

# 61.90 MANAGEMENT

## Faculty

*Professor and Chair of the Department*  
STÉPHANE BRUTUS, PhD *Bowling Green State*

### *Professors*

STEVEN H. APPELBAUM, PhD *Ott.*  
KAMAL ARGHEYD, DBA *Harv.*  
MICK CARNEY, PhD *Brad.*  
LINDA DYER, PhD *Carnegie-Mellon*  
A. BAKR IBRAHIM, PhD *C'dia., CA RIA/CMA*  
MUHAMMAD JAMAL, PhD *Br.Col.*  
GARY JOHNS, PhD *Wayne State, Provost's Distinction*  
RICK MOLZ, PhD *Mass.*  
ROBERT J. OPPENHEIMER, PhD *Tor.*  
PAUL SHRIVASTAVA, PhD *Pitt.*

### *Associate Professors*

KATHLEEN BOIES, PhD *W.Ont.*  
ISABELLE DOSTALER, PhD *Camb.*  
MEHDI FARASHAHI, PhD *C'dia.*  
RONALD FERGUSON, PhD *Mich.*  
MARYLÈNE GAGNÉ, PhD *Roch.*  
TRACY HECHT, PhD *W.Ont.*  
KAI LAMERTZ, PhD *Tor.*  
TERRI LITUCHY, PhD *Ariz.*  
CLAUDE MARCOTTE, PhD *Québ.*

### *Assistant Professors*

DEVASHEESH BHAVE, PhD *Minn.*  
ALEXANDRA DAWSON, PhD *Bocconi (Italy)*  
YOUNG-CHUL JEONG, PhD *Minn.*  
ALEXANDRA PANACCIO, PhD *HEC Montr.*

RAYMOND PAQUIN, DBA *Boston*  
JUDITH WALLS, PhD *Rensselaer Poly.Inst.*  
ULRICH WASSMER, PhD *ESADE (Barcelona)*  
JISUN YU, PhD *Minn.*

### *Senior Lecturers*

TIMA PETRUSHKA-BORDAN, MA *McG.*  
BARBARA SHAPIRO, MSS *Bryn Mawr*

### *Lecturers*

RONALD J. ABRAIRA, MBA *C'dia.*  
NORA BARONIAN, MBA *C'dia.*  
MELANIE BRIAND, MSc *C'dia.*  
FRANK CROOKS, LLB LLL *Ott., MA C'dia.*  
AARON DRESNER, MBA *McG.*  
TIM FIELD, MBA *C'dia.*  
ALEXANDRU LEFTER, PhD *Minn.*  
LILIYA LYUBMAN, MBA *HEC Montr.*  
FRED MCGREGOR, MPs *Ott.*  
JEAN POMMAINVILLE, LLL *Ott., MFisc Sher.*  
POUYA SEIFZADEH, MScA *Tehran, MBA Sharif Tech.*  
LIDIA VARBANOVA, PhD *Inst.Labor Studies, Sofia*  
PETER VOGOPOULOS, MBA *C'dia.*  
ANNA VYSOTSKAYA, AMBA *C'dia.*

*For the complete list of faculty members, please consult the Department website.*

## Location

Sir George Williams Campus  
MB Building, Room: 013-115  
514-848-2424, ext. 2924

## Department Objectives

The 21st century requires citizens and organizational leaders who can motivate and work with people, manage the complexities of organizations and their environments, and create wealth in a socially and ecologically sustainable manner. To prepare students for the challenges set by these diverse forces, the Management Department provides a curriculum that reflects the multidisciplinary nature of management and the interdependence among people, organizations, and society. Specific areas of study include organizational behaviour, business strategy, human resource management, entrepreneurship, and business law. The Department employs an applied pedagogy, focusing on experiential learning, case analysis, and oral and written reflections.

## Programs

### **24 Major in Management**

6 MANA 341, 420  
18 Additional 300- or 400-level credits offered by the Department; IBUS 492

### **12 Minor in Management**

6 MANA 341, 420  
6 Additional 300- or 400-level credits offered by the Department

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| <p><b>24 Major in Human Resource Management</b><br/>18 MANA 362, 366, 420, 446, 463, 479<br/>6 Additional credits chosen from MANA 443, 444, 445, 498</p> | <p><b>12 Minor in Entrepreneurship</b><br/>12 Credits chosen from MANA 447, 451, 478, 480, 481, 482</p> |
| <p><b>12 Minor in Human Resource Management</b><br/>3 MANA 362<br/>9 Credits chosen from MANA 443, 444, 446, 463, 498</p>                                 |   |

**Management  
Co-operative  
Program**

*Director*  
BARBARA SHAPIRO, *Senior Lecturer*  
514-848-2424, ext. 2780

The Management co-operative program is offered to students who are enrolled in the BComm program and are majoring in Human Resource Management. The academic content of the co-op program is identical to that of the regular program, but three work terms are interspersed with six study terms. Students are supervised individually and must meet the requirements specified by both the John Molson School of Business and the Institute for Co-operative Education in order to continue their studies in the co-op format. Liaison between the student, the employers, and the Institute for Co-operative Education is provided by the Management co-op academic director and the co-op committee. Please refer to §24 of this Calendar for a full description of the co-operative format of the program.

**Courses**

**MANA 201 Introduction to Business and Management (3 credits)**

This course introduces students to the basic principles of management within a contemporary business context. The managerial process (e.g. planning, organizing, controlling, motivating) is explored in relation to issues such as ethical behaviour, the environment, global and economic forces as well as political, legal, and cultural changes. In addition to using basic readings in management, the course also relies on contemporary text from the newspaper and business publications to raise students' awareness of contemporary issues in business and develop the business knowledge and skills that will be applicable in their career.

*NOTE: JMSB students may not take this course for credit.*

*NOTE: Students who have received credit for MANA 266 or COMM 210 may not take this course for credit.*

**MANA 202 Human Behaviour in Organizations (3 credits)**

This course seeks to give students an understanding of behaviour in the workplace from an individual, group, and organizational perspective. Conceptual frameworks, case discussions, and self-assessment tools complement the course material. Topics include motivation, personality, job satisfaction, group dynamics, leadership skills, power and influence, managing change, diversity, and organizational culture.

*NOTE: JMSB students may not take this course for credit.*

*NOTE: Students who have received credit for MANA 213 or COMM 222 may not take this course for credit.*

**MANA 298 Business Law (3 credits)**

This course allows students to develop a degree of familiarity with the legal environment in which business organizations operate. Students are introduced to the topics of employment law, the Quebec Charter of Human Rights, representation and power of attorney, corporate law, contract law, civil liability and product safety, as well as other important legal aspects of business.

*NOTE: JMSB students may not take this course for credit.*

*NOTE: Students who have received credit for MANA 211 may not take this course for credit.*

**MANA 299 Sustainable Management (3 credits)**

This course focuses on the emerging business environment, and how organizations implement ecologically, socially, and economically sustainable management. Sustainable strategies are explored within the context of global economic development, to develop organizational vision, products and processes for achieving long-term sustainable prosperity.

*NOTE: Students who have received credit for this course under a COMM 299 number may not take this course for credit.*

**MANA 300 Entrepreneurship: Launching Your Business (3 credits)**

Prerequisite: Completion of 60 credits in a non-business program. This final-year course offers students the opportunity to learn how to capitalize on their domain-specific knowledge and recognize opportunities for self-employment or new venture creation. The course assumes no background courses in business, but presumes that students have already developed an interest

in entrepreneurial careers within their respective fields of study. The first phase of the course exposes fundamental concepts and issues in entrepreneurship and related business fields. The second phase introduces students to the elements of business planning in the context of entrepreneurial projects, followed by the third phase where students formulate their own business plans.

*NOTE: JMSB students may not take this course for credit.*

*NOTE: This course does not count toward the requirements of the Minor in Business Studies.*

**MANA 341    *Organization Theory and Design* (3 credits)**

Prerequisite: COMM 222. This course provides the student with a basis for understanding and critically examining complex organizations in contemporary society. Interrelationships among the social, cultural, and formal properties of organizations are examined and linked to contextual forces in the external environment. Emphasis is placed on the analysis of organizational systems for the purpose of improving integration, adaptation, survival, and effectiveness of organizations.

**MANA 343    *Negotiation and Conflict Resolution* (3 credits)**

Prerequisite: COMM 222; or MANA 201 and 202. This course develops an understanding of the art and science of negotiation and conflict resolution. Students learn to analyze conflicts, understand the dynamics between parties, consider alternative approaches and determine the appropriate approach for specific circumstances. The course combines theory and practice and relies on role play and simulations to support students' understanding of their current and preferred approaches to conflict management and negotiation.

**MANA 362    *Human Resource Management* (3 credits)**

Prerequisite: COMM 222; or MANA 201 and 202. This course provides a background in the theory and practice of human resource management. It covers the core areas of human resource management, mainly human resource planning, recruitment, staffing, performance appraisal, career planning, labour relations, compensation, and international human resource management.  
*NOTE A/See §200.2*

**MANA 366    *Industrial Relations and Collective Bargaining* (3 credits)**

Prerequisite: COMM 222. This course provides a broad overview of the employee-employer relationship. It describes the interplay between the various actors of industrial relations: unions, employees, employers, government, and legislators. The course focuses on major labour-management issues and the day-to-day problems of negotiating and administering collective agreements.

**MANA 369    *Business and Sustainability* (3 credits)**

Prerequisite: COMM 223 or 224 or MARK 201. This course explores the role of business in developing a sustainable global society. Students explore current environmental and societal concerns and the role of business in influencing them. Students learn how the relationships between business and various stakeholders, including communities, governments, and the natural environment, can create opportunities for generating economic, environmental, and social value.

**MANA 420    *Management Research for Decision Making* (3 credits)**

Prerequisite: COMM 222, 215. This course explains the relevance of management research for business and administrative decision making. Topics include conducting employee surveys, observational and interview methods, program evaluation, data analysis and interpretation, and the ethics of gathering information from human participants. Students evaluate the validity of reports of management research, learn to exercise caution in accepting research conclusions, and get hands-on experience with basic research techniques.

**MANA 443    *Compensation and Benefits Management* (3 credits)**

Prerequisite: MANA 362. This course provides a general knowledge of the concepts, design, methodology, management and administration of compensation and benefit programs within organizations. Major topics include job evaluation, knowledge-based pay, pay for performance, alternative reward systems, government and employer-provided benefit programs. The primary emphasis is on the design of appropriate policies and programs and how these can help support organizational objectives and strategies.

**MANA 444    *Training and Development* (3 credits)**

Prerequisite: MANA 362. Topics covered in this course include how training needs are assessed, how effective training programs are designed, how to ensure that learning achieved in training is transferred to the work, and how training programs are evaluated. Emerging issues such as career management and mentoring programs are discussed.

**MANA 445    *Health and Safety Management* (3 credits)**

Prerequisite: MANA 362. This course examines the critical aspects of health and safety administration within organizations. It provides a brief overview of the relevant legislation and focuses upon prevention, causes, detection, intervention, reintegration, epidemiological and clinical investigation, and health development. Physical and psychological aspects of health and safety are examined.

**MANA 446 Workplace Planning and Staffing** (3 credits)

Prerequisite: MANA 362. This course is designed to introduce the conceptual and analytical tools needed to staff organizations effectively with qualified employees. Topics include planning, job analysis, legal issues, recruitment, selection methods, and techniques for developing valid and reliable selection procedures. Both the strategic needs of the organization and the legal environment of contemporary organizations in Quebec and Canada are addressed.

**MANA 447 Leadership and Motivation** (3 credits)

Prerequisite: COMM 222. This course is designed to familiarize students with current research and theory on motivation and leadership, and their synergy and application in a work context. Implications for the design of reward systems and leader development are addressed. Class activities include student presentations, small group discussions, exercises, cases, and simulations.

**MANA 451 Managing a Small Business** (3 credits)

Prerequisite: COMM 320 or 410. This course emphasizes the operational aspects of management that are uniquely important to a small enterprise. It provides opportunity to practise operational decision-making under conditions characteristic for small- and medium-sized firms. Themes include strategy and planning, human resource management, marketing, operations and technology, managing the small family business, legal issues and international activities.

**MANA 461 Implementing Competitive Strategies** (3 credits)

Prerequisite: COMM 401. Bridging the gap between the classroom and the practical day-to-day running of a contemporary business enterprise, this course explores the process by which strategy is linked to managerial action. Corporate strategy states the general direction that the organization will follow. Functional strategy is a formulation of how the business unit intends to compete in its given business sector. The course examines how functional strategies can be key instruments for the realization of business and corporate strategies. *NOTE A/See §200.2*

**MANA 463 Strategic Human Resource Management** (3 credits)

Prerequisite: MANA 362, and any two of the following: MANA 443, 444, 446. This course is a final-year integrative seminar for Human Resource Management Majors. It focuses on the philosophies underlying current human resource management principles and policies and the processes of their implementation. The course utilizes cases to integrate human resource management areas such as recruitment, selection, training, performance appraisal, compensation, and benefits administration.

**MANA 466 (also listed as IBUS 466) Management of Multinational Corporations** (3 credits)

Prerequisite: COMM 222; IBUS 462 or MARK 462. This course introduces the challenges of managing sustainable multinational operations. It addresses themes of globalization and issues in managing global competition and local responsiveness in multiple institutional and cultural environments. The course gives students an appreciation of international competitive and collaborative strategies and the corresponding coordination and control mechanism of multinational corporations. It also highlights the issues of global governance and social responsibility as well as the differences and similarities of management techniques across national borders. Finally, the course examines the future of multinational corporations in the context of global financial, social, and environmental crises. *NOTE: Students who have received credit for IBUS 466 may not take this course for credit.*

**MANA 478 Entrepreneurial Company Law** (3 credits)

Prerequisite: COMM 315. Since many business enterprises are operated as corporations, it is important to familiarize students with the legal aspects involved in creating and managing a corporation. This course is aimed at both students who wish to set up new business enterprises and at those who wish to manage existing businesses effectively. Students study the legal process through which a corporation is set up, and examine strategically important issues relating to the control and voting of shares, unanimous shareholders' agreements, the duties and liabilities of shareholders, directors, and officers, the sale of shares and the protections provided by law to minority shareholders. The Canada Business Corporations Act (C.B.C.A.) along with other related laws, actual court cases and sample legal documents are studied.

**MANA 479 Employment Law** (3 credits)

Prerequisite: COMM 315. This course familiarizes students with important legal issues associated with labour management through the study of the laws and relevant court cases dealing with the rights and obligations of employers and employees, labour standards, certification of unions, strikes, lock-outs, grievances, and arbitration. This course focuses primarily on the labour laws of Quebec, while examining Canadian labour issues.

**MANA 480 Entrepreneurial Family Business** (3 credits)

Prerequisite: COMM 320. Family businesses are the predominant form of business in the world. Almost 80 per cent of new ventures are born as family firms and over 65 per cent of all Canadian firms are family firms. In these firms, family members significantly influence the business including its creation, continuity, mode and extent of growth, and exit. This course prepares students to work effectively and professionally in

and with family firms to launch and create cross-generational wealth in family firms.

*NOTE: Students who have received credit for this topic under a MANA 499 number may not take this course for credit.*

**MANA 481 Introduction to Management Consulting** (3 credits)

Prerequisite: COMM 401. This course focuses on the management consulting profession and process. It offers an examination of the different phases of the consulting process and a reflection on the role of internal consultants and the choice of management consulting as a career. It focuses on the understanding and development of core consulting skills which are essential for any type of consulting engagement, whether one works as an external or internal consultant, and whether the client is a large, medium, or entrepreneurial company, public or non-profit sector organization. A major component of the course is a real-world consulting project that students conduct with a client firm.

*NOTE: Students who have received credit for this topic under a MANA 499 number may not take this course for credit.*

**MANA 482 Financing of Entrepreneurial Ventures** (3 credits)

Prerequisite: COMM 320. The course objectives are to understand the nature of the financing problem at various stages of business growth; to analyze the advantages and disadvantages of different sources of funding, including internal sources, informal sources, commercial banks, government, business angels, venture capital, and going public; and to appreciate the key elements that go into the structuring of the deal between entrepreneurs and finance providers.

**MANA 493 (also listed as IBUS 493) International Business Law** (3 credits)

Prerequisite: COMM 315; MANA 466 or IBUS 466. This course familiarizes business students with the principles of international private and public

law that they may encounter in today's fast-paced world of multinational corporations and global business transactions. Topics include international trade organizations and treaties; principles relating to international sales contract performance and dispute resolution alternatives; international payment using bills of exchange and letters of credit; labour in a global economy including child labour and human trafficking issues; international environmental law, waste disposal and pollution issues; as well as the protection of intellectual property rights.

*NOTE: Students who have received credit for IBUS 493 may not take this course for credit.*

**MANA 498 Special Topics in Human Resource Management** (3 credits)

Prerequisite: MANA 362, and any two of the following: MANA 443, 444, 446. This course is intended to complement and supplement human resource management (HRM) courses taken previously or concurrently. It offers flexibility in content that enables an emphasis on contemporary HRM literature and issues.

*NOTE: Specific topics for this course and prerequisites relevant in each case will be stated in the Undergraduate Class Schedule.*

**MANA 499 Special Topics in Management** (3 credits)

Prerequisite: Written permission of the Department. Intended to complement and supplement business courses taken previously or concurrently, this course emphasizes business literature and modern thought. Students are encouraged to work independently on research topics of interest to them. Students repeating MANA 499 register for credits under MANA 498. *NOTE A/See §200.2*  
*NOTE: Specific topics for this course and prerequisites relevant in each case will be stated in the Undergraduate Class Schedule.*