Dynamics
BHR321	Organizational Theory
BHR325	Topics in Human Resource Management
*BHR326	Personnel Recruitment & Selection
*BHR328	Occupational Health and Safety
BHR330	International Human Resources
*BHR333	Employment Law
BHR334	Administering the Collective Agreement
BMG322	Change Management
ECO204	Labour Economics

Plus: 3 courses (9 credits) which may be in this stream in Business, or outside of Business

*Courses marked with an asterisk have been designed to give discipline-specific knowledge required for the Certified Human Resources Professional (CHRP) designation. In order to be considered as a CHRP, students should consult the human resources professional association in their respective province.

INTERNATIONAL BUSINESS CONCENTRATION STREAM

This concentration stream provides tomorrow's managers (today's Bishop's students) with a broad vision of the world and its structures, as well as with global strategies and management practices. The International Business concentration stream builds on the existing strengths of the core curriculum and International Business concentration stream courses by offering cognate courses in disciplines such as Political Science and Economics to provide the worldwide perspective essential to transnational managers.

To be accepted, students must make a formal application to the Dean of Business for admittance to the International Business Concentration Stream. Normally, students should apply after the successful completion of 15 credits (90-credit program) or 30 credits (120-credit program) in their Business program. In order to be eligible to apply, a student must have a minimum of a 70% cumulative average. A student is then required to maintain a minimum cumulative average of 70% to remain in the concentration and to be eligible to go on an exchange. The number of spaces in the concentration stream is limited. Simply having an average of at least 70% does not guarantee admission to the concentration stream. Students must select their courses in consultation with the Dean of the Williams School of Business. A requirement of students accepted into the International Business concentration stream is to study abroad as an exchange student for a minimum of one semester, and a maximum of two semesters. Students will receive a Williams Travel Bursary. It is recommended that International Business concentration stream students include language courses in their free

electives. The exchange component combined with the emphasis on managing across cultures, economies, currencies and various governments' policies will introduce the student to the current issues, problems and solutions that contemporary managers face in a global economy.

Professors Monk, Harvey, Robson, Rutihinda, Valsan, Fortier

International Business Concentration Stream Courses:

10 courses, 30 credits

Required: None

Any 6 of (but no more than 2 cognates) from:

BFN360	International Finance I
BHR316	Organizational Conflict and Negotiation
BHR330	International Human Resources
BMG222	International Law
BMG312	Competitiveness
BMG315	International Management
BMG322	Change Management
BMG325	Leadership in a Multicultural World
BMK372	International Marketing

Cognate courses:

POL140	International Relations
POL231	European Union: History, Institutions and Policies
POL241	International Affairs: Conflict, Ethics and the Prospects for Global Governance
POL333	Internationalization of European Public Policies
POL346	Politics of Global Finance
ECO217	International Economics

Plus: 4 additional courses (12 credits) which may be in this stream, in Business, or outside of Business

MARKETING CONCENTRATION STREAM

The marketing function and the role of the marketing manager, are important and demanding. Analytical tools from economics, mathematics, statistics, management science, and from the social and behavioural sciences are applied in marketing.

The marketing curriculum is designed to provide the student with a comprehensive analysis of contemporary marketing techniques and with an analysis of the environmental forces affecting the marketing activities of the firm.

Professors Palmer, Reid, Wang

Marketing Concentration Stream Courses:

10 courses, 30 credits

Required: 4 courses, (12 credits)

BMK214	Consumer Behaviour
BMG230	Business Research Methods
BMK321	Marketing Research
BMK332	Marketing Channels

Plus any 4 of:

BMK323	Marketing Communication
BMK340	Product Strategy and Innovation
BMK350	Marketing Strategies for Environmental Sustainability
BMK354	Topics in Marketing
BMK362	Sport Marketing

BMK371	Industrial Marketing Strategy
BMK372	International Marketing Strategy

Plus: 2 courses (6 credits) which may be in this stream, in Business or outside of Business

IV. 90 CREDIT B.A. MAJOR BUSINESS

This program is designed for students who desire less concentration in Business Administration and greater opportunity to develop skills in another area of study. The program requires the same Business core courses as that of the B.B.A. Program. Students have the opportunity to pursue a major or a minor in a discipline outside of Business which should be made in consultation with the chair of the appropriate department.

This program consists of:

Required Business Core (see 90-credit B.B.A. program above)	42 credits
Business Free electives	18 credits
Non-Business free electives	30 credits

Total90 credits

Program prerequisites of MAT196 and MAT197 must be taken in addition to the 90-credit B.B.A. requirements.

Students must select 18 credits of business electives. All course prerequisites must be respected. Students are advised to discuss their proposed course selections with the Department Chair.

Students must take 30 credits outside the Business Department. Completion of a minor is strongly suggested.

Suggested Course Sequencing – 90-credit BA Major Business

1st Year

1st Semester
 ILT100 (1 credit lab)
 MAT196 (if required)* OR
 BMA140 (if MAT196 or equivalent completed)
 ECO102 or ECO103

2 of 3 core courses:

BMK211
 BMG112
 BAC121
 1 free elective (non-business course)

2nd Semester

MAT197 (if required)* OR
 BMA141 (if BMA140 and MAT197 or equivalent completed)
 ECO103 or ECO102

3rd core course (see 1st semester)

1 of: BCS220 or BHR221
 1 free elective (non-business course)

2nd Year

1 of BCS220 or BHR221
 BFN200
 BAC221
 BMG215
 BMS231
 15 credits (4 courses) of free electives or business electives

3rd Year

BMG311

30 credits (10 courses) of free electives or business electives

* *If not required replace with free electives.***V. 120 CREDIT B.A. MAJOR BUSINESS**

Requirements for the 120-credit B.A. Major Business are given below. Students in this program are strongly encouraged to pursue either a major or minor in another discipline.

Required Business Core

(see 120 B.B.A. program above).....42 credits

Free Business electives18 credits

Free electives (may include up to 18 credits of Business electives)60 credits

Total **120 credits**

Program prerequisites of MAT196 and MAT197 would be taken within the 60-credits of free electives.

Students must select a minimum of 18 credits of business electives. All course prerequisites must be respected. Students are advised to discuss their proposed course selections with the Department Chair.

Students must take 60 credits of free electives. A maximum of 18 credits of business electives may be included in this total. Pursuit of a major or a minor is strongly suggested.

Suggested Course Sequencing – 120-credit BA Major Business**1st Year****1st Semester**

ILT100 (1 credit lab)

MAT196

ECO102 or ECO103

2 of 3 core courses:

BAC121

BMG112

BMK211

1 free elective (non-business course)

2nd Semester

MAT197

ECO103 or ECO102

3rd core course (see 1st semester)

2 free electives (non-business courses)

2nd Year**1st Semester**

BMA140

BAC221

BHR221

BCS220

1 free elective or business elective

2nd Semester

BMA141

BFN200

BMG215

2 free electives or business electives

3rd Year

BMS231

27 credits (9 courses) free electives or business electives

4th Year

BMG311

30 credits (10 courses) free electives or business electives

Minor: 24 credits in a discipline outside the Business Department. (Consult the appropriate Department Chair).

Electives: Of the 60 credits of free electives indicated above, students may include in this total up to 18 credits of free business electives.

VI. CO-OPERATIVE EDUCATION PROGRAM

The Co-operative Education Program combines a student's academic program with integrated work experiences through full-time work terms and regular academic sessions. The work terms are designed to present the students with the opportunity to blend theory and practice and to gain relevant work experience.

Each co-operative work term is between 12 and 16 weeks in length and the student will be registered in a 3-credit Co-operative Placement course (BMG 391, 392, BMG393). These course credits are in addition to their regular degree program requirements. Each is graded on a pass/fail basis and this grade is not included in the student's cumulative average. The evaluation is the responsibility of the Department Chair and will be based upon the submission of a work term report and self-evaluation by the student and a satisfactory job performance report submitted by the employer. Normal academic regulations apply to the conduct and evaluation of the courses.

Students in a 90-credit program will be required to complete 2 work terms (6 credits). Students in a 120-credit program will be required to complete 3 work terms (9 credits). These credits will be added to the student's program and do not count as business courses, business electives, or free electives. All work terms must be completed before the student's final academic semester and a student's last semester before graduation cannot be a work term. While every effort will be made to find a suitable placement for all students in the program, no guarantee of placement can be made since the employment process is competitive and subject to market conditions.

Admission to the Co-operative Education Program

Full-time students in the Williams School of Business with a minimum cumulative average of 70% after completing 15 credits (1 semester) are admissible into the Co-op Program provided they submit their résumé (curriculum vitae) and a letter of intent for review. A student is then required to maintain a minimum cumulative average of 70% in order to be eligible to remain in the co-op program and to participate in any of the program's activities. Admission is limited to full-time students in any Honours or Major program offered in the Williams School of Business.

Please consult the Co-operative Education section on the Bishop's University website for important dates, deadlines and updates at www.ubishops.ca/coop.

Tuition and Fees

Each work term placement is a 3-credit course and students will pay tuition based upon their fee paying status (Quebec resident, Canadian out-of-province, International).

In addition, an administrative fee of \$200 per placement will be charged to help cover the cost of monitoring and evaluating work placement. Payment is to be made through the Business Office.

Work Term Evaluation

Successful completion of the work term is based upon the receipt of a satisfactory job performance report from the employer and a satisfactory work term report and self-evaluation submitted by the student.

The work term report will cover one of two areas: 1) analyze and make recommendations concerning an issue, opportunity or problem related to or evoked by the student's work placement environment or 2) analyze competencies acquired during the work placement, offering specific examples of behaviours that illustrate various competencies. An outline of relevant competencies will be provided to students choosing this option. The topic of the report will be selected in consultation with the Coordinator and the employer and must be approved by both.

The job performance report will be completed by the employer, using guidelines supplied by the Williams School of Business. It is the student's responsibility to ensure that the employer sends the completed evaluation to the faculty member supervising the placement. Employer evaluations are confidential and are not reported on the student's transcript.

VII. INTERDISCIPLINARY PROGRAMS

1. Arts Administration Option – Please see the Division of Humanities section of the calendar for program requirements.

The 72-credit interdisciplinary program combines the study of business, the creative arts and arts administration to provide students with the skills and knowledge needed to be active participants in the cultural sector. In addition to the core courses in business and in the core courses in one of the creative arts (Drama, Fine Arts or Music), students also take 12 required credits in Arts Administration. At the end of their program, students will be provided with co-op opportunities when they enrol in the program's Practicum, AAD353, and will be placed in a variety of cultural venues consistent with their disciplinary focus. In addition to the Practicum course, there are several opportunities for internship employment on campus through internships in Centennial Theatre, The University Gallery, the Music Chez Nous Concert Series, the Eastern Townships Research Centre and other campus-based professional organizations.

VIII. MULTIDISCIPLINARY PROGRAMS

1. B.A. Major in Information Technology – please see the Multidisciplinary Program section of the calendar for program requirements

This program provides the necessary skills and knowledge to work/design/participate within organizations that manage large amounts of data and provide services to a large number of users.

2. B.A. Major in Sports Studies – please see the Multidisciplinary Program section of the calendar for program requirements.

This program exposes students to the social, biological, political, business and economic aspects of sport in society.

IX. MINOR IN BUSINESS ADMINISTRATION

The Minor in Business Administration requires the completion of the following courses:

BAC121
 BMG112
 BMA140 (requires MAT196)
 BFN200 (requires ECO103 and BAC121)
 BMK211

Plus 9 credits of Free Business electives

It is important to note the following:

1. While the Business Minor appears to require the completion of 24 credits, in fact a minimum of 30 credits is generally necessary as a result of required course prerequisites for BMA140 and BFN200 (see above).
2. Students who have been granted course equivalence for BMA140 must replace BMA140 with a free Business elective course.
3. Students pursuing the Minor must respect all prerequisite requirements for senior Business courses they take as free Business electives. For example, a student wishing to take Human Resource Management (BHR224) must first take Organizational Behaviour (BHR221).

X. MINOR IN ENTREPRENEURSHIP

(For non-business students only)

The Williams School of Business offers an Entrepreneurship Minor requiring the following courses:

BMG214
 BMG318
 BMG320
 Plus 15 credits of Business electives

Total: 24 credits

Note: *Students pursuing the Entrepreneurship Minor must respect all prerequisite requirements for senior Business courses they take as free Business electives. For example, a student wishing to take Human Resource Management (BHR224) must first take Organizational Behaviour (BHR221). In some cases, required prerequisites may include MAT196 and MAT197. It is strongly suggested that students consult the Williams School Chair prior to embarking on this Minor.*

XI. CERTIFICATE PROGRAMS IN BUSINESS

Certificates may be completed on a full-time or a part-time basis.

Regulations governing Certificate Programs

Admission requirements

Students must make a formal application for admission to Certificate programs on the special form for this purpose available at the Admission's Office.

Applicants for admission to Certificate programs must fulfill the same admission requirements as applicants to a Bachelor's degree in the same discipline. (see Admission requirements — Degree Studies).

Academic standing — probation and must withdraw

Students in the Certificate programs must meet the Academic Standing criteria for part-time students as outlined in the Academic Calendar. Students in the Certificate in Business Administration must also fulfill the requirements for maintaining good standing in Business.

Transfer between Certificate and Degree programs

Students may make application for transfer from a Certificate to a Degree OR from a Degree to a Certificate program in the same or another discipline. The regulations governing Academic Program Changes will apply.

A maximum of 21 credits may normally be transferred from a Degree to a Certificate program.

A maximum of 30 credits may normally be transferred from a Certificate to a Degree program. If a student has graduated from a Certificate program, the credits earned in the Certificate may not be used to satisfy the requirements of a minor in the same discipline.

Transfer of credit to Certificate programs

A maximum of 9 credits which have not been counted towards any other degree or certificate program, at any other university, may be transferred to a Certificate program at Bishop's, subject to the regulations governing transfer of credit from other institutions (see Credit for Studies Completed Elsewhere).

Completion of a Certificate program following completion of a Bachelor's degree

Students who have completed a Bachelor's degree at Bishop's University may be admitted to a Bishop's Certificate program in a different area of study. All 30 credits required for the Certificate must be completed at Bishop's.

Certificate in Business Administration

30 credits

Description and objectives:

The Certificate in Business Administration provides an academic background in Business Administration to students who are pursuing or wishing to pursue a career in management in the private or public sectors. The Certificate program presents a broad survey of underlying disciplines and an introduction to the functional areas in Business Administration, both theoretical and practical.

Admission requirements: (*See Regulations governing Certificate programs*).

Prerequisites to programs:

The Certificate in Business Administration requires that an applicant complete MAT196 and MAT197 (or equivalent).

I. Required courses: 5 courses — (15 credits) in Business Administration

BAC 121ab	Purposes of Accounting	3-3-0
BMG 112ab	Management Theory and Practice	3-3-0
BMA 140ab	Statistical Analysis for Business Decisions I	3-3-0
BFN 200ab	Introduction to Finance	3-3-0
BMK 211ab	Marketing Management	3-3-0

II. Optional courses: 5 courses — (15 credits) in Business Administration:

Any other 5 courses in Business Administration leading to the B.B.A. degree. (Note: Cognate courses may not be used towards this Certificate.)

Certificate in Human Resources

30 credits

Description and objectives:

There is a growing recognition that the quality of an organization's human resources plays a central role in an ever changing business environment. With organizations facing the need for continuous change in a competitive environment, they must more than ever begin to rely on the knowledge, skills and abilities of their workforce to confront such challenges. Human resources is a field of business administration that works towards ensuring this for the organization. Through courses such as compensation management, human resource management, industrial relations, training and development, and organizational behaviour, students in the Certificate in Human Resources program will learn how to ensure that the human resource goal of attracting, developing and maintaining a competitive workforce is accomplished.

Admission requirements: (*See Regulations governing Certificate Programs*).

Tier I courses required:

BMG112ab	Management Theory and Practice	3-3-0
*BHR221ab	Organizational Behaviour	3-3-0
*BHR224ab	Human Resource Management	3-3-0

Tier II courses 5 out of 10 required:

*BHR312ab	Industrial Relations	3-3-0
*BHR313ab	Compensation Management	3-3-0
*BHR315ab	Training and Development	3-3-0
BHR321ab	Organizational Theory	3-3-0
*BHR326	Personnel Recruitment and Selection	3-3-0
*BHR328	Occupational Health and Safety	3-3-0
*BHR333	Employment Law	3-3-0
BHR334	Administering the Collective Agreement	3-3-0
ECO204ab	Canadian Labour Economics	3-3-0

*Courses marked with an asterisk have been designed to give discipline-specific knowledge required for the Certified Human Resources Professional (CHRP) designation. In order to be considered as a CHRP, students should consult the human resource professional association in their respective province.

Tier III courses 2 out of 4 required:

BHR316ab	Organizational Conflict and Negotiation	3-3-0
BMG322ab	Change Management	3-3-0
BMG323ab	Interpersonal Skills	3-3-0
BMG324ab	Management of Innovation	3-3-0

REGULATIONS APPLYING TO ALL BUSINESS PROGRAMS

Enrollment in the Williams School of Business is limited. Students must normally have a minimum average of 70% from CEGEP and 75% from high school to be considered for admission to these programs.

1. PREREQUISITES

a. Mathematics:

To enter a 3-year Business program (90 credits), a student must normally have a Quebec collegial diploma (D.E.C.), or the equivalent, including Mathematics 201-NYC (201-105) and 201-NYA (201-103). Students having the required prerequisites can normally complete their undergraduate programs in three years.

Students lacking these prerequisites will have their programs adjusted, i.e. increased by the number of mathematics credits required. The department deems Mathematics 201-NYA (201-103) and 201-NYB (201-203) taken as part of a DEC to satisfy these Mathematics requirements.

Students entering four-year degree programs must register in the required equivalent Mathematics — MAT 196 and MAT 197. The requirement can also be fulfilled by completing MAT 191 and 192. Students lacking the appropriate preparation for MAT 196 and MAT 197 will be required to take an additional course MAT 190. Students in a 120-credit program who must take the required mathematics courses will use these courses as free non-business electives.

b. Students are normally required to complete MAT196 and MAT197 within the first 30 credits of their program for 90-credit students and within 45 credits for 120-credit students.

c. Computer Literacy

Students are expected to have basic computer literacy in the following areas — word processing, spreadsheets and data bases.

2. EXEMPTIONS

Students who have been granted exemptions from Required Business core courses must replace them with Business courses. Students are advised to consult with the Department Chairperson prior to course selection.

3. DOUBLE FAILURE RULE

Any student who twice receives a failing grade in a course offered by the Business Department will not be permitted to repeat the course again. If this is a business course that is required in order to graduate with a B.B.A., B.A. Major Business, the student will not be eligible to graduate with that degree. This implies that having twice received a failing grade in the same business course at Bishop's precludes a student from receiving transfer credits for the same course.

4. TRANSFERS FROM OTHER BISHOP'S PROGRAMS

To be eligible to transfer into either the B.B.A. or B.A. Major Business from a non-business program, a student must have successfully completed at least 30 credits at Bishop's and have achieved a minimum overall average of 65% based on all courses attempted. The number of student transfers is determined based on final enrollment figures and the quota for the School's maximum enrollment.

5. MAINTENANCE OF GOOD STANDING

Notwithstanding the University regulations on Academic Standing, the Williams School has its own regulations on Maintenance of Good Standing. Students with cumulative averages of 60% or more remain in good standing in the B.B.A. and B.A. Major Business programs. Once students have completed two academic semesters, their averages will be calculated on all courses attempted. In the calculation of a student's average, failures will be included. If the failed course is repeated, or if a passed course is repeated to achieve a higher mark, the second attempt in either case will be used in the cumulative average.

All students, after completing their first two semesters, must maintain a cumulative average of over 60% to remain in good standing. After two semesters, students with cumulative averages less than 50% must withdraw from the program. Those with cumulative averages between 50% and 59% will be permitted to remain in the Williams School for one semester in which they must improve their cumulative average to 60%. Students who do not achieve good standing will not be eligible to continue in the BBA or BA Major Business programs at Bishop's University, nor will they be eligible to transfer back into these programs.

Students who fail to maintain good standing in Business will be required to make a choice of an alternate degree program by the end of two consecutive semesters following their dismissal from the Business program. Should they fail to do so, or fail to be accepted into an alternate program, they will not be permitted to register as a full-time student in the next semester.

6. GRADUATION "WITH DISTINCTION"

The notation "with Distinction" will appear on the transcript of students who graduate with a cumulative average of 80% or more and is only available for first degree students.

7. ADDITIONAL GRADUATION REQUIREMENT

(B.B.A. and B.A. Major Business)

A student must have a minimum cumulative average of 60% in all courses taken in order to graduate with a B.B.A. or B.A. Major Business degree. Calculation of this average will employ the same methodology as in the "Maintenance of Good Standing"

8. BUCS

All B.B.A. and B.A. Major Business students are assessed a \$10.00 per semester fee to cover the activities and events of the Bishop's University Commerce Society (BUCS).

9. CREPUQ Exchanges

See International Business Concentration Stream for International Exchanges

Students wishing to explore the opportunity to study abroad as an exchange student should consult with the International student office. Students need a minimum cumulative average of 70% to qualify to go on exchange. Students should also consult with the Chair of the Williams School for important academic information concerning exchanges.

BUSINESS COURSES

Required Lab Course for Business Students

ILT 100 Information Literacy and Critical Thinking (lab) 1-0-1

This one credit lab course is required for all Business Students. The objective of this laboratory course is to introduce students to the skills necessary to effectively complete their research assignments in Business. The course includes the correct use of library resources including the online catalogue, periodical indexes and other relevant databases. Other areas of study include the identification of key terms for effective searching, productive use of the internet and the critical evaluation of retrieved resources. Academic integrity, plagiarism and the correct citation of print and online sources are also taught. The course is practical, and students are given the opportunity for hands-on experience in the library's electronic classroom. This lab course cannot be used as a lecture course credit.

ACCOUNTING COURSES

BAC 121ab Purposes of Accounting 3-3-0

The study of accounting and its role in the analysis and communication of financial events. The information provided by accounting, particularly through the financial statements, and issues associated with existing accounting processes will be explored.

BAC 122ab Financial Accounting 3-3-0

An examination of the measuring, recording and reporting of financial information with reference to specific items in the financial statements.

Prerequisite: BAC 121.

BAC 211a Intermediate Financial Accounting I 3-3-0

Further development of accounting principles. Particular emphasis is placed on an in-depth evaluation of financial statement presentations in Canada.

Prerequisite: BAC 122.

BAC 212b Intermediate Financial Accounting II 3-3-0

An in-depth consideration of specific accounting topics (e.g. accounting for income taxes, partnership accounting, current value accounting). Current practices and the relevant CICA recommendations will be reviewed in terms of theoretical concepts and principles.

Prerequisite: BAC 211

BAC 221ab Introductory Managerial Accounting 3-3-0

This course is an introduction to the tools of accounting information for management decision making. Topics include comparison of financial and managerial accountants, job order costing, process costing, cost behaviour, cost-volume relationships, activity based costing, budgeting, standard costs and reporting for control.

Prerequisite: BAC 121

BAC 241a Systems and Control 3-3-0

All organizations require reliable and secure information systems in order to successfully conduct their day-to-day operations. For many businesses, sophisticated accounting information systems are in place and internal control is crucial in the process of producing reliable financial information. In the context of the information age, this course examines corporate responsibility as well as the function of computerized systems. Topics such as accounting systems development, implementation of controls, fraud detection and E-commerce security will be explored.

Prerequisite: BAC 122

BAC 311b Advanced Financial Accounting 3-3-0

A study of accounting theory and application related to the following topics — business combinations, long-term intercorporate investments, branch accounting, non-profit accounting, and foreign exchange. Emphasis is on accounting principles currently accepted in Canada.

Prerequisite: BAC 212 or permission of instructor

BAC 312a Intermediate Managerial Accounting 3-3-0

This is the second course in managerial accounting which covers new topics such as balanced scorecards, limitations of reporting for control, non-financial measurements and outsourcing. Furthermore, application of the various techniques learned in

BAC221 will be applied.

Prerequisites: BAC221, BMA141

BAC 322b Management Control 3-3-0

Written and oral analysis of management control problems. Topics include decision models, performance evaluation and decentralization. This course also applies theories from other accounting courses into practice via case analysis.

Prerequisites: BAC312

BAC 331a Taxation I 3-3-0

Introduction to income tax law in Canada with primary emphasis on the determination of the tax liability of individuals in receipt of various sources of income. Topics include Residence, Tax Status, Capital Cost Allowances, Capital Gains, Property Income and Tax Credits. Issues such as the equity fairness and complexity of the tax system, tax evasion and tax planning are considered.

Prerequisite: BAC 122

BAC 332b Taxation II 3-3-0

This course builds upon the principles and concepts of Canadian Income Tax introduced in BAC 331. In particular, it examines the application of income tax law as it applies to Corporations. Attention is given to effective income tax planning for shareholder — manager remuneration, estates and for capital gains deferrals.

Prerequisite: BAC 331

BAC 341b Auditing 3-3-0

The concept of internal control and fundamentals of auditing. Topics include: legal and moral responsibilities of the auditor; controls required in principal accounting systems; selection of appropriate audit techniques; and preparation of audit reports.

Prerequisite: BAC 212, BAC241

BUSINESS COMPUTER SCIENCE

BCS 212ab Electronic Commerce 3-3-0

Internet technology has dramatically changed the way people communicate, collaborate, coordinate and conduct business. This course is about Electronic Commerce and Electronic Business; a different way of doing business. The course deals with EC technological infrastructure including the World Wide Web networks, hardware and software. It also deals with EC implementation strategies and the impact of EC on traditional businesses and organizational structures, strategies and management.

Prerequisite: BAC121 and BMK211

BCS 215a Programming with Visual Basic 3-3-0

This course introduces visual basic concepts and programming to exploit windows-based applications and, as a result enhance personal productivity. Students with no previous programming experience learn how to plan and create their own interactive windows applications, and would also learn how to use Visual Basic in situations they are likely to encounter in the workplace. The course takes a task-driven approach using practical examples. The course capitalizes on Visual Basic's power to perform complex decision and information management tasks.

BCS 216 Managing Information Technology 3-3-0

The objective of this course is to provide students with a better understanding of modern techniques to manage information Technology. This includes a basic knowledge of main ideas and key theories relating to IT management; management of hardware, software and network of large scale information systems; management and control of information systems security; and understanding complex concepts of data management.

Prerequisite: BCS 220

BCS 220a Management of Information Systems 3-3-0

This course covers the management perspective of Information Systems. An IS Department or IS unit manages data and information which are among the most valuable organizational resources in today's modern businesses. The MIS includes the setting of a direction for information resources, the management of technology resources and the management of the information systems function. A variety of different types of IS will be covered. The list includes Enterprise Resource Planning Systems, Knowledge Management Systems, and Electronic Systems.

Prerequisite: BMG112

BCS 311b Knowledge Management 3-3-0

Information is already a major commodity to be produced, distributed and exploited in a business context. Apart from traditional services (libraries, information brokers, ... etc), the rise of new electronic means of communication and storage are beginning to make important sources of specialized information directly available to end users. This course will focus on new ways of exploiting this information to adapt it to the specific needs of individual managers and administrators. The main concepts to

be considered will be Information Retrieval, Data Mining and Automated Decision Systems (Expert Systems).

BCS 313b System Design and Development 3-3-0

This course combines concepts and practices in business information systems development. The entire process of MIS development will be studied: the feasibility study, structured analysis techniques, data file modelling and normalizing, database schema definition, implementation strategies, security and maintenance constraints. To emphasize the concepts covered in class, a MIS prototype will have to be developed using a DBMS such as PARADOX. A case study approach will be used.

Prerequisite: BCS 220

BCS 314b Advanced Visual Basic 3-3-0

This course will expose students to some more advanced features of Visual Basic.NET such as the Object Model, Threads, the Graphic Utilities and ASP Net for creating web applications. The programming tasks will be taken from the domains of Operations Research and Information Management. Each student will have to complete a programming project from conception to actual demonstration of a running program. Project management will be inspired from practice in industry.

Prerequisite: BCS215 or CSC111

BCS 315b Multimedia Modelling 3-3-0

This course concerns the need to communicate efficiently on the web using texts, images, sounds, videos, etc. Multimedia communication will be treated as a language with rules to be observed (logical, aesthetic, etc.). In addition to covering the creation of various graphics, animations, videos, sound types and effective user interactions, the course will emphasize the application of a rigorous design methodology (from story boarding to experimentation). Students will be responsible for designing applications that enhances or highlight a commercial product of service. The evaluation criteria will be functionality, meaning, consistency, interestingness, originality.

BCS 316a Internet Technology 3-3-0

This course covers the most common alternatives to setting up an on-line store. This involves the setting up of a web server using the HTTP transfer protocol GET and POST requests, sockets, server side processing of client requests using the cgi-perl, php, java servlet, Asp, Jsp and Soap technologies. The modelling of a product catalogue and shopping cart will be based on the standards XML, DTD, XML schema, XSLT.

Prerequisite: BCS215 or CSC 111

BCS318 E-Business Applications 3-3-0

With the high increase of use of the World Wide Web and the Internet, the new Business Intelligence (BI) concept emerges. The business problem that originates the development of BI concept is that data is available in different places (different countries) and in different formats (text, video, paper...) and businesses need to compile all these types of data in order to develop intelligence and make decision. This course focuses on the technological infrastructure needed for implementing e-Business solutions, on the software components necessary, and on how to implement such applications.

Prerequisite: BCS 212

FINANCE COURSES

BFN 200 Introduction to Finance 3-3-0

This course introduces the study of finance in the context of modern business decision-making. The central focus of the course is the valuation of real and financial assets and the tools used for that purpose. Students will become familiar with such concepts as time value, discount rate, and net present value. These concepts will be presented with the help of real-life examples and cases that will illustrate the many ways in which finance can solve business problems.

Prerequisite: BAC121, ECO103

BFN 203ab Corporate Finance 3-3-0

This course represents an introduction to corporate finance. It focuses on the determinants of financial policy at the microeconomic level. The students will become familiar with the issues and challenges faced by a financial manager. Emphasis will be placed on financial planning and corporate growth, capital structure, and dividend policy decisions.

Prerequisite: BFN 200.

BFN 210ab Capital Markets 3-3-0

The emphasis in this course is on domestic and international capital markets — stocks, bonds, foreign currencies, etc. Whereas Finance I and Finance II concentrate on internal financial decision making, this course surveys the external environment

in which the firm operates. Managers need to know how to satisfy investors' demands and obligations in order to meet their external needs for capital resources. Students interested in a career as a money manager, research analyst, investment sales and virtually any occupation involved with the investment management process should consider this course. Topics will include the efficient market hypothesis, analysis of fixed income and equity securities, derivatives and principles of portfolio management.

Prerequisite: BFN 200, BMA140. This course is required for students in the Finance stream. BFN 210 may be taken concurrently with 300 level finance courses except BFN 352 and BFN 315.

BFN 301a Capital Budgeting 3-3-0

This course describes how managers are making long-term investment decisions involving capital assets, such as plant, equipment, machinery, research and development, etc. The main topics include, but are not limited to net present value, internal rate of return, cost of capital, adjusted present value, real options, mergers and acquisitions, and many others. Special emphasis is placed on tackling complex case studies that require an integrative approach to understanding various corporate finance issues.

Prerequisite: BFN 203

BFN 315a Financial Derivatives 3-3-0

Futures and options markets have become increasingly important in the world of finance and investments. It is essential that all professionals understand how these markets work, and how derivatives are valued. This course will study the derivatives markets, assess their characteristics, and describe how they are used by hedgers, speculators and arbitrageurs.

Prerequisites: BFN210

BFN 340 Risk Management in Financial Institutions 3-3-0

The financial management of financial institutions such as commercial banks, investment dealers and insurance companies is strongly focused on the management of different types of risk. These risks include credit risk, market risk, liquidity risk and operational risk. This course provides a conceptual framework for understanding modern models of risk management in financial institutions and examines the choices made by institutions with regard to risk bearing and management. The financial institution of primary focus will be the commercial bank.

Prerequisites: BFN203, BFN210

BFN 341 Corporate Governance 3-3-0

Corporate Governance offers insights into the relationship between economic efficiency and economic organization. The main issues addressed in this course include the comparative analysis of free markets and hierarchies, the nature and allocation of financial claims, the organization and functioning of various corporations around the world, and the connection between ethics and economic performance.

Prerequisites: BFN200, or instructor's permission

BFN342 Theories of Finance 3-3-0

The main focus of this course is to survey and discuss various theories that constitute the foundations of modern finance. These theories include, but are not limited to Rational Behavior, the Efficient Market Hypothesis, Behavioral Finance, and Game Theory. A special emphasis will be placed on emerging paradigms, such as Fractals, Complex Systems, and Chaos Modeling.

Prerequisites: BFN210

BFN 351a Financial Statement Analysis 3-3-0

A detailed analysis of financial statements as an aid to making investment decisions. The differentiation between economic income and accounting income and impact of different accounting principles on corporate earnings are discussed.

Prerequisite: BFN 203, BAC 122

BFN 352a Investment Analysis and Portfolio Management 3-3-0

Introduction to the various security instruments and intermediaries and the structure and functioning of the markets within which they are cast. Conventional techniques for evaluating securities, including technical analysis. The construction of a portfolio by traditional diversification, randomized selection and efficient diversification methods.

Prerequisite: BFN 210

BFN 354b Seminar in Finance 3-3-0

Selected topics will be chosen from contemporary issues in Financial Theory, Corporate Finance, and Domestic and International Capital Markets. The specific topics will be dependent upon the timeliness of the issue and student background and interest. A portion of the seminar will be conducted in the case method.

Prerequisites: permission of the instructor.

BFN 356 SEED Portfolio 6-3-0

The SEED course has been designed with the objective of providing finance students with the means to practically apply their knowledge. The course gives students the opportunity to act as investment managers, in order to gain a more comprehensive understanding of portfolio management. This will be accomplished by having students invest in recognized North American equities, after prudent research and consulting with an external advisory board.

Students will apply to the program upon entering their penultimate year. After an application process which includes resumes, transcripts and interviews, six students will be selected as Research Assistants. The responsibilities of a Research Assistant include maintaining records and following the progress of the portfolio. Upon completion of a year as Research Assistants, students will move into the position of Portfolio Managers, conditional upon the approval of the Faculty Advisors. Portfolio Managers will be responsible for making buy and sell decisions as well as keeping detailed records of transactions. Emphasis will be on the importance of analysis and presentation, in order to reach consensus among Portfolio Managers, and on the use of appropriate decision making tools.

Prerequisite: Permission of instructor.

BFN 360a International Finance 3-3-0

This course provides a broad overview of the major aspects of finance in an international setting. The focus will be on measuring and coping with foreign exchange risk from the managerial perspective of multinational corporations. The main topics of this course include the examination of spot, forward and futures markets, the use of derivative contracts, international financial markets, international financing, capital budgeting, direct foreign investment and international mergers and acquisitions.

Prerequisite: BFN 200, BFN 210

HUMAN RESOURCE MANAGEMENT COURSES

BHR 221ab Organizational Behaviour 3-3-0

This course is designed as an introduction to the study of individual and group behaviour in organizations. The purpose is to enable students to understand human behaviour and its determinants in the organizational setting and, therefore, to deal with it effectively. Throughout the course emphasis will be placed on students' conceptualization of the theoretical aspects of organizational behaviour, as well as the practical application of these theories through case analyses.

Prerequisite: BMG 112

Note: Students who complete BHR221 cannot receive credit for PSY309. For prerequisite purposes PSY309 is equivalent to BHR 221.

BHR 224ab Human Resource Management 3-3-0

Management of people is a recognized competitive corporate advantage. This course is designed to introduce the current theory, research and practice of human resource management. Specialized topics central to human resource management are introduced. Learning is facilitated through lecture, student presentations, and class discussions.

Prerequisite: BHR 221

Note: All students in a Human Resource Management stream must take this course.

BHR 312a Industrial Relations 3-3-0

The subject matter of industrial relations is the interdisciplinary study of people and their work. Through an integration of theory and practice, the objective of this course is for students to gain an initial ability to analyze, understand, and manage many of the major issues of the employment relationship in the contemporary workplace. Topics addressed include the following: the broad, legal economic social and historical context of industrial relations; the theory and practice of trade unions; unionization in the public sector; and labour and employment law.

Prerequisite: BHR 224 or POL 214, or permission of instructor

BHR 313b Compensation Management 3-3-0

This course provides students with an understanding of the strategic role of organizational compensation management in today's competitive environment. Students will explore the theory, concepts and methods used to design compensation systems which will contribute to individual and organizational goal achievement. Current and controversial topics in the field of Compensation Management will also be discussed.

Prerequisite: BHR 224

BHR 315b Training and Development 3-3-0

The course introduces students to the practice of training and developing employees. Both practical and theoretical aspects are explored. The entire process of training is explained, from the determination of training needs, setting training objectives, designing the training programs, selecting the appropriate training and

development techniques, to the evaluation of training results. Both traditional and contemporary training methods are reviewed within this framework.

Prerequisite: BHR 224

BHR 316b Organizational Conflict and Negotiation 3-3-0

This course introduces students to the structure and processes of conflict and negotiations faced by organizations. Both formal and informal conflict and negotiation practices at the interpersonal, intra group and inter group levels are examined from theoretical and practical perspectives. Particular emphasis is placed on understanding and dealing with conflict from a "conflict management" viewpoint wherein conflict is viewed as having the potential for positive and negative individual/organizational consequences. A significant portion of the course is devoted to the development of conflict management and negotiation skills.

Prerequisite: BHR 221

BHR 317 Organizational Dynamics 3-3-0

This course focuses on organizational and behavioural theories applied to organizations, with an emphasis on those practices that are recognized through research for their effectiveness. Students will specifically examine how workers perceptions, attitudes, behaviours, and experiences come together to play a vital role in an organizations day-to-day functioning and its overall success. In addition to understanding the theories and managerial practices, this course will give students some insight into their own behaviours as members of an organization.

Prerequisite: BHR 221

BHR 321 Organization Theory 3-3-0

Organizations, the dominant form of institution in our society, are a fundamental part of our existence, present in all forms of contemporary life. It is the purpose of this course to study the design and structure of organizations.

The subject is approached from both a theoretical and strategic perspective. It also examines how organizations can be structured and designed to facilitate goal achievement and to improve effectiveness.

Prerequisite: BHR 221

BHR 325 Topics in Human Resource Management 3-3-0

The course will present selected topics of current interest at an advanced undergraduate level. Topics covered may vary from year to year. Subject matter may reflect current research interests of faculty members. This course should be of particular interest to those expecting to pursue graduate studies in Human Resource Management and related fields.

Prerequisite: BHR 224

BHR 326a Personnel Recruitment and Selection 3-3-0

This course introduces students to the theory and practices of personnel recruitment and selection. In addition to critically reviewing the various recruitment and selection strategies used by organizations, students will be exposed to the technical and theoretical underpinnings of the field (e.g., Validity; Reliability; Criteria Measures). The course will cover selection and recruitment issues as they relate to the Canadian legal framework.

Prerequisites: BHR 224, BMA141 or PMA260

BHR 328a Occupational Health and Safety 3-3-0

This course is designed to provide students with an introduction to the management of health and safety in the workplace. The course first examines the legislative context, and the hard and soft cost implications of effective health and safety programs. In this context, best practices in terms of occupational hygiene, safety, ergonomics, and workplace wellness are explored. Related topics such as accident investigation, workplace safety and insurance, and occupational disability management are also discussed.

Prerequisite: BHR 221

BHR 330 International Human Resources 3-3-0

Globalization has compelled organizations to increasingly deal with a diversified workforce, a workforce with different cultural values. As well these organizations are required to meet different human resource regulations imposed by host governments and labour unions. They are required to coordinate and integrate their global human resource practices. The objective of the course is to provide students with the knowledge, skills and abilities necessary to manage human resources in global organizations. The course includes discussion of the HR challenges in multinational companies, the HR functions of recruitment, selection, compensation, training and development, cross cultural performance evaluation, as well as host country industrial relations.

Prerequisites: BMG 215 and BHR 224

BHR 333b Employment Law 3-3-0

This course is designed to provide students with an understanding of the key statutes, case law, and adjudicative processes in employment law. Whereas students will be introduced to the theory of public law and administrative tribunals, emphasis will be placed on the practical implications of the legal rights and obligations of the workplace parties. An emphasis is placed on the contract of employment and the duty to accommodate. Other topics include the law of the following: human rights; employment standards; occupational health and safety; workplace accident insurance; pay equity; and, employment equity.

Prerequisite: BHR 224

BHR 334b Administering the Collective Agreement 3-3-0

The collective agreement constitutes the negotiated terms and conditions of employment between management and the union. Through an integration of theory and practice, students gain an understanding of the major substantive and procedural issues in administering a collective agreement. An emphasis is placed on dispute resolution from the initial stages of a grievance through to labour arbitration.

Prerequisites: BHR 224 or POL 214

BUSINESS MATHEMATICS COURSES**BMA 140ab Statistical Analysis for Business Decisions I 3-3-0**

Data summarization: frequency distributions, measures of central tendency and variability; probability; introduction to statistical decision analysis; discrete probability distributions: binomial, Poisson probability distributions; continuous probability distributions: normal, uniform and exponential probability distributions.

Prerequisite: Math 196ab

This course is not open to students with credit for EMA 140.

BMA 141ab Statistical Analysis for Business Decisions II 3-3-0

Sampling methods and sampling distributions; statistical inference; estimation and hypothesis testing; simple linear regression and correlation; multiple linear regression; chi-square tests for independence and goodness-of-fit; introduction to analysis of variance.

Prerequisite: MAT197, BMA 140

This course is not open to students with credit for EMA 141.

BUSINESS MANAGEMENT COURSES**BMG 112ab Management Theory & Practice 3-3-0**

This course serves as an introduction to the basic theory, science and practice of management. It views management as a process, stressing the basic processes of managerial planning, organizing, controlling and leading. The material is presented from a theoretical or formal point of view but with emphasis on practical examples.

BMG 215ab Introduction to International Business 3-3-0

This introductory course is designed to expose the student to the international business environment and its current patterns. The major theories of international business transactions are examined including the critical institutions that influence and facilitate international trade. These dynamic factors as well as the pressures of globalization are reviewed in the context of overall corporate policy. The course also briefly develops the important international issues within the framework of the various functional disciplines of management.

Prerequisites: BMK 211, BMG 112

BMG 221a Business Law 3-3-0

In addition to the fundamentals of basic contract law, students will be introduced to a number of legal issues affecting contemporary business including: competition policy, environmental law, securities legislation, fiduciary responsibilities, property law, professional liability and consumer protection.

BMG 222b International Business Law 3-3-0

This course is designed to give students a practical knowledge of the legal aspects of engaging in international business. Students will examine major public trade agreements that have a direct effect on international business, such as GATT and W.T.O., The New York Convention (arbitration), The Vienna Convention (International Sale of Goods), NAFTA, and the European Common Market. The practical aspects of international business will be covered in detail. Notably, the following topics shall be studied; the formation of the contract, conduct of business, the carriage of goods, insurance, payment, financing and the resolution of disputes.

Prerequisite: BMG 215

BMG 230 Business Research Methods 3-3-0

The course focuses on the analysis of actual problems in organizations and the use of research in problem solving. This encompasses the understanding and application of appropriate research methodologies.

Prerequisite: BMA 141

BMG 311ab Business Policy and Strategic Management 3-3-0

The objective of this course is to introduce students who have completed their B.B.A. core courses to the business policy and strategic management areas. This course attempts, through the uses of cases, readings and lectures, to provide an awareness of overall organizational goals, strategies and environmental relationships. Where possible, the course utilizes knowledge gained in other areas of the B.B.A. program.

Prerequisite: All other Required Core courses

BMG 312a Competitiveness 3-3-0

The objective of this course is to provide students, who have completed three credits of Business Policy, with an opportunity to examine in greater depth a number of important managerial issues relating to sustaining a competitive advantage. The course will examine competitiveness on various levels of aggregation: national, industry, company and individual.

Prerequisite: BMG 311 or permission of instructor.

BMG 315ab International Management 3-3-0

The course is designed to further develop the students' understanding of the international business environment. The course reviews the global competitive forces affecting the internationalization process including the decision to expand abroad and the various modes for foreign market entry i.e. licensing, joint ventures and international alliances. Other topics include various aspects of international control, organizational structure and foreign subsidiary issues. The course is developed around the case study method.

Prerequisite: BMG 215

BMG 322b Change Management 3-3-0

This course explores the process of change within organizations and the management of that process. Topics include the forces that create and inhibit change, decisions about what needs to be changed, and the techniques to implement and sustain change. The role of the change agent will also be examined.

Prerequisite: BHR221

Note: It is recommended that students take this course in their last 30 credits.

BMG 323ab Interpersonal Skills 3-3-0

Studies consistently show that good "interpersonal skills are critical to managerial success." Although individuals differ in their basic characteristics, personalities, and competencies, better interpersonal skills can be learned. This course uses both conceptual and experiential approaches to focus on key interpersonal skills of communication, conflict management, and leadership, within a team setting.

Prerequisite: BHR 221

BMG 324a Management of Innovation 3-3-0

The course is designed to introduce students to the innovation process, the management of the innovation process within the organization, and the role and treatment of innovation in the Canadian context.

Prerequisite: BHR221

BMG 325 Leadership in a Multicultural World 3-3-0

Whether at home or abroad, the business world is becoming increasingly multicultural. Leaders must foster excellence in their diverse workforce both in face-to-face contexts and via the use of technology. This course addresses international leadership theories and skills, covering topics such as trusting relationships development, business and team management, and the requirements associated to leading virtual teams.

Prerequisites: BMG112, BHR221

BMG 351ab Independent Studies 3-3-0

Proposals for independent studies should be submitted to the faculty member who is to supervise the project. All such studies must be approved by the Department.

BMG 352 Honours Project 6-3-0

The Honours project will be taken by all students accepted by the Department into the BBA Honours program. The student will select a topic in consultation with a professor in the concentration area. The completed project will be reviewed by three professors, two of which must be in the area, and be subject to an oral defence.

Prerequisite: acceptance in the Honours program

BMG 391	Co-operative Placement I	3-0-0
Students will integrate theory and practice through the analysis of an issue, opportunity or problem in some way related to the student's work placement. <i>Prerequisite: Admission to the Co-operative Education Program</i>		
BMG 392	Co-operative Placement II	3-0-0
Students will integrate theory and practice through the analysis of an issue, opportunity or problem in some way related to the student's work placement <i>Prerequisite: BMG391</i>		
BMG 393	Co-operative Placement III	3-0-0
Students will integrate theory and practice through the analysis of an issue, opportunity or problem in some way related to the student's work placement. <i>Prerequisite: BMG392</i>		
BPH 240ab	Business and Professional Ethics	3-3-0
An examination of ethical issues and responsibilities in the field of business, surveying contemporary and traditional ethical theory and undertaking case study of contemporary issues. <i>Prerequisite: Students must have completed a minimum of 30 credits at Bishop's University.</i> <i>Note: This course is cross listed as PHI240. Students who receive credit for BPH240 cannot receive credit for PHI240.</i>		

BUSINESS ENTREPRENEURSHIP COURSES

BMG 214ab	Introduction to Entrepreneurship: New Venture Creation	3-3-0
This course requires students to examine the entrepreneurial process from conception to the implementation of a new venture. It concentrates on the attributes of successful entrepreneurs and entrepreneurial teams, on their search for and assessment of opportunities and on gathering of resources to convert opportunities into businesses. Students will work in teams to prepare a detailed business plan and compete for the David Rittenhouse (fall semester) and P.H. Scowen (winter semester) prizes in entrepreneurship. <i>Note: This course is open to all Bishop's University students.</i>		
BMG 318ab	The Successful New Venture: Feasibility Analysis and the Management of Risk	3-3-0
Students will be introduced to the process of early stage business growth planning and feasibility. Students will work on a team project to apply analysis tools and recommendations in a "live" entrepreneurial business situation with a local business. The team will be coached throughout the process and present their findings and recommendations to the entrepreneur. The outcome for the student team is the understanding of the true entrepreneurial challenge and reality. Field work is supplemented by classroom lectures that further enhance the students' grasp of small business development <i>Prerequisite: BMG 214</i>		
BMG 320	Topics in Entrepreneurship	3-3-0
The course will present topics of current interest in the area of small business and entrepreneurship. Topics covered may vary from year to year and will be based on the expertise and interests of faculty members. This course should be of particular interest to those wishing to pursue small business and entrepreneurial activities of their own. <i>Prerequisite: BMG 214</i>		

MARKETING COURSES

BMK 211ab	Marketing Management	3-3-0
Introduction to the nature of marketing in our competitive business environment. The main emphasis of the course evolves around a close examination of the "marketing mix" (product, price, place and promotion) in a managerial setting, and interpretation of market forces and opportunities.		
BMK 214	Consumer Behavior	3-3-0
To understand how consumers and organizations interact and the processes that take place as part of this exchange. The main emphasis of this class examines how consumers and organizations drive change and the impact of these changes on both a micro and macro level. In addition, a secondary focus examines the process by which consumers and organizations consume/deliver products and services in order to understand the evolution of this process from both a managerial and global perspective. <i>Prerequisite: BMK 211</i>		

BMK 321a	Marketing Research	3-3-0
The course focuses on the analytical techniques used to interpret data acquired using research techniques discussed in BMG 230. The emphasis in the course is on interpretation of results of marketing research and the use of such information to facilitate strategic marketing decision making. <i>Prerequisite: BMK 211, BMK 214, BMG 230</i>		
BMK 323a	Marketing Communication	3-3-0
This course will examine the theory and techniques applicable to all the major marketing communication functions: advertising, direct marketing, sales promotions, public relations, and personal selling. It will provide a knowledge base that will allow students to research and evaluate a company's marketing and promotional situation and use this information in developing effective communication strategies and programs. <i>Prerequisite: BMK 211, BMK 214</i>		
BMK 332a	Marketing Channels	3-3-0
This course views marketing channels as a key strategic component of the marketing mix and builds an understanding of how the firm can best maximize its position with respect to its environment. Key concepts include the types of participants in marketing channels, channel structures, functions and flows, and the various behavioural processes which exist. The course examines how the firm can best maximize its strategy to influence these factors through strategic channel design, building good networks and alliances and, finally, by understanding how to motivate members of the channel. <i>Prerequisite: BMK 211, BMK 214</i>		
BMK 340	Product Strategy and Innovation	3-3-0
This course focuses on the nature of the decisions and actions taken by firms concerning innovation with respect to their products and services. Topics covered will include innovation and R&D management, managing knowledge and networks, and the new product development process. The course will expose students to the contemporary challenges encountered by innovative firms in developing and launching new products and services, and the strategies which are used by those firms in building and defending brand equity throughout the product life cycle. <i>Prerequisite: BMK 211, BMK 214</i>		
BMK 350	Marketing Strategies for Environment Sustainability	3-3-0
This course aims to provide a forum for students to consider innovative approaches to advancing environmental sustainability through the marketing function of organizations. The course is designed to help students build effective strategies for gaining competitive advantage through environmentally sustainable practices which need to be built into the core areas of strategic marketing: product and process development, design of the supply chain, communications and pricing. In addition, the course will help students understand the publics which need to be involved and the macro factors which need to be considered in order for such strategies to be effective. <i>Prerequisites: BMK 211, BMK214</i>		
BMK 354ab	Topics in Marketing	3-3-0
The course will present selected topics of current interest at an advanced undergraduate level. Topics covered may vary from year to year and will reflect current research interests of marketing faculty members. <i>Prerequisites: BMK 211, BMK 214</i>		
BMK 362ab	Sport Marketing	3-3-0
This course will illuminate the theoretical underpinnings and practical applications of marketing strategies to collegiate and professional sport, special events, international sport, broadcasting, facility management, and sporting good industry. The course is designed to allow students an opportunity to apply key marketing concepts and strategies within various settings in order to garner a better understanding of both participant and spectator markets. <i>Prerequisite: BMK 211, BMK 214</i>		
BMK 371	Industrial Marketing Strategy	3-3-0
This course is designed to help students understand the complexities and unique challenges faced by marketing managers and top management in their efforts to harmonize the organization's objectives, capabilities, and resources with marketplace needs and opportunities, in the specific case of industrial or business-to-business marketing. Particular emphasis is placed on high technology and dynamic environments which drive specific industries that play key roles in today's society including, but not limited to, biopharmaceuticals, nanotechnology, integrated networks and energy. <i>Prerequisite: BMK 211, BMK 214</i>		

BMK 372a International Marketing Strategy 3-3-0
 The focus of this course is primarily on the formation or revision of strategies related to consumer and competitive analyses in international markets. Exploration and understanding of international markets will be facilitated utilizing a social, legal, economic, political and technological framework. This information will be used jointly with competitive and industry scanning to forecast, segment, position and target within international markets and to highlight the inherent challenges of international market research. Strategic decisions faced by students assuming the role of marketing managers include channel analysis and deployment (modes of new international market entry, logistics), in addition to the challenges of pricing, promotion and product development on an international scale.
Prerequisite: BMK 211, BMK 214, BMG215

MANAGEMENT SCIENCE COURSES

BMS 231 Operations Management 3-3-0
 This course views the management of operations as the design, management and control of business processes. The course introduces the decisions and trade-offs associated with production of goods and services. Topics include: strategy in operations and supply chain, process design and selection for manufacturing and services, capacity planning, six-sigma quality, lean manufacturing, inventory management, aggregate sales and operations planning, MRP/JIT, and scheduling operations.
Prerequisite: BMA 141
(not for credit if BMS221 already taken)

BMS 303a Forecasting Techniques 3-3-0
 This course introduces various forecasting techniques used in the business world. Computers are used to apply and interpret the forecasting information.
Prerequisite: BMS 231

BMS 325b Operations Research 3-3-0
 This course introduces more concepts and applications of quantitative management techniques not covered in BMS 231. Topics to be covered are: linear programming; the simplex method; simplex-based sensitivity analysis and duality; integer programming; introduction to dynamic programming; queuing models; and Markov processes. Computer programs are available for students to experiment with specific techniques.
Prerequisite: BMS 231

BMS 331a Production and Operations Management 3-3-0
 This course introduces managerial production techniques such as: resource planning (requirements planning, capacity planning, facility planning); facility location and layout (facility layout and design of product layouts, assembly-line balancing); aggregate production planning and master scheduling; material requirements planning; operations scheduling; project planning management (planning and scheduling project costs, controlling project costs). Computer programs are available for students to experiment with specific techniques.
Prerequisite: BMS 231 or instructor's permission for non-business students.

BMS 332b Supply-Chain Management 3-3-0
 The main purpose of the course is to learn how models can be effectively constructed and applied to supply-chain planning problems. Specific topics include: Motivation for using models to analyze supply chain problems with particular attention to developments in Information Technology, Linear and mixed Integer programming models, applications of modelling systems to strategic, tactical, and operational supply chain problems. The perspective is the resource-view of the firm, a new paradigm for strategic planning.
Prerequisite: BMS 231

BMS 333 Purchasing Management 3-3-0
 In today's competitive business climate, companies with effective procurement strategies are beginning to separate themselves from the competition. Increasingly companies are outsourcing their production; as a result there is a transformation from a manufacturing to service based economy. This course brings together the fields' tools and latest advances, and gives the students and professionals a comprehensive framework for innovative procurement- lowering costs, efficient logistics, quality testing, warehousing, improving efficiency, eliminating non-value added activities and optimizing the purchase order function.
Prerequisite: BMS 231

BMS 341b Statistical Quality Control 3-3-0
 This course introduces the student to topics in quality control. It will deal with the different techniques of design for single, double, multiple and sequential acceptance sampling plans; sampling plans design for stipulated producer's risk and/or consumer's risk; rectifying sampling plans; control charts for variables and for attributes.
Prerequisite: BMA 141

BMS 343b Computer Simulation 3-3-0
 The course studies computer simulation techniques to support managerial decision making. The focus will be on the formulation of relevant, tractable questions, the development of computer based models to provide appropriate information, and the analysis of this information for decision making. Students will be encouraged to see simulation as an integrated subject, by developing a real case model.
Prerequisite: BMA 141