BUSINESS ADMINISTRATION

The MBA program is based on the application of contemporary management concepts and strategies to industries where the University of Guelph has distinctive capabilities. Upon admission, participants choose an industry focus for their program. The three fields available to students are:

- Food and Agribusiness Management
- Hospitality and Tourism Management
- Sustainable Commerce

Administrative Staff

If you have any enquiry pertaining to the MBA Program at the University of Guelph, please contact:

**Associate Dean, Research and Graduate Studies**
Sean Lyons (314 Macdonald Hall, Ext. 58500)
slyons01@uoguelph.ca

**Director, Executive Programs**
Catherine Statton (304 Macdonald Hall, Ext. 56607)
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**Graduate Program Coordinator MBA Hospitality and Tourism Management**
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mhholme07@uoguelph.ca

**Graduate Program Coordinator MBA Food and Agribusiness Management**
Andreas Boecker (314 Macdonald Hall, Ext. 53532)
aboecker@uoguelph.ca

**Graduate Program Coordinator MBA Sustainable Commerce**
Rumina Dhalla (229 Macdonald Hall, Ext. 52690)
rdhalla@uoguelph.ca

**Graduate Faculty**

The MBA program is administered and managed by the Gordon S. Lang School of Business and Economics, through the Executive Programs Office. The MBA currently has three fields;

1. Food and Agribusiness Management;
2. Hospitality and Tourism Management; and
3. Sustainable Commerce

which are offered in partnership with academic units:

- the Department of Food, Agricultural and Resource Economics (in the Ontario Agricultural College),
- the Department of Management (in LANG),
- the School of Hospitality, Food and Tourism Management (in LANG),
- the Department of Economics and Finance (in LANG) and
- the Department of Marketing and Consumer Studies (in LANG).

*This list may include Regular Graduate Faculty, Associated Graduate Faculty and/or Graduate Faculty from other universities.*

**Paul Anglin**
B.Sc. Toronto, MA, PhD Western Ontario - Professor
Graduate Faculty

**May H. Aung**
B.Comm., M.Comm. Burma, PhD York - Associate Professor

**Andreas Boecker**
M.Sc., PhD Kiel - Associate Professor and Chair
Graduate Faculty

**Nita Chhinzer**
BA York, MBA, PhD McMaster - Associate Professor
Graduate Faculty

**Hwan-Suk (Chris) Choi**
BA Chung-Ang (Seoul, Korea), MTA George Washington, PhD Texas A&M - Professor
Graduate Faculty

**John A.L. Cranfield**
B.Sc., M.Sc. Guelph, PhD Purdue - Professor and Associate Dean (External Relations), Ontario Agricultural College
Graduate Faculty

**Brady J. Deaton**
BS Missouri, MS Virginia Tech, PhD Michigan State - Professor
Graduate Faculty

**Rumina Dhalla**
MBA, PhD York - Associate Professor
Graduate Faculty

**Statia Elliot**
B.Comm. St. Mary’s, MA McMaster, PhD Carleton - Professor and Director
Graduate Faculty

**Joan Flaherty**
BA, MA, MSc Guelph - Associate Professor
Graduate Faculty

**Lianne Foti**
B.Comm. Guelph, MBA EDHEC, DBA Bradford - Associate Professor
Graduate Faculty

**Getu Hailu**
B.Sc., M.Sc. Alemaya, PhD Alberta - Professor
Graduate Faculty

**Louise Hayes**
B.Sc., MBA British Columbia, PhD Waterloo, CPA, CA - Assistant Professor
Graduate Faculty

**Spencer Henson**
B.Sc., PhD Reading - Professor
Graduate Faculty

**Mark Holmes**
B.Comm., MSA Ryerson, PhD York - Associate Professor
Graduate Faculty

**Kalinga Jagoda**
B.Sc. Moratuwa (Sri Lanka), PhD Western Sydney (Australia), CPA, CMA - Associate Professor
Graduate Faculty

**WooMi Jo**
BS Kansas, MS Houston, PhD Kansas - Associate Professor
Graduate Faculty

**Marion Joppe**
BA Waterloo, MA, PhD Univ.d’Aix-Marseille III (France) - Professor Graduate Faculty

Elizabeth Kurucz
BA McMaster, MIR Toronto, PhD York - Associate Professor Graduate Faculty

Nadège Levallet
Diplome Grenoble (France), MBA Ottawa, PhD Queen's - Assistant Professor Graduate Faculty

Sean Lyons
BPA Windsor, MA, PhD Ottawa - Professor and Associate Dean (Research and Graduate Studies), Gordon S. Lang School of Business and Economics Graduate Faculty

Sara Mann
B.Comm. MBA McMaster, PhD Toronto - Professor and Associate Dean (Academic), Gordon S. Lang School of Business and Economics Graduate Faculty

Bruce McAdams
B.Comm., MA Guelph - Associate Professor Graduate Faculty

William C. Murray
BA Carleton, MBA Guelph, PhD Saint Mary's - Assistant Professor Graduate Faculty

Norm O'Reilly
B.Sc. Waterloo, MBA Ottawa, PhD Carleton - Dean, Maine School of Business, University of Maine Associated Graduate Faculty

Davar Rezania
M.Sc. Utrecht, MBA Derby, PhD Ramon LLULL, CPA, CMA - Associate Professor and Chair Graduate Faculty

Rakhal C. Sarker
B.Sc., M.Sc. Bangladesh, PhD Guelph - Associate Professor Graduate Faculty

Sandra Scott
B.Sc. Toronto, MBA McMaster, CPA, CA, CFA - Associate Professor Graduate Faculty

Simon Somogyi
BWM, PhD Adelaide - Professor Graduate Faculty

Francis Tapon
DES Paris, MBA Columbia, MA, PhD Duke - Professor Graduate Faculty

Erna van Duren
BA Waterloo, M.Sc., PhD Guelph - Professor Graduate Faculty

Michael von Massow
BA Manitoba, B.Sc., M.Sc. Guelph, PhD McMaster - Associate Professor Graduate Faculty

Richard Vyn

B.Sc. Dordt College, M.Sc. Alberta, PhD Guelph - Assistant Professor Graduate Faculty

John Walsh
BA Thames Polytechnic, MBA, PhD Western - Professor Graduate Faculty

Alfons J. Weersink
B.Sc. Guelph, M.Sc. Montana State, PhD Cornell - Professor Graduate Faculty

Agnes Zdaniuk
BA, M.A.Sc., PhD Waterloo - Associate Professor Graduate Faculty

MBA Program
The MBA program is offered in three broad fields:

1. Food and Agribusiness Management;
2. Hospitality and Tourism Management; and
3. Sustainable Commerce

and involves a core group of courses that build and develop key managerial skills. These courses allow students to apply concepts and skills to management situations in their chosen industry, and course work is followed by industry-related research culminating in a major project. Case studies are widely used. Program prerequisites include relevant experience in the participant’s chosen industry.

Admission Requirements
A four-year undergraduate degree or its equivalent (from a recognized university) with an average of at least a B- (70-72%) in the last two years of study and:

1. At least three years of industry related experience including supervisory and managerial responsibility or
2. At least three years of industry-related experience (without supervisory and managerial responsibility) and a GMAT (with a minimum score of 550-600).

Alternate admission may be offered to applicants with a three-year General degree, diploma and/or an acceptable professional designation AND having completed at least five years of relevant work experience.

Meeting minimum criteria for admission does not guarantee acceptance into the program. Limitations of funds, space, facilities or personnel may make it necessary for the University, at its discretion, to refuse admission to an otherwise qualified applicant.

Program Requirements
MBA Online
The MBA online program combines online coursework with three on-site residential periods are held in Guelph, Ontario, Canada. Online courses allow students to study anywhere, anytime with the flexibility that enables them to balance family, career and study priorities. Participants normally complete the online MBA within two years.

Core Courses
Participants complete nine core courses, which provide a foundation for graduate management education. These courses build and develop key managerial skills applicable in the private and public sectors of the
economy. The core program is specifically geared to today's manager-leader, team player, decision maker and coach:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS*6050</td>
<td>Business Fundamentals</td>
<td>0.50</td>
</tr>
<tr>
<td>BUS*6110</td>
<td>Foundations of Leadership</td>
<td>0.50</td>
</tr>
<tr>
<td>BUS*6140</td>
<td>Foundations of Human Resource Management</td>
<td>0.50</td>
</tr>
<tr>
<td>BUS*6150</td>
<td>Research Methods for Managers</td>
<td>0.50</td>
</tr>
<tr>
<td>BUS*6180</td>
<td>Financial and Managerial Accounting</td>
<td>0.50</td>
</tr>
<tr>
<td>BUS*6200</td>
<td>Financial Management</td>
<td>0.50</td>
</tr>
<tr>
<td>BUS*6600</td>
<td>Sustainable Value Creation</td>
<td>0.50</td>
</tr>
<tr>
<td>BUS*6700</td>
<td>Strategic Management and Business Game</td>
<td>0.50</td>
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<tr>
<td>BUS*6790</td>
<td>Operations Management</td>
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Fields

Food and Agribusiness Management
The Food and Agribusiness Management field is designed to prepare graduates for advanced careers in the food, agribusiness and production agriculture sectors.

Working with faculty from the Gordon S. Lang School of Business and Economics, participants complete three advanced courses related to the food and agribusiness sector:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS*6100</td>
<td>Food and Agribusiness Economics and Policy</td>
<td>0.50</td>
</tr>
<tr>
<td>BUS*6120</td>
<td>Food and Agribusiness Marketing</td>
<td>0.50</td>
</tr>
<tr>
<td>BUS*6520</td>
<td>Managing Price Risk</td>
<td>0.50</td>
</tr>
</tbody>
</table>

In addition, the program allows participants to choose to complete the requirements for the MBA degree by taking two additional elective courses or by completing a major research project (BUS*6900 Major Research Project).

Hospitality and Tourism Management
The Hospitality and Tourism Management field is designed to prepare graduates for advanced careers in the accommodation, food service and tourism industries.

Working with faculty from the School of Hospitality, Food and Tourism Management, participants complete three advanced courses related to the hospitality and tourism sector:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS*6510</td>
<td>Hospitality and Tourism Revenue Management</td>
<td>0.50</td>
</tr>
<tr>
<td>BUS*6320</td>
<td>Hospitality and Tourism Marketing</td>
<td>0.50</td>
</tr>
<tr>
<td>BUS*6550</td>
<td>Managing Service Quality</td>
<td>0.50</td>
</tr>
</tbody>
</table>

In addition, the program allows participants to choose to complete the requirements for the MBA degree by taking two additional elective courses or by completing a major research project (BUS*6900 Major Research Project).

Sustainable Commerce
The Sustainable Commerce field is designed to prepare graduates for advanced careers in which sustainability is a key business objective.

Working with faculty of the Gordon S. Lang School of Business and Economics and the Department of Geography, participants complete three advanced courses related to sustainable commerce sector:

<table>
<thead>
<tr>
<th>Code</th>
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<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS*6300</td>
<td>Business Practices for Sustainability</td>
<td>0.50</td>
</tr>
<tr>
<td>BUS*6500</td>
<td>Governance for Sustainability</td>
<td>0.50</td>
</tr>
<tr>
<td>BUS*6850</td>
<td>Marketing Strategy</td>
<td>0.50</td>
</tr>
</tbody>
</table>

In addition, the program allows participants to choose to complete the requirements for the MBA degree by two additional courses for the course work option or by the completion of a major research project (BUS*6900 Major Research Project).

Major Research Project
The major research project (BUS*6900 Major Research Project) is comprised of developing a research proposal, researching an applied management problem and requires data collection, analysis and the ability to link understanding of the problem with an appropriate body of literature.

Program Time Commitment and Duration
Participants normally complete the MBA within two years. Courses are completed in sequence and each course is typically two months in length. Students are expected to devote 20 to 25 study hours per week to participate in the program.

Courses

BUS*6050 Business Fundamentals Unspecified [0.50]
Examination of theory, function, application, and practice of business with a particular emphasis on important skills, including strategy, communications, content, stakeholders, and decision-making. Course also includes study of critical business concepts such as ethics/ethical decision making; sustainable business development; ethical management; diversity and cross cultural management.

Equate(s): HTM*6050
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

BUS*6100 Food and Agribusiness Economics and Policy Unspecified [0.50]
An analysis of economic and policy issues relevant for food and agribusiness managers in affluent economies, with emphasis on the economic and policy environment that exists within North America.

Equate(s): AGBU*6100
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

BUS*6510 Hospitality and Tourism Revenue Management 0.50

BUS*6320 Hospitality and Tourism Marketing 0.50

BUS*6550 Managing Service Quality 0.50

In addition, the program allows participants to choose to complete the requirements for the MBA degree by taking two additional elective courses or by completing a major research project (BUS*6900 Major Research Project).

Equate(s): HTM*6050
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

Equate(s): AGBU*6100
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

In addition, the program allows participants to choose to complete the requirements for the MBA degree by two additional courses for the course work option or by the completion of a major research project (BUS*6900 Major Research Project).
BUS*6110  Foundations of Leadership  Unspecified  [0.50]
The course will enhance students' interpersonal skills, expand their knowledge and understanding of the theory and research behind leadership and leader development. Leadership issues such as ethical decision-making, engagement, toxic leadership and the impact of team management and collaboration in the organization are explored.
**Equate(s):** HTM*6100
**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.
**Department(s):** Executive Programs
**Location(s):** Guelph

BUS*6120  Food and Agribusiness Marketing  Unspecified  [0.50]
A study of marketing decision-making in food and agribusiness firms, with emphasis on the formulation of strategic marketing plans.
**Equate(s):** AGBU*6120
**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.
**Department(s):** Executive Programs
**Location(s):** Guelph

BUS*6140  Foundations of Human Resource Management Resource Management  Unspecified  [0.50]
This course examines the essential strategic and operational human resource management functions. Topics covered include the legal context, attracting, acquiring and building human capital, employee empowerment, engagement, and rights, globalization of HR, health and safety, labour relations, and legal compliance, in a variety of organizational settings.
**Equate(s):** HTM*6140
**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.
**Department(s):** Executive Programs
**Location(s):** Guelph

BUS*6150  Research Methods for Managers  Unspecified  [0.50]
Students learn to formulate a research problem and to select and use appropriate quantitative and qualitative techniques for the collection and analysis of relevant data. The course also covers ethical issues and responsibilities in research.
**Equate(s):** HTM*6150/AGBU*6070
**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.
**Department(s):** Executive Programs
**Location(s):** Guelph

BUS*6180  Financial and Managerial Accounting  Unspecified  [0.50]
This course emphasizes the gathering and use of financial information to facilitate effective financial and management decisions by managers to contribute towards overall corporate vision and exercise fiscal responsibility towards overall corporate results and governance. This course takes an accounting information user rather than supplier perspective.
**Equate(s):** AGBU*6180
**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.
**Department(s):** Executive Programs
**Location(s):** Guelph

BUS*6200  Financial Management  Unspecified  [0.50]
This course takes the viewpoint of a senior financial officer, focusing on cash management, accounts receivable, inventories and capital assets, and sourcing of funds through debt and equity. Business decisions impact on employees and customers, society and community, government relations, and the environment are considered.
**Prerequisite(s):** BUS*6180
**Restriction(s):** Restricted to Lang Executive MBA students.
**Department(s):** Executive Programs
**Location(s):** Guelph

BUS*6220  Special Topics in Management Issues  Unspecified  [0.50]
An advanced course for those specializing in management, marketing or organizational behaviour. Deals with current and future topics, trends and problems in the industry, strategic planning, and the integration of management, marketing, and organizational behaviour.
**Equate(s):** HTM*6220
**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.
**Department(s):** Executive Programs
**Location(s):** Guelph

BUS*6230  Special Topics in Business  Unspecified  [0.50]
An advanced course for those specializing in organizational behaviour. Deals with in-depth analysis of industry organizational behaviour, management of current and future problems, reorganizations, corporate cultures, multi-cultural organizations, and ethics.
**Equate(s):** HTM*6120/AGBU*6700
**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.
**Department(s):** Executive Programs
**Location(s):** Guelph

BUS*6300  Business Practices for Sustainability  Unspecified  [0.50]
This course focuses on critical strategic and managerial issues related to sustainability and introduces students to concepts linking organizational strategies and sustainability principles. It explores how managers can integrate consideration of the environment and society into business strategies and business practices to improve competitive advantage and create environmental, social and economic value.
**Prerequisite(s):** BUS*6600
**Restriction(s):** Restricted to Lang Executive MBA students.
**Department(s):** Executive Programs
**Location(s):** Guelph

BUS*6320  Hospitality and Tourism Marketing  Unspecified  [0.50]
Analysis and application of marketing foundations through integration of marketing variables with real-world situations and in-depth analysis of strategic marketing issues.
**Equate(s):** HTM*6300
**Restriction(s):** Restricted to Lang Executive MBA and Leadership students.
**Department(s):** Executive Programs
**Location(s):** Guelph
BUS*6400 Canadian Business Law: Addressing Legal Issues in Organizations Fall and Winter [0.50]
This course provides an introduction to Canadian business law and an understanding of legal principals as they apply to business organizations. After reviewing basic foundational concepts and sources of law in Canada, students will undertake a more in-depth review of practical legal issues and solutions that arise in various business environments. Topics include contracts, torts, employment law, class action and conflict resolution.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

BUS*6450 Global Business Today Unspecified [0.50]
This course will survey the key issues related to doing business internationally including the cultural context for global business, cross border trade and investment, ethics, the global monetary system, foreign exchange challenges and effectively competing in the global environment.
Equate(s): MCS*6500
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

BUS*6500 Governance for Sustainability Unspecified [0.50]
This course introduces MBA students to the rise of environmentalism and state-led environmental management, and the evolving world of environmental governance. Coupled with this review is coverage of some key contemporary environmental issues of relevance to business executives such as climate change and fisheries decline.
Prerequisite(s): BUS*6600
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

BUS*6510 Hospitality and Tourism Revenue Management Unspecified [0.50]
This course discusses revenue maximization strategies and tactics that improve the profitability of businesses that work in fixed capacity environments, face time-varied demand, their product is homogeneous and their cost structure reflects a high proportion of fixed and a low proportion of variable cost items.
Prerequisite(s): BUS*6320
Equate(s): HTM*6510
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

BUS*6520 Managing Price Risk Unspecified [0.50]
The course deals with the use of futures, options and other instruments for marketing, risk management and investment purposes. Emphasis is placed on the development and implementation of trading strategies and on the policy and corporate governance framework necessary to support effective management.
Equate(s): AGBU*6510
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

BUS*6550 Managing Service Quality Unspecified [0.50]
A holistic and interdisciplinary approach is used to explore the principles of service management. The course will enhance participants’ understanding of what actually constitutes quality, the nature of service, and strategies for improving it.
Equate(s): HTM*6550
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

BUS*6590 Organizational Theory and Design Unspecified [0.50]
Core concepts in organizational theory and their interrelationships as well as concepts such as group decision making and intragroup and intergroup dynamics are explored.
Equate(s): HTM*6590
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

BUS*6600 Sustainable Value Creation Summer Only [0.50]
Many organizations have redefined their business strategies in line with principles of sustainability in order to maximize value creation for the organization and its stakeholders. In this course students will critically examine these sustainability drivers and strategic approaches to value creation.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

BUS*6700 Strategic Management and Business Game Unspecified [0.50]
This course examines the study of business in a global context through a "live case study," with specific emphasis on the strategic implications of food, hospitality, agribusiness, and sustainable commerce. This integrative course draws together the conceptual theories and models of the graduate program core.
Equate(s): HTM*6700/AGBU*6400
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

BUS*6790 Operations Management Unspecified [0.50]
This course delves into key decisions and techniques used to provide a good or service and deliver customer value in today’s global environment. The focus is on modelling service and product delivery systems with emphasis on managerial problems in hospitality, tourism, food and agribusiness organizations.
Equate(s): HTM*6800
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph
BUS*6800  Readings in Leadership I  Unspecified  [0.50]
This course is available to individuals or groups of graduate students. Students will complete a set of readings and an associated paper as approved by designated faculty. Specific learning objectives consistent with the University's will be developed each time the course is offered.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

BUS*6810  Readings in Leadership II  Unspecified  [0.50]
This course is available to individuals or groups of graduate students. Students will complete a set of readings and an associated paper as approved by designated faculty. Specific learning objectives consistent with the University's will be developed each time the course is offered.
Co-requisite(s): BUS*6800
Department(s): Department of Management
Location(s): Guelph

BUS*6820  Readings in Management  Unspecified  [0.50]
This course is available to individuals or groups of graduate students. Students will complete a set of readings and an associated paper as approved by designated faculty. Specific learning objectives consistent with the University's will be developed each time the course is offered.
Department(s): Department of Management
Location(s): Guelph

BUS*6830  Foundational Theories of Leadership  Fall Only  [0.50]
This doctoral seminar introduces students to the underlying philosophical assumptions that support empirical research methods within management studies. The challenge facing future researchers, leaders and managers is to distill vast amounts of information into meaningful and action oriented knowledge.
Restriction(s): Instructor consent required.
Department(s): Department of Management
Location(s): Guelph

BUS*6840  Foundational Theories of Management  Winter Only  [0.50]
This doctoral seminar provides a survey of classic and contemporary management thought. The objective of this course is to explore foundational and emerging areas of inquiry that are influential in the realm of management theory and practice.
Restriction(s): Instructor consent required.
Department(s): Department of Management
Location(s): Guelph

BUS*6850  Marketing Strategy  Unspecified  [0.50]
An advanced course for those specializing in marketing. Deals with marketing theories, models, and specific subsets of marketing such as pricing, consumer and industrial-buyer behaviour, distribution, services, and service-delivery concepts.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

BUS*6900  Major Research Project  Unspecified  [1.00]
A detailed critical review of an area of study specific to the specialization of students in the MBA by course work and major paper option.
Restriction(s): Restricted to Lang Executive MBA students.
Department(s): Executive Programs
Location(s): Guelph