

## Business (MBA)

Our MBA program will help you enhance your career, challenge yourself with professors who stretch your thinking, and examine real-world business issues from an ethical point of view.

As the only Christian and values-based MBA program in Canada, our MBA prides itself on educating businesspeople who are not only leaders but also excellent stewards in their world. Our world-class business faculty will provide you with the full spectrum of knowledge and practice, from launching a business venture, managing a non-profit, to leading a multinational organization. Our unwavering commitment to high-quality education means that you will be learning about the latest thought leadership and contemporary business issues. Complemented by a highly skilled and dedicated staff, the MBA provides you with unparalleled opportunities to fully develop your business acumen and execution and succeed in a changing and competitive business environment.

Choose the following options delivered at our Langley and Richmond campuses:

- **Executive MBA:** specializes in equipping established professionals with the tools they need to advance their careers and enhance their organizational leadership, management, and problem-solving skills without interruption to their careers.
- **MBA in International Business:** designed with the global marketplace in mind, the MBA in International Business prepares business leaders to manage a diverse team, lead successful global organizations, and navigate the fast-changing landscape of doing business across borders. An optional international travel study to a key global market region is a highlight of the learning experience in this specialization.
- **MBA in Non-Profit & Charitable Organizations:** helps non-profit managers lead their organizations to achieve greater missional fulfillment amidst the myriad challenges and limited resources. Management capacity building is a critical goal of this MBA option. This specialization is also of interest to non-profit boards of directors.
- **Great Wall MBA—China:** delivered in English in three locations in China: Tianjin, Beijing, and Shanghai. The Great Wall MBA equips students with a global business perspective by studying in one of the world's largest and fastest-growing economies.

ID	COURSE	CREDITS
MBA 474	<b>MBA 474 - Leadership, Management, and Systems Change   2022-2023</b>	3
	Growing enterprises often encounter leadership, management, and systems problems caused by their growth. To sustain growth, the activities of entrepreneurs usually have to change from innovation to delegation, with greater levels of communication and organization. Different functional and leadership skills are needed at various stages of growth. External supports, such as accountants, lawyers, and investors, often have to be incorporated into the operations of the firm. In addition, corporate systems require significant change as the enterprise grows. This course is designed to identify the reasons for, and the tools to make critical leadership, management, and systems change as the enterprise grows.	

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MBA 501	<p><b>MBA 501 - Marketing Management   2022-2023</b></p> <p>The course explores the theoretical underpinnings of the discipline of marketing in order to develop a conceptual framework to critique the practice of marketing in the early 21st century. The course utilizes extensive case analysis techniques to enhance the manager's ability to develop and critique marketing plans in both the for-profit and non-profit sectors.</p>	3
MBA 521	<p><b>MBA 521 - Managerial Accounting   2022-2023</b></p> <p>Managerial Accounting provides managers with an understanding of internal reporting of operating results, including the tools they need to interpret key financial information and improve overall performance. Management accounting plays a vital decision-making role in today's lean organization. Topics include cost concepts and applications, cost-volume-profit relationships, product costing, budgeting, and standard costing.</p>	3
MBA 525	<p><b>MBA 525 - Managerial Economics   2022-2023</b></p> <p>The course applies economic theories and quantitative methods to management decision-making. Solutions for many important management decision problems in the areas of product selection, pricing, investment, and organization design can be found in managerial economics using relevant economic theories and quantitative methods. Topics include theory of the firm, theory of consumer demand, industrial organization, game theory, forecasting, statistical estimation, decision-making under uncertainty, capital budgeting.</p>	3
MBA 542	<p><b>MBA 542 - Managerial Finance   2022-2023</b></p> <p>The course provides an opportunity for the manager to develop good understanding in the areas of capital investment and financing. The capital investment decision allocates scarce resources to projects in the organization and involves asset valuation, capital budgeting, risk management, working capital management, and performance assessment. The financing decision chooses sources of cash to finance the investment decisions and involves capital structure, financial instruments, the risk-return trade-off, financial planning, and the cost of capital. Ethical considerations and management in the global context from a Christian worldview are integrated into these topics.</p>	3
MBA 552	<p><b>MBA 552 - Human Resource Management   2022-2023</b></p> <p>This course focuses on the strategic use of human resource practices to reinforce and support the core capabilities of the organization. The course reviews the functions of human resource management, organizational behaviour, and organizational theory within a business and a non-profit setting, with a special emphasis on doing business in the global marketplace. The course examines how organizations plan for, attract, retain, and manage employees for a sustained competitive advantage.</p>	3
MBA 570	<p><b>MBA 570 - Info &amp; Knowledge Mgmt Systems   2022-2023</b></p> <p>This course provides an overview and understanding of the issues involved in the strategic management of the information and knowledge assets of national, international, and transnational</p>	3

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	<p>organizations. The course examines a broad range of issues and problems associated with information systems (IS) and knowledge management systems (KMS) and their alignment with the strategic goals of an organization. The course includes a comparative study of present theories with particular attention to the role of computer-based information and knowledge management systems in the organizational policy of a variety of business, government, and other institutions.</p>	
MBA 571	<p><b>MBA 571 - Operations Management   2022-2023</b></p> <p>This course considers the various operative models by which firms attempt to create value. We assume that business operations are conducted to realize the aims of the business strategy. Toward that end, students develop the skills and the thinking necessary to maximize the effectiveness of the operations. Topics include quality, production/supply chain planning, production/supply chain execution, process design, and project management. Analytical methods are introduced when appropriate. Specific consideration is given to the correct management of the service content of the firm's products.</p>	3
MBA 593	<p><b>MBA 593 - Christian Leadership &amp; Ethics   2022-2023</b></p> <p>The course explores a Christian perspective on business and how it impacts management and leadership of organizations. The course introduces students to cutting edge leadership theory, techniques, and tools. Topics include: general leadership principles, motivation and behavioral change, decision-making, vision setting, understanding group dynamics, team building, communication processes, understanding power, and conflict resolution. The course includes a self-assessment of leadership skills and focuses on Christian values and ethics in the marketplace, surveying Christian perspectives of morality as they relate to particular business leadership issues. This includes examination of ethical issues arising in the areas of corporate social responsibility, dispute resolution, employee rights, advertising, and the use of information technology.</p>	3
MBA 652	<p><b>MBA 652 - Managing Non-Profit Organizations   2022-2023</b></p> <p>The course examines the unique characteristics and role of non-profit organizations in our society. From this perspective, we seek to understand the role of effective management and leadership of non-profits, with attention to factors that leaders may use to improve the effectiveness of their organizations. Through case description and theoretical analysis, students learn about major differences between managing non-profit and profit-making organizations. Student acquire skills focused on governance, financing, and general management of non-profit organizations.</p>	3
MBA 653	<p><b>MBA 653 - Legal Issues for Charitable Org   2022-2023</b></p> <p>Managers of non-profit and charitable organizations face numerous legal challenges not faced by corporate managers. The course examines a number of such legal challenges including formation of the charity, obtaining charitable status, reporting requirements, charitable governance, employment and human rights concerns including codes of conduct and lifestyle requirements, working with volunteers, and exposure to tort liability.</p>	3

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MBA 654	<p><b>MBA 654 - Grants, Funding &amp; Not 4 Profit Mktg   2022-2023</b></p> <p>Securing adequate resources is a challenge for all non-profit organizations. Funding can be obtained from a variety of sources, including grants, user fees, gifts and bequests, and investments. This course provides the tools for properly assessing the funding mix of an organization and developing strategies to increase revenue streams. In particular, topics such as fee setting and collection, grant writing, investment management, public relations, and donor development and relations are covered.</p>	3
MBA 655	<p><b>MBA 655 - Financial Mgmt of Non-Profit Org   2022-2023</b></p> <p>The practice of financial management in non-profit organizations is significantly different from that in for-profit businesses. Many of the differences stem from the difficulty of measuring and valuing outputs, and from restrictions imposed by donors and grant-making agencies. This course considers accounting, budgeting, financing, investment, and other financial management activities in non-profit organizations, including fund accounting, form and interpretation of financial statements, endowment management issues, federal and provincial regulation, measurement and evaluation of organizational performance, and control systems design. The course is ideally suited for students who expect to manage non-profit organizations or serve on non-profit boards.TY, DELETE THE 'NB' ENTRY THAT WAS HERE</p>	3
MBA 661	<p><b>MBA 661 - Global Economic Competitiveness   2022-2023</b></p> <p>The course includes the study of the competitiveness of companies in different countries and regions given ever-changing economic conditions and government policies. General trends in the increasingly interdependent global economy are reviewed. With an integrated global economy, the production process is increasingly fragmented, and the implications of this fragmentation on competitiveness are reviewed. Other topics included in the course are: the emergence of the Chinese and Indian economies and their impact on the global economy, the acceleration of regional economic integration in Europe, North America, and Asia, and the implication of such for the global economy.</p>	3
MBA 662	<p><b>MBA 662 - Managing a Global Organization   2022-2023</b></p> <p>The course examines a number of issues particularly critical to the management of international businesses or multinational firms. These topics include an examination of comparative management practices including similarities and differences in cross-cultural management styles; a comparison of Pacific Rim, European Union, and North American value systems; analysis of best practices and their impact in industries such as automotive, electronics, education, and medical services. It also includes discussion of current international business issues including the future of globalization, the impact of outsourcing, and particular areas of corporate risk including foreign exchange and the political/social climate; and an exploration of current economic and business planning in multilingual organizations.</p>	3
MBA 663	<p><b>MBA 663 - Canadian &amp; Int'l Business Law   2022-2023</b></p> <p>This course provides students with an understanding of the legal environment in which Canadian</p>	3

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	<p>businesses operate. The course focuses on key areas of the legal environment that particularly impact business decision-making. This includes an understanding of the Canadian legal system, risk management, business torts, contractual principles, corporate formation and governance, and employment law. The course also examines the often challenging legal regime within which international businesses operate. This includes an overview of key legal systems around the world, international dispute resolution, understanding treaties and conventions, international contract issues, and intellectual property concerns.</p>	
MBA 664	<p><b>MBA 664 - International Finance &amp; Accounting   2022-2023</b></p> <p>This course explores important accounting and finance issues for firms operating in a multinational environment. The course provides an overview of international differences in accounting and financial reporting and the need for international harmonization of accounting standards. It particularly examines accounting and finance issues faced by corporations operating in the United States, Europe, and the Pacific Rim. The course also explores the implication of governments, standard setting bodies, and other regulators in both developed and emerging markets increasingly requiring the use of IFRS either by listed companies or all companies.</p>	3
MBA 665	<p><b>MBA 665 - Comparative International Management   2022-2023</b></p> <p>This course provides a direct introduction to global business practices. The course is normally taught as part of an overseas travel experience. This provides students with experiential as well as classroom learning and enables students to better grasp the differences in cultures and the management techniques of each. NB: There is an additional travel fee for this course.</p>	3
MBA 671	<p><b>MBA 671 - Enterprise Start-Up and Positioning   2022-2023</b></p> <p>This course explores the process of creating a new venture, including opportunity recognition, feasibility analysis, business plan creation, and financing. This course looks at factors that lead towards entrepreneurial success including characteristics of the entrepreneur. Class discussion and case analyses present decision-making techniques and skills required to evaluate business start-up strategies.</p>	3
MBA 672	<p><b>MBA 672 - Business and Venture Financing   2022-2023</b></p> <p>This course focuses on the development of strategies for financing entrepreneurial ventures. It includes analysis of numerous funding sources including debt, venture capital, and private equity financing. It includes a study of the contractual and operational relationships that exist between suppliers of venture capital, intermediaries, and the entrepreneurial firm. The course also assists managers in understanding how to pragmatically structure and negotiate the financing deal.</p>	3
MBA 673	<p><b>MBA 673 - Strategic Issues in Marketing the Growing Enterprise   2022-2023</b></p> <p>This course familiarizes students with writings and research in the areas of e-marketing, global marketing, internal marketing, relationship marketing, services marketing, and sports marketing, particularly with respect to how each impacts the growing enterprise. The rapidly evolving field of marketing requires extensive discussion around these various topics and the ability to connect</p>	3

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	these seemingly disparate topics together within an integrated theoretical marketing framework.	
MBA 674	<p><b>MBA 674 - Leadership, Management, and Systems Change   2022-2023</b></p> <p>Growing enterprises often encounter leadership, management, and systems problems caused by their growth. To sustain growth, the activities of entrepreneurs usually have to change from innovation to delegation, with greater levels of communication and organization. Different functional and leadership skills are needed at various stages of growth. External supports, such as accountants, lawyers, and investors, often have to be incorporated into the operations of the firm. In addition, corporate systems require significant change as the enterprise grows. This course is designed to identify the reasons for, and the tools to make critical leadership, management, and systems change as the enterprise grows.</p>	3
MBA 675	<p><b>MBA 675 - The Legal Environment of Business   2022-2023</b></p> <p>This course provides students with an understanding of the legal environment in which Canadian businesses operate. The course focuses on key areas of the legal environment that particularly impact business decision-making including the legal system and risk management, contractual principles and issues, corporate formation and governance, partnerships, agency, employment and human rights issues, intellectual property considerations, and business torts.</p>	3
MBA 680	<p><b>MBA 680 - International Finance and Global Capital Markets   2022-2023</b></p> <p>This course is designed to develop a critical managerial perspective on key financial management issues confronting firms operating in a global environment. Through developing an understanding of financial markets, systems, and institutions, students will address a wide range of topics including equity, debt, foreign exchange, and credit instruments, as well as the principal derivative products. In a step-by-step fashion, making extensive use of real-world cases and examples, students will engage in such topics as: money markets, foreign exchange, bond markets, cash equity markets, equity valuation techniques, swaps, forwards, futures, credit derivatives, options, option risk management and convertible bonds.</p>	3
MBA 684	<p><b>MBA 684 - Business Strategy   2022-2023</b></p> <p>The course focuses on competitive strategy at the corporate and business unit level. Strategy development is highly complex and this course helps students develop skills that identify and properly address issues. The format of the class is designed for thought and practice on the part of each student. Key topics include: learning curve, relative market share, value chain; Porter's 5 Forces, BCG, GE, PIMS, EVA, and other such concepts; mission statement, competitive positioning, SWOT and other aspects of analyzing one's own organization; forecasting ' sources of information, trends, and analysis; critically analyzing situations and persuasively presenting solutions to various audiences; ethics and corporate responsibilities; and implementation strategies.</p>	6
MBA 690	<p><b>MBA 690 - Community Assessment &amp; Devpt. Proj   2022-2023</b></p>	3

