

John Molson School of Business

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Section 61

Faculty

Dean

ANNE-MARIE CROTEAU, PhD *Université Laval*

Associate Deans

SANDRA BETTON, PhD *University of British Columbia; Professional Graduate Programs*

KATHLEEN BOIES, PhD *University of Western Ontario; Research and Research Programs*

JOOSEOP LIM, PhD *University of California, Irvine; Undergraduate Programs*

ALEXANDRA PANACCIO, PhD *HEC Montréal; Accreditation and Faculty Relations*

Location

Sir George Williams Campus

MB Building, Room: 015-115

514-848-2424, ext. 2779

Mission Statement

“To provide an engaging learning and research environment that empowers us to achieve our greatest potential for the betterment of business and society.”

Approved by Faculty Council • May 2019

61.20 ADMISSION REQUIREMENTS

The general requirements for admission to Concordia University are listed in §13.

Cegep Entrance — the 90-credit program

The prerequisites for the 90-credit program are as follows:

Subject*:	Concordia Courses:
Calculus I	MATH 209
Linear Algebra	MATH 208
Micro, Macro Economics	ECON 201, 203
Computer Literacy	BTM 200

**NOTE: Equivalencies will be determined at the time of acceptance.*

Students with a DEC will complete the 90-credit program. Students who have a complete DEC but are lacking one or more of the prerequisite courses may take them within the 90-credit program as elective credits during the first year of the program.

Mature Entry — the 108-credit program

In addition to the 90-credit program, Mature Entry students will be required to complete the following 18 credits:

- 6 credits in MATH 208, 209
- 6 credits in ECON 201, 203
- 3 credits in BTM 200
- 3 additional elective* credits

**These elective credits must be selected from outside the offerings of the John Molson School of Business.*

Extended Credit Program — the 120-credit program

In addition to the 90-credit program, students in the Extended Credit Program will be required to complete the following 30 credits:

- 6 credits in MATH 208, 209
- 6 credits in ECON 201, 203
- 3 credits BTM 200
- 3 credits ENGL 210 or 212
- 12 additional elective* credits

**These elective credits must be selected from outside the offerings of the John Molson School of Business.*

NOTE: Because of the extensive use of computers in various programs, students are advised to have access to a personal computer.

61.21 UNDERGRADUATE DEGREE PROGRAMS

The John Molson School of Business offers two distinct undergraduate programs. The Bachelor of/Baccalaureate in Commerce (BComm) is a structured program in which the student will select a major from those offered by the School of Business. The Bachelor of/Baccalaureate in Administration (BAdmin) is a flexible program which permits the student to pursue interests outside the School of Business, and offers the possibility of complementing a fundamental grounding in Administration with minor concentrations in an area of interest. Degree requirements listed below apply to all students entering the program on or after June 1, 2001.

61.21.1 General Education Requirement

The John Molson School of Business is committed to the concept of General Education. Students graduating from the Business programs will have acquired the benefits of a general education through the 12 elective non-Business credits they are required to complete.

61.21.2 The Bachelor of/Baccalaureate in Commerce

The program provides the student with an education for careers in business. This is accomplished through an interdisciplinary curriculum that is intellectually challenging. The first year of the program provides knowledge of fundamental business concepts and operational skills that form the base for the core curriculum. The second year of the program builds on this foundation to provide a broad experience in all phases of business. The interdisciplinary nature of the program allows students to analyze, formulate, judge, and solve challenging business problems. The last year of the program provides students with an opportunity for in-depth study of a specific business discipline.

More specifically, by the end of their BComm studies, students will:

1. apply the core concepts appropriately within each business discipline;
2. analyze business situations and demonstrate critical and analytical thinking to solve problems and make decisions;
3. demonstrate an understanding of global business issues and practices;
4. communicate effectively, both orally and in writing;
5. work effectively in teams;
6. understand ethical issues involving business situations.

As part of the Bachelor of/Baccalaureate in Commerce program, students will select 12 credits of elective courses outside the offerings of the School. Those credits, which will meet the School's General Education requirement, should be chosen in areas that complement the students' overall university education.

Degree Requirements:

- 42 credits from the core
- 12 elective credits outside the School of Business
- 24 credits to apply towards the major (see Note 1)
- 12 elective credits chosen by the student (see Note 1)

NOTES:

1. All students are required to declare a major. The Major in Human Resource Management requires completion of 30 credits. Consequently, the elective credits chosen by the student are reduced from 12 to 6 credits.
2. Students may add a second major in another business field. A double major requires completion of 102 credits as follows: 42 credits from the core, 12 elective credits outside the School of Business, 24 credits to apply towards the first major, and 24 credits to apply towards the second major. A double major including the Major in Human Resource Management requires completion of 108 credits. Minors in the JMSB are not available with a double major.
3. The School may impose quotas on some majors.

Honours Programs

The John Molson School of Business has programs leading to an honours concentration in selected fields. The honours program consists of a minimum of 30 credits taken in a specified field, in addition to the core program of 42 credits. Refer to §16.2.4 for matters governing honours programs at Concordia. An honours degree, because it testifies to a student's comprehensive education in a particular field, intellectual commitment to that field, and achievement of a high level of academic performance, has traditionally been required of entrants to postgraduate programs.

To enter an honours program, students already admitted to a program in the John Molson School of Business must apply to the department that offers the program. The department will notify the Office of the Associate Dean, Academic and Student Affairs, of the acceptance.

Honours Regulations (Faculty Regulations)

In order to qualify for an honours program, a student must comply with the regulations set forth below.

1. An honours student must meet the general program requirements, as well as the specific requirements for an honours program. Departments may impose additional requirements. A student must complete a minimum of 15 credits in the courses from the honours component of the program at this University to receive a degree with honours. In certain cases, these 15 credits may include specific courses for which transfer credit may not be awarded.

2. Students already admitted to a program at Concordia University may apply for entry into an honours program with a minimum cumulative GPA of 3.30 (B+). Students must have completed a minimum of 30 credits in their program before applying for admission to the honours program. Averages are calculated on Concordia courses only.
3. All students must maintain a minimum cumulative GPA of 3.30 as well as a minimum assessment GPA of 3.30 within the honours program. The minimum acceptable grade in any course is normally "C."
4. Students who are withdrawn from the honours program may proceed in the corresponding major program. Reinstatement in the honours program is possible only by appeal to the Faculty Honours Committee.
5. A student is allowed to qualify for only one honours degree in either a single or combined honours program. A student may qualify for a minor or major program in addition to an honours program.

Students may appeal the determination of their status or interpretation of requirements in the honours program. Such appeals should be addressed to the Associate Dean, Academic and Student Affairs. The John Molson School of Business has an Honours Committee made up as follows: three faculty members; one undergraduate student member; one Student Academic Services advisor (non-voting); one representative of the Office of the Registrar (non-voting); and the Associate Dean, Academic and Student Affairs, who chairs the Honours Committee. The Faculty Honours Committee considers applications from departments submitted on behalf of the students for exceptions to the honours regulations. It also adjudicates disputes between students and departments concerning honours programs. Since the Faculty Honours Committee cannot hear appeals contesting its own judgments, students and departments who wish to appeal a decision of the Faculty Honours Committee should address this appeal to the Dean of the Faculty.

61.21.3 The Bachelor of/Baccalaureate in Administration

The aim of the BAdmin program is to develop capable problem-solvers and decision-makers. The program provides students with a fundamental grounding in administration through the same set of core courses available to BComm students. Furthermore, students have the opportunity to pursue a wide range of interest amongst the various courses offered by the University. BAdmin students are expected to achieve the same learning goals as BComm students by the end of their BAdmin studies.

Degree Requirements:

- 42 credits from the core
- 18 credits from within the School of Business and/or its disciplines
- 30 elective credits chosen by the student, but outside the School of Business, 15 of these must be beyond the introductory level.

NOTE: For the BComm and BAdmin programs, a maximum of nine ESL credits may count toward the regular 90-credit degree, a maximum of 12 credits may count toward the 108-credit degree, and a maximum of 15 credits may count toward the 120-credit degree if the student is required to complete ESL courses. For students who are not required to complete ESL courses a maximum of six ESL credits may count towards their degree. Additional credits in ESL courses will be considered as credits completed above and beyond the degree requirements.

61.22 THE CREDIT CORE

The required 42-credit core is identical for both programs and comprises the following courses:

Courses at the 200 level

COMM 205 Business Communication
 COMM 210 Contemporary Business Thinking
 COMM 215 Business Statistics
 COMM 217 Financial Accounting
 COMM 220 Analysis of Markets
 COMM 222 Organizational Behaviour and Theory
 COMM 223 Marketing Management I
 COMM 225 Production and Operations Management
 COMM 226 Business Technology Management

Courses at the 300 level

COMM 305 Managerial Accounting
 COMM 308 Introduction to Finance
 COMM 315 Business Law and Ethics
 COMM 320 Entrepreneurship

Course at the 400 level

COMM 401 Strategy and Competition

NOTE: Students are responsible for following the correct sequence of courses required for the completion of a particular program.

JOHN MOLSON SCHOOL OF BUSINESS

Program	Honours	Major	Minor	Certificate
Accountancy	X	X		X
Assurance, Fraud Prevention and Investigative Services			X	
Business Studies			X ¹	X ¹
Business Technology Management		X	X	
Data Intelligence			X	
Economics		X	X	
Entrepreneurship			X	
Finance	X	X	X	
Financial Reporting			X	
Foundations for Business				X
Human Resource Management		X	X	
Information Systems Audit and Risk Management			X	
International Business		X	X	
Management	X	X	X	
Marketing		X	X	
Real Estate			X	
Supply Chain Operations Management		X	X	

Students will indicate their preferred field of concentration at the time of application for entry. It should be noted that students may change their major and/or minor after completion of their first year of study.

¹This program is not open to students registered in a program leading to the undergraduate degree of Commerce or Administration. Students may transfer into the certificate program up to 12 credits earned in an incomplete degree or certificate program or as an Independent student, provided they are students in good standing. The credits that may be so transferred are determined by the University at the point of entry into the program.

61.22.1 Academic Performance Regulations

NOTE: The GPA regulations apply to all students, including those with Visiting status, registered in programs offered by the John Molson School of Business. This also includes the Minor in Business Studies and certificate programs.

The objectives of these regulations are:

- to ensure that the School of Business can certify that all of its graduates are qualified to enter their profession;
- to ensure that students can, with the assistance or intervention of the School of Business, assess themselves objectively, and plan programs of study designed to meet their individual needs.

Assessment Grade Point Average (AGPA)* Requirements and Consequences

*See §16.3.10, II for definition of AGPA.

Acceptable standing requires that a student obtain an AGPA of at least 2.00.

NOTE: Although a "C-" grade (1.70 grade points) is designated as satisfactory in §16.1.11, an AGPA of 2.00 is required for acceptable standing.

Students in acceptable standing must repeat all courses in which failing grades were obtained provided that these courses are required for their program.

Conditional standing results when a student obtains an AGPA between 1.50 and 2.00. Students in conditional standing may not write supplemental examinations but may proceed subject to the following conditions:

- they must receive academic counselling from the appropriate member of the Dean's Office;
- they must successfully repeat all courses in which failing grades were obtained provided that these courses are required for their program, or replace them by alternatives approved by the Dean's Office;
- in no case will the number of credits exceed 15 per term for full-time students and six per term for part-time students;
- they must obtain acceptable standing at the time of their next assessment. If not, they are considered to be in failed standing.

Failed standing results when a student obtains an AGPA of less than 1.50, or fails to achieve acceptable standing after being on conditional standing at the last assessment.

- Failed students are subject to the following regulations:
 1. They may not write supplemental examinations.
 2. They are dismissed from their program for a minimum period of one year.
- Students who are in failed standing for a second time are dismissed from the University for a longer period of time.
- In subsequent years, should failed students wish to return to university studies, they must contact the Office of the Associate Dean, Academic and Student Affairs, for information concerning conditions and procedures for seeking readmission.
- Readmission is not automatic and is dependent upon an assessment of the applicant's prospects for successful completion of the program. If readmitted, students will be placed on academic probation and restricted to a maximum of six credits per term. They must achieve acceptable standing at the time of their next assessment. Other conditions will be determined at the time of readmission.
- Decisions of the relevant authority in the Faculty to which application is made are final.

Graduation Requirements

Students must satisfy all course requirements, be in acceptable standing, and have a minimum final graduation GPA of 2.00.

The standings of potential graduates who have attempted less than 12 credits since their last assessment are determined after adding the grade points obtained for these credits to those included in the computation of the GPA of the last assessment period. Students who fail to meet acceptable standing but meet conditional standing will have the following options:

- a) register for 12 credits and meet the criteria for acceptable standing;
- b) register for fewer than 12 credits. In this case, standing will be determined after adding the grade points obtained for these credits to those included in the computation of the GPA of the last assessment period.

NOTE: Dean's Office is to be understood as being the appropriate member of the Dean's Office, normally the Associate Dean, Academic and Student Affairs, or delegate.

61.22.2 Registration Regulations

1. Students in the John Molson School of Business who have a lapse in their program of study for six consecutive terms or more will not be allowed to continue in their program before meeting with an academic advisor.
 2. Students are allowed to register in a maximum of 12 credits during the summer session (including a maximum of six credits in any term within that session), except for students following the co-operative format of the program.
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61.25 PROGRAMS WITH THE INSTITUTE FOR CO-OPERATIVE EDUCATION

The Institute for Co-operative Education offers a number of work-integrated learning opportunities to students in the John Molson School of Business. Work-integrated learning is a model of experiential learning that bridges the academic program and the world of work. It provides students with the opportunity to combine study with paid work terms in their chosen fields, bringing a wealth of benefits to both students and their employers.

Co-operative Education Format

The co-op format is available in the following majors:

- Accountancy
- Business Technology Management
- Finance
- Human Resource Management
- International Business
- Marketing
- Supply Chain Operations Management

The academic content is identical to that of the regular BComm program with three work terms interspersed with six study terms. However, in order to continue their studies in the co-operative format in the John Molson School of Business, or to graduate with a BComm degree as members of the Institute for Co-operative Education, students must satisfy the following conditions:

- maintain a cumulative grade point average (CGPA) of at least 2.70 in their program;
- be assigned a grade of pass for each of the three work-term experiences;
- remain in the designated work-study sequence. Any deviations must have prior approval by the Director of the Institute for Co-operative Education or delegate in consultation with the academic director of the student's co-op program.

Please refer to §24 of this Calendar for a full description of the co-operative format of the program.

C.Edge (Career Edge) Option

The C.Edge option is available in the following programs in the BComm and BAdmin degrees:

- Accountancy
- Business Technology Management
- Economics

- Finance
- Human Resource Management
- International Business
- Management
- Marketing
- Supply Chain Operations Management

The academic content is identical to that of the regular program with the addition of a four-month internship. However, in order to enrol in the C.Edge option in the John Molson School of Business, students must satisfy the requirements set by the individual department and the Institute for Co-operative Education. Students may have the C.Edge option recorded on their official transcript and student record, provided they successfully complete the Internship and Reflective Learning course associated with the option.

Please refer to §24 of this Calendar for a full description of the C.Edge format and requirements.

Accelerated Career Experience Option

A limited number of students in the BAdmin or BComm programs are permitted to supplement their studies with the Accelerated Career Experience option.

Admission Requirements

Students may apply to this option if they meet the following criteria:

1. must have a minimum cumulative grade point average (CGPA) of 2.70;
2. must have completed at least 24 credits in their degree before applying;
3. must have at least 15 credits remaining after the completion of the Accelerated Career Experience work term.

The academic content is identical to that of the regular program with the addition of one 12- or 16-month work term. However, in order to continue their studies in the Accelerated Career Experience option in the John Molson School of Business, students must satisfy the following conditions:

- maintain a CGPA of at least 2.70 in their program;
- be assigned a grade of pass for the work term.

Please refer to §24 of this Calendar for a full description of the Accelerated Career Experience option.

61.30 GENERAL INFORMATION

Failures/Prerequisites

Students are cautioned that if they fail a course that is a prerequisite for a subsequent course, they should repeat and pass that failed course before registering in the subsequent course. For example, a student who fails COMM 217 in the fall term, and has registered in COMM 305 in the subsequent winter term, must drop COMM 305 and repeat COMM 217 in the winter term before registering in COMM 305 again.

Students who are not able to register in the failed course(s) should contact the undergraduate programs' office during the course-change period at the beginning of each term.

Students who are registered for a course in which they do not have the appropriate prerequisite must adjust their registration accordingly. The Office of the Associate Dean reserves the right to deregister those students who do not adhere to academic regulations.

NOTE: THERE ARE NO SUPPLEMENTAL EXAMINATIONS IN THE JOHN MOLSON SCHOOL OF BUSINESS.

Proficiency in Canada's Official Languages

The business community and governments have a preference for university graduates who are functional in both the English and French languages. All students are therefore advised to take advantage of the opportunities available to them at this University to ensure that they have good command of these two languages upon graduation.

61.35 JOHN MOLSON SCHOOL OF BUSINESS COURSES

COMM 205 *Business Communication* (3 credits)

Prerequisite: BTM 200 or equivalent previously or concurrently. This course focuses on the principles and techniques of clear, concise, and effective, written and oral communication, especially as they apply to business. The formal, grammatical, and stylistic elements of written and oral business communication are emphasized. In addition, students are instructed in and experience the use of audiovisual means of communication.

NOTE: Students who have received credit for COMM 212 may not take this course for credit.

NOTE: It is recommended that part-time students complete this course, along with COMM 210, as early in their program as possible.

COMM 210 *Contemporary Business Thinking* (3 credits)

Prerequisite: COMM 205 previously or concurrently; ECON 201 or 203 or equivalent previously or concurrently. This course presents a broad survey of the world of business and aims to incite students to develop a critical perspective on business literature. Students explore foundational business theories, by studying business articles and books, and evaluating the central

ideas for scope, relevance, and managerial utility. The course also fosters students' inclination to keep well informed about contemporary issues in organizations and business. Basic group work techniques and basic project management skills guide the students to complete group assignments.

NOTE: It is recommended that part-time students complete this course, along with COMM 205, as early in their program as possible.

COMM 215 Business Statistics (3 credits)

Prerequisite: MATH 208 or equivalent; MATH 209 or equivalent; BTM 200 or INTE 290 or COMP 248 previously or concurrently. This course introduces the fundamentals of statistics as applied to the various areas of business and administration. Topics covered include techniques of descriptive statistics, basic theory of probability and probability distributions, estimation and hypotheses testing, chi-square tests in contingency table analysis and for goodness-of-fit, and linear regression and correlation.

COMM 217 Financial Accounting (3 credits)

Prerequisite: COMM 210 previously or concurrently. This course examines the theory and practice involved in measuring, reporting, and analyzing an organization's financial information. Concepts underlying financial statements are discussed, with an emphasis on generally accepted accounting principles. Disclosures/requirements concerning financial statements as well as information needs of decision-makers are introduced.

COMM 220 Analysis of Markets (3 credits)

Prerequisite: COMM 210, 215; ECON 201 or equivalent; ECON 203 or equivalent previously or concurrently. This course provides a general perspective on the history, operation and relationships between Canadian and international product, labour and financial markets. Specifically, students are introduced to issues of fundamental importance to today's managers and entrepreneurs such as changes in structure and competitiveness in these markets in response to government policies, the determination and behaviour of interest rates, inflation, market integration, and the role and function of financial intermediation. It further provides students with the knowledge of the role and impact of regulation and other government interventions in these markets.

COMM 222 Organizational Behaviour and Theory (3 credits)

Prerequisite: COMM 205, 210. This course is designed to provide students with an opportunity to study individual behaviour in formal organizations. Through theoretical case and experiential approaches, the focus of instruction progressively moves through individual, group and organizational levels of analysis. Topics in the course include perception, learning, personality, motivation, leadership, group behaviour, and organizational goals and structure.

COMM 223 Marketing Management I (3 credits)

Prerequisite: COMM 205, 210 previously or concurrently. This survey course introduces students to the key concepts in marketing. Topics covered include marketing strategy, buyer behaviour, and the impact of technology on the discipline. The course also explores the important role that marketing plays in advancing society.

NOTE: Students who have received credit for COMM 224 or MARK 201 may not take this course for credit.

COMM 225 Production and Operations Management (3 credits)

Prerequisite: COMM 205, 210, 215. This course is an introduction to contemporary operational issues and techniques in the manufacturing and service sectors. Among the topics covered are operations strategy, forecasting, materials' management, total quality management, time-based competition, and minimal manufacturing. Mathematical modelling in resource allocation is also introduced. Cases and computer-aided quantitative tools for decision-making are used throughout the course with an emphasis on the interactions between production/operations management and other business disciplines.

COMM 226 Business Technology Management (3 credits)

Prerequisite: COMM 210 previously or concurrently. The objective of this course is to provide students with an understanding of the role of information technology in business organizations. Students learn how information technologies can be used to create business value, solve business problems, accomplish corporate goals and achieve and maintain a competitive advantage.

NOTE: Students who have received credit for COMM 301 may not take this course for credit.

COMM 299 Special Topics in Business (3 credits)

This course enables students to focus on a specific topic in business that is of interest to all students.

COMM 305 Managerial Accounting (3 credits)

Prerequisite: COMM 217. This course covers the development of accounting information to assist management in carrying out its functions effectively and efficiently. Concepts and techniques for planning, performance evaluation, control, and decision-making are introduced. New developments are addressed with a focus on contemporary business issues and real-world applicability of management accounting concepts and techniques.

COMM 308 Introduction to Finance (3 credits)

Prerequisite: COMM 217; COMM 220 previously or concurrently. This course provides a general understanding of the fundamental concepts of finance theory as they apply to the firm's long-run and short-run financing, and investment decisions. Building on the objective of firm value maximization, students become familiar with the conceptual issues underlying risk and return relationships and their measurements, as well as the valuation of financial securities. They also learn the concept of cost of capital, its measurement, and the techniques of capital budgeting as practised by today's managers. Students are introduced to the basic issues surrounding the firm's short-term and long-term funding decisions and its ability to pay dividends.

COMM 315 Business Law and Ethics (3 credits)

Prerequisite: COMM 308. This course introduces students to important legal and ethical issues that they may encounter within a business organization. Through the study of laws, ethical principles and court judgments, students develop an understanding of legal and ethical issues, as well as the skills necessary to assist them in making sound legal and ethical decisions.

COMM 320 Entrepreneurship (3 credits)

Prerequisite: COMM 222, 223 or 224, 305, 308. This course introduces students to entrepreneurship. Students analyze and integrate entrepreneurship concepts into business development cases. They research, prepare, and present a comprehensive business plan that may involve commercial, technological and social innovations delivered through new projects by either new business ventures or existing firms. Since the business plan integrates aspects of accountancy, marketing, financing, human resources management, and operations management, students benefit from knowledge of entrepreneurship, regardless of their career goals. Project activities require teamwork, leadership and communication skills.

COMM 401 Strategy and Competition (3 credits)

Prerequisite: 45 business credits including COMM 225; COMM 226 or 301; COMM 315 and 320 previously or concurrently. This capstone course requires graduating students to demonstrate their ability to integrate the knowledge and skills they have acquired during their program. This course introduces the major models and theories in strategic management. Emphasis is on integrating concepts and methods for systematically assessing the external environment and internal company conditions that influence firm performance. Lecture topics and case studies are selected to portray the nature of the strategic process and the dynamics of competition in a variety of contexts. Additionally, the connection between organizational strategy and the physical environment is examined.

NOTE: Students who have received credit for COMM 310 may not take this course for credit.

COMM 499 Seminar Course (3 credits)

Prerequisite: To be determined each academic term. This course enables students, on an individual basis, to further focus on a specialized topic within their discipline.
