INTERNATIONAL BUSINESS UNIVERSITY

ACADEMIC CALENDAR 2025

Updated September 2024

Contents

1. Academic Schedule / Important Dates

International Business University undergraduate programs are organized in term of 12 weeks each, beginning in January, April, July, and October. The academic year begins in January and ends in December.

Date	Day	Term Start/End	Deadlines	University Closed
01-Jan-25	Wednesday			IBU Holiday (New Year's Day) - University Closed
06-Jan-25	Monday	Orientation for Winter 2025 students		
08-Jan-25	Wednesday	Semester Begins (Winter)		
14-Jan-25	Tuesday		Deadline: Winter Semester Course Add/Drop	
17-Feb-25	Monday			Statutory Holiday (Family Day) - University Closed
25-Feb-25	Tuesday		Deadline: Course Withdrawal	
26 Feb-4 Mar 25	Wednesday Tuesday	Reading Week (No Classes Scheduled)		
05-Mar-25	Wednesday	Semester Continues (Winter)		
08-Apr-25	Tuesday		Deadline: Scheduled Break Request	
18 Apr-25				Statutory Holiday (Good Friday - University Closed
22-Apr-25	Tuesday	Semester Ends - Winter		
05-May-25	Monday	Orientation – Summer 2025 Semester		

7-May-25	Wednesday	Semester Begins (Summer)		
13-May-25	Tuesday		Deadline: Summer Semester Course Add/Drop	
19-May-25	Monday			Statutory Holiday (Victoria Day) University Closed
24-Jun-25	Tuesday		Deadline: Summer Semester Course Withdrawal	
25-Jun- 25 01-Jul -25	Wednesday Tuesday	Reading Week (No scheduled Classes)		
01-Jul-25	Tuesday			Statutory Holiday (Canada Day Observed) - University Closed
02-Jul-25	Thursday	Summer Semester Continues		
04-Aug-25	Monday			Statutory Holiday (Civic Holiday) - University Closed
06-Aug-25	Wednesday		Deadline: Scheduled Break Request for Fall '2 Semester	
19-Aug-25	Tuesday	Last Day of Classes Summer Semester		
20-Aug-25 to 2 Sept-25	Wednesday Tuesday	Semester Break		
01-Sept-25	Monday			Statutory Holiday (Labour Day) - University Closed
02-Sept-25	Tuesday	Orientation – Fall 25 intake		

04-Sep-25	Thursday	Semester Begins - Fall 25		
10-Sep-25	Wednesday		Deadline: Fall Term Course Add/Drop	
13-Oct-25	Monday			Statutory Holiday (Thanksgiving) - University Closed
21-Oct-25	Tuesday		Deadline: Course Withdrawal Fall Semester	
22-Oct- 25 28 Oct -25	Wednesday Tuesday	Reading Week (No scheduled Classes)		
29 Oct 25	Wednesday	Fall 2025 Semester Continues		
5-Dec-25	Friday		Deadline: Scheduled Break Request for Fall '25 Semester	
16-Dec-25	Tuesday	Fall Semester Ends		
17-Dec-25 to 6 Jan-2026	Wednesday	Semester Break		
25 & 26 Dec-25	Thursday-Friday			Statutory Holiday (Christmas & Boxing Day) - University Closed

*Dates are subject to change - as needed**

2. <u>Governance of the University</u>

IBU has adopted a bicameral governance structure allocating governance responsibilities between the Board of Directors and Board of Governance. The Board of Governors is responsible for governing, directing, and overseeing the academic affairs of IBU. Board of Directors is responsible over all operational functions to oversee the government, conduct, management and control of the University and its property, revenues, expenditures, business and affairs.

2.1. Board of Governors

The Board of Governors is responsible for the overall governance of the university. In consultation with Academic Council, the Board sets the strategic direction of the University.

- Alastair James Scott Summerlee-Leader of Education City
- Mona Malone - BMO Financial Group Chief HR Officer and Head People & Culture
- Winston Kassim-President at Winston Kassim Consulting
- Andrew Heintzman- Managing Partner at InvestEco Capital
- Dr. Rahim Karim- President and CEO of the Canadian College of Naturopathic Medicine
- Ron Choudhury - Tax Partner Miller Thompson LLP
- Dr. Najma Ahmed -Surgeon-in-Chief (interim) at St. Michael's Hospital
- Feridun Hamdullahpur- Chancelor
- Johanne Shoveller- President of IBU
- Prof Serdar Mutlu- Founder of IBU
- Mehmet Komurcu -General Counsel and Board Secretary

The Board annually elects a chair, vice chair, secretary, and treasurer from amongst its members.

For complete information on the Board of Governors and the governance of International Business University, please refer to at www.ibu.ca

2.2. Board of Directors

- Prof Serdar Mutlu- Founder of IBU
- Nurhan Aycan- Partner at Dentons- Mergers and Acquisitions Lawyer
- Yves Brodeur- Ambassador

2.3. Board of Advisors

- Tim McTiernan – Founding President
- Mark Lovewell- Founding Provost and Vice President
- Wendy Cukier- Toronto Metropolitan University, Diversity Institute
- Alex Usher- President at Higher Education Strategy Associates
- Mike Sparling- Chief Operating Officer & Chief Technology Officer at Multi-Health Systems Inc.

2.4. Academic Council

IBU's Academic Council is comprised of faculty, students, and administrators and is responsible for the academic direction of International Business University's programs and academic services in Ontario.

Academic Council meets at least once per term (three times per year.)

Members	Member's Position at IBU
Joanne Shoveller	President, Chair
Artie Ng	Dean
Swarna B Saini	Registrar
Madjid Soltani	Faculty
Nida Dilshad	Faculty

3. Vision and Mission

3.1. Vision

IBU is a student focused university established to offer a growing set of undergraduate and graduate academic and professional degree programs that are career relevant, that can be completed in an accelerated time frame, and that integrate work-connected projects and projects in a structured curriculum framework. Students graduate with knowledge, technical and interpersonal skills, and problem-solving experience.

3.2. Mission

Educating the next generation of graduates who anticipate and drive change, capable and willing

to make a difference at work and in their broader communities.

3.3. Guiding Pillars at IBU

- Personalized Education
  - o With one-on-one mentoring and advising, as well as a class cap of 30 students, we make sure each student gets the individual attention they need to create a career that fuels their passion.
- Academic Excellence-
  - o Our teaching-focused professors deliver the skills and the knowledge that employers seek in the next generation of professional talent.
- *A Forward-Looking Focus*
  - o Our industry focused curriculum and lifelong learning support allow every student to stay ahead of the constantly changing demands of the business world.
- *Diversity and Inclusion*
  - o By creating a diverse and inclusive learning environment, we strive to be a place where everyone feels welcomed, valued and respected.

4. History of International Business University

International Business University started with the vision to establish an independent teaching-oriented and student-centered university in Canada.

We call ourselves a "next generation" university because we combine academic excellence with a curriculum geared to the needs of the future.

In 2015, a founding group of academics and businesspeople came together to make this vision a reality.

Right from the start, the intent was to establish a university specializing in business education with a global perspective encompassing businesses in Canada and around the world.

After extensive consultations with educational experts and business representatives, the group prepared innovative proposals to establish the university and its inaugural degree in 2019.

Ontario's Postsecondary Education Quality Assessment Board (PEQAB) considered the group's proposals in June 2020, approving the application for a university title and the first of its programs.

Ontario's Minister of Colleges and Universities granted final consent on December 4, 2020, making IBU the first homegrown independent university ever to be established in the province. Since then, the founding group has turned its attention to launching the university in time for its September 2021 start.

IBU administrators are also busy planning further undergraduate as well as graduate programs to entrench the university's place as a global center of excellence in business education.

Our Founding Administrators:
- **Tim Mc Tiernan** – Founding Vice Chancellor and President
- **Mark Lovewell**– Founding Vice President-Academic and Provost

5. University Policies and Regulations

This section addresses policies and associated procedures of International Business University, including policies related to faculty members, administrative staff, and students.

5.1. RESIDENCY, UNDERGRADUATE

Policy Number: 104

Approval Authority: Academic Council

Responsible Office: Office of the Registrar

Approval Date: January 25, 2021

Effective Date: February 2021

Purpose
Although most courses offered at International Business University (IBU) are unique to the university, in some cases a student may be eligible to apply credits earned at another accredited post-secondary institution to their IBU degree. The Residency policy defines the minimum number of credits a student must fulfill through courses taken at International Business University to meet the requirements for IBU's undergraduate degree.

Policy
An undergraduate program at International Business University comprises a minimum of 120 credit hours. At least 60 of these credit hours, or 50% of the program, including the final term, must be completed in residence at IBU. 'Final term' refers to the final 5 courses (15 credit hours) required for program completion.
By exception and under extenuating circumstances a student may request the approval of the dean to complete their final 3 credit hour course on a Letter of Permission at another accredited post-secondary institution, subject to the overall residency requirement.
Online IBU courses are considered resident; approved transfer credits, credits awarded through course challenge and credits completed through exchange programs or on letter of permission do not qualify as resident.

5.2. RESIDENCY, GRADUATE

Policy Number: 104 (A)

Approval Authority: Academic Council

Responsible Office: Office of the Registrar

Approval Date: Mar 2023

Effective Date: April 2023

Purpose

Although most courses offered at International Business University (IBU) are unique to the university, in some cases a student may be eligible to apply credits earned at another accredited post-secondary institution to their IBU degree. The Residency policy defines the minimum number of credits a student must fulfill through courses taken at International Business University to meet the requirements for IBU's graduate degree.

Policy

A graduate program at International Business University comprises a minimum of 42 credit hours. At least 21 of these credit hours, or 50% of the program, including the final term, must be completed in residence at IBU. 'Final term' refers to the final capstone project (6 Credits) required for program completion.

By exception and under extenuating circumstances a student may request the approval of the dean to complete their final 6 credit hour course on a Letter of Permission at another accredited post-secondary institution, subject to the overall residency requirement.

Online IBU courses are considered resident; approved transfer credits, credits awarded through course challenge and credits completed through exchange programs or on letter of permission do not qualify as resident.

5.3. UNDERGRADUATE STUDENT STATUS

Policy Number: 105

Approval Authority: Academic Council

Responsible Office: Office of the Registrar

Approval Date: January 25, 2021

Effective Date: September 2021

Purpose

The Undergraduate Student Status policy defines the minimum number of credits a student must take in any given term to be considered full-time.

Policy

Undergraduate degrees at International Business University consist of a minimum of 120 credit hours, offered over 8 consecutive terms. A standard full-time load for a student expecting to graduate at the end of their 8th term is 15 credit hours per term.

Students taking at least 60% of a full course load, a minimum of 9 credit hours a term, are designated as full-time. Students taking 3 or 6 credit hours in a term are considered part-time. Student status may change from term to term as the student course load changes.

The maximum course load permitted in any one term is 15 credit hours. Under extenuating circumstances and by exception, a student may request the approval of the Dean to register for one additional 3 credit hour course.

Policy Number: 106

Approval Authority: Academic Council

Responsible Office: Office of the Registrar

Approval Date: January 25, 2021

Effective Date: September 2021

Purpose

All students have the right to a fair assessment of their course activities, assignments, and tests, based on the learning outcomes and evaluation criteria published in the course outline. This policy outlines the procedures a student must follow to demonstrate that they have not been fairly assessed.

Policy

A student may disagree with an individual assignment grade or a test grade in a course and/or the final grade assigned for the course.

Grades can only be appealed based on the work itself, on the grounds of a misapplication of evaluation criteria or a perceived calculation error. The result of a grade appeal can be a) a higher grade, b) the same grade or c) a lower grade.

In the case of an individual assignment or test result, the student must discuss the matter with their instructor within 5 days of the date the grade was posted in the learning management system. The onus is on the student to demonstrate to the instructor why their grade should be reassessed. If after discussion with the instructor the student still believes they have been unfairly assessed they may refer the matter, in writing, to the appropriate Dean, within 10 days of the date the grade was posted. The student must include any materials on evaluation criteria for the assignment or test with their written submission. The Dean may choose to discuss the case with the instructor and with the student before rendering a decision or may render a decision based on the evidence submitted. The decision of the Dean is final.

In the case of a final grade, the student must contact their instructor within 5 days of publication of the grade to discuss their concern. The student must be prepared to demonstrate why the grade should be reassessed. If the instructor does not respond to the student and/or the student

believes the instructor has not granted fair consideration to their request, the student may submit a formal Grade Appeal and supporting documentation to the Office of the Registrar within 10 days of publication of the grade. The Office of the Registrar will forward the appeal to the instructor of the course in question and request a written response outlining the method(s) of evaluation used to determine acquisition of the learning outcomes of the course and how that method was applied. The instructor must respond in writing within 10 days. The instructor's response will be forwarded to the student. If, within 5 days of the response being sent, the student contends that their grade is still incorrect, the Office of the Registrar will forward the grade appeal and all related documentation to the appropriate Dean. The Dean may choose to discuss the case with the instructor and with the student before rendering a decision or may render a decision based on the evidence submitted. The decision of the Dean is final.

Policy Number:	109
Approval Authority:	Academic Council
Responsible Office:	Office of the Registrar
Approval Date:	February 1, 2021
Effective:	September 2021

Purpose

The Graduation and Distinction policy describes the minimum conditions a student must meet to be awarded an undergraduate degree at International Business University (IBU), as well as the criteria for graduation with distinction.

Policy

Graduation

Programs at IBU consist of 120 credit hours and can be completed within 8 consecutive semesters. Students taking less than a full course load must complete their program within a maximum of 16 consecutive semesters. The maximum number of semesters permitted is prorated for students granted transfer credit.

To be eligible to graduate, students must have met the following conditions:

- successfully fulfilled all program requirements, as published the year of their admission to the program.
- have a 'clear' academic standing.
- achieved a cumulative grade point average of 2.0 or higher in all graded courses.
- completed the program within their maximum allowable semesters.
- Cleared any balance owing/outstanding on the student's IBU statement of account.
- Cleared any IBU borrowings, including but not limited to loaner laptops and books.

Graduation with Distinction

Students graduating from an undergraduate degree or diploma program with an overall cumulative grade point average of 3.7 or higher will graduate "with Distinction". This academic distinction will be recorded on their academic transcript and on their diploma.

Policy Number: 109

Approval Authority: Academic Council

Responsible Office: Office of the Registrar

Approval Date: March 2022

Effective: April 2023

Purpose

The Graduation and Distinction policy describes the minimum conditions a student must meet to be awarded an graduate degree at International Business University (IBU), as well as the criteria for graduation with distinction.

Policy

Graduation

Graduate program at IBU consist of 42 credit hours and can be completed within 4 consecutive semesters. Students taking less than a full course load must complete their program within a maximum of 8 consecutive semesters. The maximum number of semesters permitted is prorated for students granted transfer credit.

To be eligible to graduate, students must have met the following conditions:

- Successfully fulfilled all program requirements, as published the year of their admissionto the program.
- Have a 'clear' academic standing.
- Achieved a cumulative grade point average of 3.0 or higher in all graded courses.
- Completed the program within their maximum allowable semesters.
- Cleared any balance owing/outstanding on the student's IBU statement of account.
- Cleared any IBU borrowings, including but not limited to loaner laptops and books.

Graduation with Distinction

Students graduating from an graduate degree with an overall cumulative grade point average of 3.7 or higher will graduate "with Distinction". This academic distinction will be recorded on their academic transcript and on their diploma.

5.7. CONTINUOUS ENROLMENT

Policy Number: 113

Approval Authority: Academic Council

Responsible Office: Office of the Registrar

Approval Date: June 7, 2021

Effective Date: June 2021

Purpose

This policy provides guidelines for retaining the student status at IBU and defines the time frame that a student can be away from the program on a continuous basis.

Policy

Students who have been absent from study at IBU for a period of over 12 consecutive months since their last attendance at the university will be required to seek re-admission regardless of whether they are seeking to pursue their original program or enter a new program of study. A student's extended absence from IBU may have been due to taking a leave of absence, undertaking a voluntary withdrawal, or being required to withdraw. In all three cases, once the student is re-admitted to their original or a new program of study, they will follow the regulations in the academic calendar for the year in which they resume study at IBU.

5.8. LENGTH OF COMPLETION (Undergraduate)

Policy Number:	114
Approval Authority:	Academic Council
Responsible Office:	Office of the Registrar
Approval Date:	June 7, 2021
Effective Date:	June 2021

Purpose

This policy provides guidelines for the completion timeline of the Bachelor of Commerce (Honours) in International Management and Technology program at IBU.

Policy

The Bachelor of Commerce (Honours) in International Management and Technology program is a 120-credit four-year degree program offered over 8 Semesters. Students may complete the program in under 3 years as the University operates on a continuous enrolment basis. Students are required to complete the program within seven years of starting their first class. If a student needs longer than the stipulated time to complete the program, they may apply for an extension. Such an extension will only be considered in extraordinary circumstances and needs to be reviewed and approved by the Dean of the Program. If the extension is denied, the student will be dismissed from the program and will need to reapply for admission. Students' prior completed course work will be reviewed, and re-admission will be subject to the curriculum and graduation requirements in place at the time of re-applying.

Policy Number: 114 (A)

Approval Authority: Academic Council

Responsible Office: Office of the Registrar

Approval Date: Mar 2023

Effective Date: May 2023

Purpose
This policy provides guidelines for the completion timeline of the Master of Business Administration program at IBU.

Policy
The Mater of Business Administration program is a 42-credit two-year degree program offered over 4 Semesters. Students may complete the program in under 2 years as the University operates on a continuous enrolment basis. Students are required to complete the program within four years of starting their first class. If a student needs longer than the stipulated time to complete the program, they may apply for an extension. Such an extension will only be considered in extraordinary circumstances and needs to be reviewed and approved by the Dean of the Program. If the extension is denied, the student will be dismissed from the program and will need to reapply for admission. Students' prior completed course work will be reviewed, and re-admission will be subject to the curriculum and graduation requirements in place at the time of re-applying.

5.10. INTELLECTUAL PROPERTY

Policy Number:	208
Approval Authority:	Board of Directors
Responsible Office:	President
Approval Date:	February 21, 2021
Effective Date:	February 21, 2021

Purpose

The purpose of this policy is to define the ownership of intellectual property created by the members of IBU and others using University resources and related rights and responsibilities regarding Intellectual Property covered in this policy. This policy applies to all members of IBU, including administrators, faculty, students, and others affiliated with the university by use of resources, facilities, or funds. This policy does not apply to members of IBU who, in the course of developing Intellectual Property, do not make use of resources, funds, or facilities held by IBU.

DEFINITIONS

"Intellectual Property" (herein abbreviated as "IP") is the result of intellectual or artistic activity, created by a university member in a scholarly, professional or student capacity, that can be owned by a person. Specifically, this includes inventions, publications (including scholarly publications), educational materials, computer software, works of art, industrial and artistic designs, as well as other intellectual property rights (creations) that can be protected under legislation including, but not limited to patent, copyright or trade-mark, integrated topography, industrial design laws, and/or through a trade secret.

"Creator" means initiator and developer of the IP. To be considered a creator, an individual must be considered to be a creator of the IP pursuant to the relevant law, for example, an inventor pursuant to the Patent Act, or an author or coauthor pursuant to the Copyright Act. It is recognized that collaborative or cooperative effort may involve several creators.

"University resources" include but are not limited to the university's physical structures, research laboratories, capital equipment, technical facilities, services and personnel. University services include the administration of funds received by the university in the form of grants, contracts or other support provided by the university or external sponsors.

"Publication" means making IP available to the public by way of speech, print, paper, electronic or other means.

"Revenue" means the amount derived from the commercialization of IP (by the creator if commercialized by the creator or by the university if commercialized by the university), net of expenses (which may be carried forward from year to year to offset gross revenue) incurred in

the commercialization, and includes, without limitation, proceeds from royalties, profit-sharing, lump sum payments, and sale of equity shares, but does not include the financing of research projects sponsored by a partner as part of a continuing program of collaborative research.

"Direct costs" means the university's costs and fees (including legal fees and agents' fees) associated with the acquisition, management and commercialization of the IP, including costs of evaluating it, obtaining and maintaining IP protection, preventing unauthorized use or infringement, prototype development funds, negotiating and implementing licenses or other agreements with third parties, but does not include the university's research, office or overhead costs incurred prior to the initiation of commercialization.

"Commercialization" means the assignment, licensing, manufacturing or production of IP as well as the protection of IP, including, but not limited to, obtaining patent protection and copyright registration, with the goal of financial return. • "University member" means a member of the university community, and includes university employees, students, post-doctoral fellows, and research grant employees affiliated with the university and who use facilities, resources or funds administered by the university in the course of university-related research and other creative activities.

Policy

The university's commitment to the open exchange of ideas and the publication, dissemination and communication of the results of scholarly activity is best served by the following principles:

University members who create IP own the products of their intellectual endeavors and are free to publish those products without commercial intent, to pursue commercialization with the assistance of the university, or to pursue commercialization of the IP in their own right.

The university retains a royalty-free perpetual right to use for scholarly, academic and other non-commercial purposes all IP created through use of university resources.

Any IP created through use of university resources and then commercially exploited is subject to exercise of the university's right to share in the revenue earned from such commercialization of the IP.

APPLICABILITY

This policy applies to all university members, including employees and other individuals, and students affiliated with the university who use facilities, resources or funds administered by the university in the course of university-related scholarly and creative activities.

This policy does not apply to IP created in the course of non-university activities that do not make use of facilities, resources or funds administered by the university, for example outside employment or other activity in an area unrelated to university activities, or activity conducted wholly while on an unpaid leave of absence away from the university. This policy does not apply to IP created by individuals not affiliated with the university but whose IP is used by university members.

OWNERSHIP

Although the university has the right to require assignment of an interest in IP created by a university member through the use of its resources, the full ownership of IP and all rights pertaining to ownership are vested in the creator, unless the creator has entered into an agreement with the university to the contrary. The following exceptions apply:

The university owns IP resulting from work specifically requested of a university member by the university pursuant to a written contract of employment. This includes information brochures, commissioned studies or descriptive handbooks, whose production has been initiated at the request of the university.

The university owns IP resulting from the execution of a written contract for service, agreement or commission in which the university and the creator have agreed to the university's ownership. This may include products prepared for distance education and/or continuing education courses and purchased outright by the university; and other types of teaching or research-related materials, production of which is initiated at the request of the university. The creator of products prepared for distance education and/or continuing education courses may request the consent of the university to use agreed extracts from the written or recorded materials for other purposes, including the preparation of textbooks. Ownership of the resultant products shall be determined by negotiation between the university and the creator.

The university or a sponsoring agency owns the rights to IP developed in the course of sponsored research pursuant to a written contract.

Teaching related IP created by a faculty member rests with that faculty member. If the IP was developed and paid for as part of the faculty member's normal duties, IBU has the right to the continued use of that material without further payment. This excludes recording of the lecture, the use of which must be agreed to by the faculty member and the university.

The university specifically acknowledges that IP created exclusively by a student creator in the course of completing the requirements for an academic degree or certificate is owned by the student creator, to the extent that the IP comprises part of the requirements for the degree or certificate. In order to qualify under this paragraph, the student and the supervising faculty member must agree in writing that the student is the sole inventor or author, as the case may be, pursuant to the relevant IP law. Nothing in this policy shall preclude a graduate student from publishing his/her thesis in any form at any time.

The creator of IP may voluntarily assign or transfer any interest in the IP to the university. The university, at its discretion, may accept such assignment or transfer and thereafter may transfer or license its ownership or interest to others, including the creator.

IMPLEMENTATION AND RESOLUTION OF INTELLECTUAL PROPERTY DISPUTES

The President has executive responsibility for implementing this policy and will be the final decision authority on behalf of the university for any commercialization agreements entered into under this policy.

Disputes between the creator(s) and the university regarding the provisions of this policy which cannot be resolved through informal consultation will be decided with reference to this policy or to the formal procedures outlined in the appropriate agreement between the relevant employee

group and the university. In situations not covered by existing agreements or this policy, the university and the parties involved will agree upon a dispute resolution mechanism.

5.11.   STUDENT VIRTUAL LEARNING AND INFORMATION TECHNOLOGY MANAGEMENT

Policy Number: 401

Approval Authority: Academic Council

Responsible Office: Vice-President Academic

Approval Date: February 22, 2021

Effective Date: September 2021

PURPOSE

This policy provides guidelines for managing the digital components of academic life at IBU. These guidelines are as fluid and evolving as the technologies they govern. However, at its core, this policy is intended to:

Set a standard, consistent with our academic mission and vision, for deploying technology at IBU.
Provide an expectation of conduct and behavior when using electronic resources at IBU; and, establish specific regulations regarding e-learning and electronically submitted academic work.

RESOURCES

2.1 Electronic resources at IBU include, but are not limited to:

- Hardware, computers, mobile devices, network routers, digital storage devices.
- Servers and databases both local and remote, i.e., 'in the cloud'.
- Proprietary software and data management systems.
- Third party software licensed by IBU for student and faculty use; and
- Social media accounts registered to or managed by IBU.

- Policies governing the use of electronic resources at IBU apply to all users, be they students, teachers, administrators, non-academic staff, guests, or vendors.

- Usage of electronic resources at IBU shall be in compliance with any applicable laws and regulations, as well as any applicable IBU policies. Usage is limited to individuals who have been given authorization by the University, and only for the intended purpose under which the authorization was granted.

Specific violations include, but are not limited to:

- Using a false electronic identity or allowing another to falsify their identity as yourself.
- Accessing data or electronic resources without authorization.

- Intentionally introducing viruses or malicious code or software into IBU's electronic resource systems.
- Harassment in any form: bullying, threats, deception, stalking, DDoS, 'phishing,' etc.; and,
- Software piracy or theft.

2.4 Violations of this policy are enforceable by the Office of the Vice President, Academic and Academic Council. Penalties may include loss of access to IBU's electronic resources, which may affect academic standing at IBU. They may also include suspension or expulsion from the University, termination of employment, financial penalties, or legal action.

PRIVACY

3.1 Users of electronic resources have a reasonable expectation of privacy regarding personal information and data stored on IBU systems.

3.2 Users of electronic resources **do not have complete** privacy regarding personal information and data stored on IBU systems. With appropriate administrative or legal authorization, electronic resources at IBU may be examined to assist in investigations regarding suspected academic fraud or illegal activities.

VIRTUAL LEARNING

4.1 Teachers at IBU may employ a variety of electronic resources over the course of their lessons. Examples include electronically submitted assignments, virtual discussions, or remotely proctored quizzes or exams. As technology evolves and new learning opportunities are enabled, new techniques may be introduced. The use of electronic resources in IBU coursework will be periodically audited by the office of the Vice President, Academic, ensuring its use is consistent with the University's mission and vision and in accordance with other academic policies.

4.2 During the admittance and registration process, students will be informed of any technology or devices that may be required in order to complete their coursework. The process will also highlight electronic resources provided by IBU on campus, such as computer labs and workstations designated for student use.

4.3 The academic integrity of electronically submitted work will be protected by various methods.

4.3.1 IBU can employ a proprietary access login system for all electronic resources. Students and faculty will be assigned accounts with user- generated passwords. Any interaction with IBU's electronic resource system may be tracked and documented.

4.3.2 Teachers may require virtual discussions via camera. Students will be informed in advance should a course require access to a web-camera.

4.3.3 Teachers can monitor changes in student output. Drastic changes in academic performance or writing style could warrant an audit of electronically submitted student work.

4.3.4 Quizzes and examinations taken electronically from a remote location may be proctored via camera. Students will be informed in advance should a course require access to a web-camera.

4.3.5 Virtual assignments, quizzes, and examinations may be timed. They may also be scheduled and available for a limited window of time. Students and faculty may be required to provide personal information, such as an address or birthdate, in order to confirm their identity.

4.3.6 Teachers may employ third-party technology to screen assignments for plagiarism.

5.12. ETHICAL RESEARCH

Policy Number: 60

Approval Authority: Academic Council

Responsible Office: Vice President Academic

Approval Date: Sep 2022

Effective Date: Sep 2022

Purpose

IBU is a teaching-first institution whose faculty pursue ethical, high impact academic research. The President and Vice-President, Academic have the authority to enforce and interpret this policy and recommend alterations or additions as necessary to the Senate. All research at IBU must comply with the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (2018) and it is the responsibility of the faculty and students to ensure they are compliant.

Definition

According to the Resources for Research Ethics Education, Research Ethics is the protection of human and animal subjects in the planning, conduct and reporting of research.

Policy:

1. **Responsibilities**

   - All faculty and research administrators are responsible for being familiar with and complying with this policy. All student research must be conducted under the direction of a faculty member, who bears overall project responsibility for the research standards.
   - The President and Vice-President, Academic are responsible for the monitoring and enforcement of ethical research standards. Faculty and staff must report any suspected research ethics violations to the Vice President, Academic.

2. **Application & Scope:**
   - This policy applies to all IBU faculty, staff, and students who are conducting research using grants, facilities, or professional connections with IBU, or with any external researcher who is supporting or engaging with IBU on research related projects or other matters.
   - This policy also applies to any research projects initiated as part of a course or research project (including thesis) during the course of studies at IBU and also applies to research conducted in which IBU students are participants.

- Should there be a discrepancy or confusion between this policy and the policy outlined in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans, the Tri-Council policy will prevail.
- All research projects must be submitted for review and approval by the Research Ethics Committee prior to commencement.

3. **Objectives:**

This policy recognizes and advocates the following principles:
- **Prevention of Harm**. Researchers must protect participants from physical or psychological harm during the research project.
- **Respect for Human Dignity**. The researcher must respect the dignity of the research participant including but not limited to their physical, psychological and cultural welfare.
- **Respect for Free and Informed Consent**. Participants must have the capacity and right to make free and informed decisions about their participation in a research study. Participants must be able to exercise and withdraw individual consent.
- **Respect for Privacy and Confidentiality**. Respect for human dignity includes respect for their privacy and confidentiality. Research must respect and protect the access, control, and dissemination of personal information.
- **Respect for Vulnerable Persons**. Researchers must uphold the highest discretion and demonstrate ethical consideration for vulnerable persons, defined as persons with diminished competence and/or decision-making capacity. These individuals are entitled to special protection against abuse, exploitation, or discrimination. Special procedures for protecting the interests of vulnerable persons must be in place.

While these are core principles, in general researchers are required to study, understand, and uphold the highest ethical research standards as they pertain to their discipline or profession.

4. **Ethical Conduct:**

This policy enforces the following principles for researchers:
- **Integrity.** Researchers must not distort findings.
- **Informed Consent**. Researchers must ensure that individuals formally consent to participate in the research with full knowledge of the relevant risks and benefits.
- **Safe and Secure Data Management**. Researchers must take all reasonable precautions to ensure that data collected during a research study are securely stored. Personal data must be encrypted, and password secured. Study participants should be informed about how long their data will be stored.
- **Ethics and Law**. Researchers must be familiar and comply with any legal requirements or laws that relate to their study. Where research ethics and legal obligations are in conflict, legal obligations shall prevail.

5. **Monitoring and Evaluation**:

The Research Ethics Committee will be responsible for monitoring and evaluating the effectiveness of this policy. This policy shall be reviewed two years after its initial approval.

2018, www.ethics.gov.ca, Tri-Council Policy Statement: Ethical Conduct for Research Involving Human, Article 2.1.

5.13. STUDENT CODE OF CONDUCT

Policy Number: 801

Approval Authority: Academic Council

Responsible Office: Vice-President Academic

Approval Date: January 25, 2021

Effective Date: February 2021

Purpose

International Business University (IBU) seeks to provide a supportive environment that is conducive to learning, the pursuit of truth, the exchange of knowledge, intellectual development, and the general good of society. The standards of conduct outlined in this policy promote the safety and welfare of the university community by setting forth the university's expectations of student behavior. These standards apply to all registered IBU students, whether attending classes on-campus or off-campus, as well as all student groups and organizations.

There are two categories of student misconduct: academic and non-academic. Academic misconduct refers to breaches of academic integrity and scholarship, as outlined in Academic Policy 102: Academic Integrity. Non-academic misconduct refers to breaches of the standards of conduct outlined below.

Policy Standards of Conduct

Students are expected to respect the rights, dignity, and well-being of all other members of the university community and their guests.

All members of the university community, including students, must abide by the policies, rules, and regulations of the university and by municipal, provincial, and federal laws.

All members of an academic community, individually and collectively, have a right to express their views publicly on any issue; however, all such expressions must be peaceful and orderly; conducted in a manner consistent with university policies; and in such a way that university business and respectful academic discourse are not unduly disrupted. Moreover, students must clearly indicate that they are speaking as individuals or representing student organizations and not for or on behalf of the university community.

Each student is vested with the following responsibilities:

- To abide by the laws of Ontario and of Canada.

- To review and abide by the above Standards of Conduct and all other university policies and procedures.
- To maintain their university e-mail address and respond to any notifications sent directly to them. All correspondence between the student and the university must be done using this e-mail address.
- To maintain their local contact information (address and telephone number) and update it at the beginning of each semester when they are an active student.
- To carry their student ID card with them at all times and present it as requested by university staff or faculty when using university property, including but not limited to study areas, classrooms, libraries, and administrative offices.

Non-Academic Misconduct

All complaints of breach of the above Standards of Conduct must be submitted to the Office of the Vice-President, Academic in writing. A student charged with breach of one or more of these standards will receive written notification of the charge, including the date and time of their Student Misconduct Hearing. The hearing will proceed whether or not the student and/or complainant are in attendance.

Students have the right to a fair and impartial hearing.

Conduct which will not be tolerated, and which is subject to sanction includes, but is not limited to, the following:

1) Abuse of Others
   - Verbal, written, graphic, or electronic abuse.
   - Harassment (defined as repeated and/or continuing unwanted behavior), coercion, or intimidation of an individual or group, either directly and/or indirectly
   - Inappropriate behavior that is motivated in whole or part by bias as defined by the Ontario Human Rights Code

2) Abuse of Property
   - The unauthorized use or misuse of ATM, phone, or credit cards; cheques; ID cards; or computer systems
   - Damage or destruction of property
   - Forcible access to property
   - Possession of stolen property
   - Attempted or actual theft of property, identity, or services

3) Dangerous Weapons

- Possession or use of items that could be used or are used to threaten another individual with physical harm. Such items include but are not limited to nunchaku (karate sticks), pepper spray or mace, switchblades, knives, fake guns, Tasers, BB guns, fireworks, ammunition, explosive devices, or firearms, except under official supervision as part of a recognized student activity.

4) Disorderly Conduct
- Inappropriate, disorderly, or disruptive conduct that discredits IBU and its programs. Examples include, but are not limited to, disruptive behavior in the classroom or use of profanity.

5) Drug Related Offences
- Possession or consumption of illegal drugs, prescription medications belonging to another individual, or over-the-counter substances, nitrous oxide, or other available substances to induce a mind-altering state.
- Possession, use, manufacture, distribution, or sale of drug paraphernalia or other items used in preparing or consuming illegal drugs. Distribution, sale, or manufacture of drugs.

6) Endangering Behavior
- Conduct demonstrating that the student constitutes a threat to self or others, or to the proper functioning of the university, including but not limited to threats, excessive consumption, bypassing security measures, dropping items from a window, and using any item to cause fear and intimidation and/or injury to another.

7) Alcohol Related Offences
- When attending university functions, responsible use of alcohol is permitted. Consumption of alcohol on university premises at other than university functions is forbidden.
- Being under the influence of alcohol while on university premises or attending off-site university functions is prohibited unless attending a university function where alcohol is authorized.

8) Failure to Comply
- Failure to comply with or violation of the terms of an imposed disciplinary sanction.
- Failure to follow the reasonable directions of university officials (including public safety officers and faculty and staff at IBU), law enforcement agents, cooperative work assignment employers, or officials at other colleges and universities that are necessary for the proper conduct of the university and university community.

9) Misrepresentation of Information
   - Falsification, distortion, or misrepresentation of information to the university or its officials (including public safety officers and faculty and staff at IBU), law enforcement agents, cooperative work assignment employers, or officials at other colleges and universities, that is intended to mislead in investigations or administrative processes or could adversely affect the mission of the university.

10) Misuse of Electronic Resources
    - Misuse of electronic systems or methods (for example, e-mail, "hacking," and so on) to steal, misrepresent, threaten, harass, or bully (including on-line aggression or cyberbully), or violations of the institution's electronic use policies and/or any other computer or system use.

Sanctions
Sanctions that may be imposed on a student found guilty of non-academic misconduct include, but are not limited to, the following:

- A reprimand
- Community service
- A requirement for restitution (either monetary or in kind)
- A restriction on campus activity
- Disciplinary probation
- Suspension
- Expulsion

Sanctions of suspension or expulsion will be recorded in the official student record. All other sanctions will remain confidential and will only be recorded in the confidential

'Non-Academic Misconduct' files of the Vice-President, Academic.

Decision-making Authority
The Vice-President, Academic (or delegate) is responsible for administration of the Non-Academic Misconduct Policy as well as the Student Misconduct Hearing. The findings of the Student Misconduct Hearing are binding.

If the Vice-President, Academic (or delegate) deems the student to be a risk to the safety or security of any member of the university community, they may suspend the student immediately, pending the outcome of the hearing.

Procedure
Each IBU Student can expect:

- Written notification of any and all alleged non-academic misconduct within a reasonable period of time from the filing of the complaint or incident report pertinent to those allegations. This notification will state the date, time, and place of the administrative hearing. The date, place of incident, and the name of the complainant will also be included.
- The opportunity to reschedule a hearing date up to one (1) business day prior to the hearing, due to academic or other reasonable conflicts.
- To request that an administrative hearing be suspended after the presentation of evidence the student desires to re-evaluate their responsibility for the charges.
- To choose not to attend their hearing. The hearing will however proceed without the respondent's presence.
- To receive the decision letter within a reasonable period of time from the conclusion of all hearings pertinent to the case.

The following procedural rights apply to all students:

- To review all written information pertinent to their case a minimum of one (1) business day prior to their designated hearing.
- To question witnesses, to produce witnesses on their own behalf, and to present substantiating information and written personal statements on their own behalf. Witnesses are defined as individuals who were present at the incident in question and/or have information pertinent to the incident in question.
- To choose an advisor to serve as a guide throughout the process.

The decision of the VP Academic is final.

5.14. STUDENT COMPLAINT PROCEDURE:

Policy Number: 803

Approval Authority: Academic Council

Responsible Office: Office of the Registrar

Approval Date: June 2022

Effective: September 2022

Purpose:

International Business University is a student first university. We make every effort to provide students with high-quality experience in teaching, learning and student services. The University is committed to addressing student concerns in a responsive and timely manner, including complaints related, but not limited to, the program delivery, the educational experience and/or the services they receive.

The basic purpose of this procedure is to establish a process for students, without fear of reprisal, to raise concerns about a program, their learning experience or the services received in situations where a university policy or procedure specific to their concern is not already in place. Where no obvious policy or procedure exists, or if the complaint is regarding an existing policy or procedure, this policy should be followed.

Procedure:

Complaints about the academic experience, services or other students raised by students shall be addressed in a way which respects the rights of all parties, and which leads to the timely resolution of the disputes. All employees of the University who deal with a complaint shall respect the student's right to confidentiality. Similarly, the rights of a person who is the subject of a complaint, including their right to confidentiality, will be respected.

A complaint must be made within 2 weeks of the incident(s) giving rise to the complaint except in extenuating circumstances which, in the opinion of the University, would justify an extension. Where a complaint is against an individual, it is the right of the student to seek an informal resolution through the various levels of supervision in the department involved.

Where several students in the same class of a program have the same concern, the matter should be raised with the Student Services before proceeding with a formal complaint.

A group of students may delegate one or more of its members to voice a complaint on its behalf. However, no one shall initiate a complaint on behalf of another person or persons without the written permission of the person(s).

The complainant can have a person present with them at all the stages of the proceedings. Also, the complainant may authorize another person to make a complaint submission on their behalf.

Informal Complaint Procedure

- Set up a meeting with the student services to review the complaint. At the meeting, state complaint clearly, preferably in writing. If a complaint is put in writing, a copy of the same should be retained.
- The Student Services Advisor will listen to the concerns of the students and seek clarification, if needed.
- Student Services Advisor will explore ways to resolve the concerns and try to mitigate the situation. The complainant or respondent may request either a facilitated discussion with a facilitator or mediation to be used as part of the informal complaint resolution process. Both parties must agree on the identity of the facilitator or mediator.
- Both parties will agree on a way to resolve the concerns and create a written record of the solution for reference and for action/distribution as appropriate.

Formal Complaint Resolution

- If the informal approach is not feasible or if concerns have not been resolved during the informal method with the complainant will submit a signed written complaint on the prescribed form to the Registrar's Office.
- Within 72 hours of receiving of formal complaint, RO will investigate the merits of the complaint, which can include a detailed, in-depth discussion with both the parties, and any other investigation method deemed appropriate by the RO.
- Give the respondent an opportunity to respond in writing to the specific concerns raised by the student(s) within five (5) working days.
- If the complaint has merit, work out a resolution with the respondent and advise the student(s) in writing.
- If the complaint lacks merit (e.g. if student(s) actions have led to the consequences which are the subject of the complaint, or cannot identify a specific area of concern), inform the student(s) in writing and provide reasons why no further action will be taken

Appeal of Decision

- If the student believes the complaint has not been dealt with fairly, the decision is unfair, or if a written response has not been received from the RO, the student can submit an appeal against the decision in writing to the Academic Council within 72 hours of the previous decision.
- Request for an appeal will be granted on limited grounds, namely:

  - That there has been a clear failure of due process in consideration of the complaint, which the complainant can define and provide evidence.
  - That the decision of prior appeal process was not reasonable and in accordance with the facts of the case.
  - New material evidence, which the complainant could not reasonably have provided earlier, and which may be sufficient to alter a decision; or facts that were not known to the RO at the time of making their decision due to extenuating circumstances. In these cases, the Academic Council is obliged to consider the validity and admissibility of the new information/facts.

- If new information is being relied upon by the complainant, the Academic Council shall specifically explain in their decision why or why not they have accepted or rejected all or some of the new information. The complainant should set out their concerns clearly and concisely and provide evidence in support, where possible.

- The Academic Council will decide if the complaint has merit and on the way the complaint isto be resolved.
- Inform the student(s) of the decision within 5 working days of receiving the appeal and indicate that the matter is now closed. The decision of the Academic Council is final and cannot be appealed.

Students are expected to submit complaints, within the timeline(s) and procedures indicated in this policy. However, they may expect the University to exercise its discretion to extend the timelines where there is good reason, supported by evidence, when a student has not been able to submit a complaint within the timeline. Under certain circumstances, depending on the complexity of the complaint, it may be necessary for the University to amend the timelines and procedures.

Depending on the nature of the complaint, it may not be possible for the parties to preserve a student's anonymity; in these instances, every effort will be made to maintain the student's confidentiality, while disclosing the necessary information on a need-to- know basis.

Following investigation or fact-finding, the lack of a factual basis for a complaint will not be considered evidence that a complaint was frivolous or vexatious. Any retaliation by employees because a student engaged in the student complaints process is unacceptable and will be addressed appropriately.

While a student will not be disadvantaged as a result of making a complaint, the University may consider reporting the matter as a student misconduct should there be reasonable/compelling evidence that a student complaint was frivolous, malicious or brought in bad faith.

5.15.   SEXUAL VIOLENCE POLICY

Policy Number: TBD

Approval Authority: Board of Governors

Responsible Office: Student Services and Human Resources

Approval Date: March 2021

Effective: March 2021

Review Date: March 2024

Policy:

All members of the IBU community have a right to work, study and live in an environment that is free from any form of sexual violence including sexual assault and sexual harassment. This policy and the related document Sexual Violence Procedures set out the way in which the university addresses sexual violence. It encourages due diligence in the prevention of sexual violence, ensures that those affected by sexual violence are believed when they seek support from the university and are appropriately accommodated. This policy ensures that the university has a fair and reasonable investigation process that protects the rights of all individuals and holds individuals who have committed an act of sexual violence accountable. It is this policy's intention to make individuals feel comfortable about making a report and/or filing a formal complaint in good faith about sexual violence that they have experienced or witnessed.

Scope:

This policy applies to all members of the university community. All members of the university community will be offered appropriate support with respect to issues of sexual violence, regardless of their role in the university or the role of the person against whom an allegation is made.

This policy applies to incidents of sexual violence that occur on university property that involve a member of the university community.

This policy also applies to incidents of sexual violence involving a member of the university community that occur off university property:

☐ at any university-sanctioned program or event that may or may not pose a subsequent risk to the safety of university community members; or

☐ at any time (i.e., non-sanctioned program/event or general course of life) and that pose a subsequent risk to the safety of university community members while on university property or which are sufficiently linked to and affect the university community.

This policy relates to acts of sexual violence. Issues of sexual harassment or discrimination and other related misconduct shall also be reviewed and managed under this policy and cross-referenced when required with the university's Harassment and Discrimination Prevention Policy and Procedures, Violence Prevention Policy and Violent and Criminal Incident Response Procedures.

This policy relies on a centralized system of reporting, investigation and decision-making for complaints of sexual violence in order to avoid actual or perceived conflicts of interest or reasonable apprehension of bias, to preserve privacy, to minimize risk of reprisal, and to ensure coordination and consistency across all academic divisions, campuses, and centralized services.

The reporting procedure and the processes it initiates apply to all incidents of sexual violence in which both the complainant and the respondent are members of the university community, regardless of whether the event occurred on campus, off campus, or using social media or other electronic media. Support will also be made available under this policy to complainants regardless of whether the respondent is a member of the university community.

Definitions:

Sexual assault: Any type or form of unwanted sexual contact without mutual consent done by one person to another that violates the sexual integrity of the survivor and involves any form of unwanted sexual activity, including but not limited to, kissing, touching, groping, fondling, oral sex and vaginal or anal intercourse. Sexual assault is characterized by a broad range of behaviors that may include, but are not limited to, the use of force, threats, or control towards a person which makes that person feel uncomfortable, distressed, frightened, threatened, or that is carried out in circumstances in which the person has not freely agreed, consented, or is incapable of consenting. A sexual assault can involve situations where sexual activity is obtained by someone abusing a position of trust, power or authority.

Sexual harassment: One or a series of comments, behaviors, communications, or conduct of a gender-related or sexual nature that is/are known or ought reasonably to be known to be unwelcome, offensive, intimidating, hostile or inappropriate. This includes behavior conducted in whole or in part through electronic means, such as email, web postings, text messaging, and other forms of electronic behavior. Examples include, but are not limited to, gestures, remarks, jokes, slurs, taunting, innuendo, graffiti/songs/chants, non-consensual posting of pictures/videos, aggressive comments and slurs on any form of social media or otherwise, verbal assault, unwanted physical contact, invitations, leering, the display of sexually offensive material, sexual solicitation, advances or demands, unwanted attention, implied or express promise of reward or benefit in return for sexual favors. Sexual harassment also includes a

reprisal or a threat of reprisal for the rejection of sexual solicitation or advance, where the reprisal is made or threatened by a person in a position to confer, grant or deny a benefit or advancement to the person.

Sexual violence: Any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person's consent, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.

Consent: The voluntary and explicit agreement to engage in the sexual activity in question. Consenting to one kind of sexual act does not mean that consent is given for another sexual act or kind of activity. Consent is the act of willingly agreeing to engage in specific sexual behavior, and requires that a person is able to freely choose between two options: yes and no. Consent is positive, active and ongoing, and can be revoked at any time. This means that there must be an understandable exchange of affirmative words, which indicates a willingness to participate in mutually agreed-upon sexual activity. It is also imperative that everyone understands the following:

- ☐ Silence or non-communication may never be interpreted as consent and a person in a state of diminished judgment cannot consent.
- ☐ A person is incapable of giving consent if they are asleep, unconscious or otherwise unable to communicate.
- ☐ A person who has been threatened or coerced (i.e., is not agreeing voluntarily) into engaging in sexual activity is not consenting to it.
- ☐ A person who is drugged is unable to consent.
- ☐ A person is unable to give consent when incapacitated by the use of alcohol and/or drugs.
- ☐ A person may be unable to give consent if they have a mental disability preventing them from fully understanding the sexual act(s).
- ☐ The fact that consent was given in the past to a sexual or dating relationship does not mean that consent is deemed to exist for all future sexual activity.
- ☐ A person can withdraw consent at any time during the course of a sexual encounter.
- ☐ A person is incapable of giving consent to a person in a position of trust, power or authority, such as, a faculty member initiating a relationship with a student who they teach or an administrator in a relationship with anyone who reports to that position.
- ☐ Consent cannot be given on behalf of another person.
- ☐ It is the responsibility of the initiator of sexual activity to ensure clear and affirmative responses are communicated at all stages of sexual engagement. It is also the initiator's responsibility to know if the person they are engaging with sexually is a minor.
- ☐ Note: As per the *Criminal Code of Canada* it is not a defence to an allegation of sexual violence that the respondent believed that the complainant consented to the activity that forms the subject matter of the complaint, where (a) the respondent's belief arose from the respondent's (i) self-induced intoxication; or (ii) recklessness or willful blindness; or

(b) the respondent did not take reasonable steps, in the circumstances known to the accused at the time, to ascertain that the complainant was consenting.

☐ **Disclosure:** When someone affected by sexual violence informs a university community member about an incident of sexual violence on or off campus. A disclosure is distinct from a report or formal complaint.

☐ **Employees**: Persons who are on the university's payroll and work for or provide services to the university on a permanent, contract, full-time or part-time basis, whether unionized (belonging to a bargaining unit) or not, including administration, faculty and staff.

☐ **Formal complaint**: When a survivor of sexual violence requests campus security to formally investigate and resolve a complaint of sexual violence.

☐ **Member of the university community:** Any employee, member of the Board of Governors, student, contractor, supplier of service, individual directly connected to any IBU initiative, volunteer, and visitor.

☐ **Report:** When someone affected by sexual violence, or a witness or a community member that has received a disclosure, reports the incident to campus security.

☐ **Reprisal:** Any harassment, intimidation, discipline, demotion, or termination or threat to do so with the intent to compel a university community member to abstain from filing a complaint, disclosing, or reporting an incident of sexual violence or to retaliate against a university community member who has filed a complaint, disclosed, or reported such an incident or who is suspected of doing so.

☐ **Student:** An individual who has been issued a student number from the university. They may be in the application stage or admitted, formerly enrolled, or registered in either a full-time or part-time course, either credit or non-credit, at the university, including when on a work placement that is part of their academic program, or when active in a program but not currently enrolled in classes.

☐ This also includes an individual who was enrolled in a course or program when an alleged incident occurred. In this case the individual is deemed a student for the purpose of the investigation until the complaint and appeal processes have been completed.

☐ **Survivor:** Someone who has experienced sexual violence may choose to identify as a survivor. Individuals might be more familiar with the term "victim". We use the term "survivor" throughout this policy where relevant because someone who has experienced sexual violence may believe they have overcome the violent experience and do not wish to identify with victimization. It is the prerogative of the person who has experienced these circumstances to determine how they wish to identify.

☐ **Acquaintance sexual assault**: Sexual contact that is forced, manipulated, or coerced by a partner, friend or acquaintance. See main definition of sexual assault.

☐ **Age of consent for sexual activity:** The age at which a person can legally consent to sexual activity. In Canada, children under 12 can never legally consent to sexual acts. Sixteen is the legal age of consent for sexual acts. There are variations on the age of consent for adolescents who are close in age between the ages of 12 and 16. Twelve and 13 years-old can consent to have sex with other youth who are less than 2 years older than themselves. Youth who are 14 and 15 years old may consent to sexual involvement that is mutual with a person who is less than 5 years older. Youths 16 and 17 years old may legally consent to sexual acts with someone who is not in a position of trust or authority.

☐ **Coercion:** In the context of sexual violence, coercion is unreasonable and persistent pressure for sexual activity. Coercion is the use of emotional manipulation, blackmail,

threats to family or friends, or the promise of rewards or special treatment, to persuade someone to do something they do not wish to do, such as being sexual or performing particular sexual acts.

- ☐ **Cyber sexual violence:** Any act that includes but is not limited to knowingly publishing, distributing, transmitting, selling, making available or advertising an intimate image of a person, without obtaining that person's express consent to that conduct. An intimate image includes but is not limited to a visual recording of a person made by any means, including a photographic, digital or video recording in which the person is nude, exposing their genital organs, anal region or breasts, or is engaged in sexual activity. For the purpose of this policy, sexual violence includes cyber sexual violence.
- ☐ **Cyber sexual harassment**: Includes but is not limited to sexual harassment conducted in whole or in part through electronic means, such as email, web postings, text messaging, and other forms of electronic behavior. For the purpose of this policy sexual harassment includes cyber sexual harassment.
- ☐ **Gender-based harassment:** Includes but is not limited to engaging in a course of vexatious comment or conduct related to a person's sex, gender, sexual orientation, gender identity or gender expression that is known or ought reasonably to be known to be unwelcome.
- ☐ **Drug-facilitated sexual assault:** The use of alcohol and/or drugs (prescription or non-prescription) by a perpetrator to control, overpower or subdue a person for purposes of sexual assault. See main definition of sexual assault.
- ☐ **Rape culture:** A culture in which dominant ideas, social practices, media images, and societal institutions implicitly or explicitly condone sexual assault by normalizing or trivializing sexual violence and by blaming survivors for their own abuse.
- ☐ **Stalking:** A form of harassment that involves behaviors that occur on more than one occasion, and which collectively instill fear in the victim or threaten the victim/target's safety or mental health. Stalking can also include threats of harm to the target's friends and/or family. These behaviors include, but are not limited to, non-consensual communications (face to face, phone, email, social media); threatening or obscene gestures; surveillance; sending unsolicited gifts; "creeping" via social media/cyber-stalking; and uttering threats.

Non-adjudicative resolution: This term refers to a resolution of the matters alleged in a report that is agreed to by both the complainant and the respondent.

Policy:

Sexual policy is unacceptable and will not be tolerated. We are committed to challenging and preventing sexual violence and creating a safe space for anyone in our university community who has been affected by sexual violence. The university is expected to be a safe and positive space where members of the university community feel able to work and study and express themselves in an environment free from sexual violence.

Anyone who has been affected by Sexual Violence has the right to:

- be treated with dignity and respect,
- be believed when they seek support,
- be informed about on- and off-campus services and resources,
- decide whether or not to access available services and to choose those services they feel will be most beneficial,
- decide whether to report to the university's designee and/or local police,
- have an on-campus investigation with the university's institution's full cooperation,
- have a safety plan and,
- have reasonable and necessary actions taken to prevent further unwanted contact with the respondent(s)alleged perpetrator(s).

All reported incidents of sexual violence will be investigated in a manner that ensures due process as per the Sexual Violence Procedures and the Harassment and Discrimination Prevention Procedures. The university does not have the jurisdiction to address allegations made against a person who is not a member of the university community. However, in the event of such allegations, the university will provide support to complainants who are members of the university community and may be able to take measures such as restricting access to campus by the person against whom allegations are made.

The university recognizes that sexual violence can occur between individuals regardless of sexual orientation, gender and gender identity, relationship status, class or culture as articulated in the Ontario Human Rights Code.

We also recognize that individuals who have been affected by sexual violence may experience emotional, academic, or other difficulties.

The university recognizes the intersection of sexual violence with discrimination and harassment, including but not limited to the grounds set out in the Ontario *Human Rights Code*. The university recognizes that individuals from historically marginalized communities may be disproportionately affected by sexual harassment and sexual violence.

Sexual violence can be committed against any person and is an issue that requires an inclusive response. The university recognizes that sexual violence is overwhelmingly committed against women, and in particular women who experience the intersection of multiple identities such as, but not limited to, indigenous women, women with disabilities, and racialized women. Additionally, the university recognizes that those whose gender identity or gender expression does not conform to historical gender norms are also at increased risk of sexual violence.

We are committed to:
- assisting those who have been affected by sexual violence by providing choices, including detailed information and support, such as provision of and/or referral to counselling and medical care, information about legal options, and appropriate academic and other accommodation, as per the Sexual Violence Procedures.

- Ensuring that those who disclose that they have experienced or have been affected by sexual violence are believed when they seek support, and that their right to dignity and respect is protected throughout the process of disclosure, investigation and institutional response.
- Ensuring that on-campus (internal) investigation procedures are available in the case of sexual violence, even when the individual chooses not to make a report to the police.
- Engaging in appropriate procedures for investigation and adjudication of a complaint which are in accordance with university policies, standards and applicable collective agreements, and that ensure fairness and due process.
- Ensuring coordination and communication among the various departments who are most likely to be involved in the response to sexual violence on campus.
- Engaging in public education and prevention activities.
- Providing information to the university community about the policy and the Sexual Violence Procedures.
- Providing appropriate education and training to the university community about responding to the disclosure of sexual violence.
- Contributing to the creation of a campus atmosphere free of sexual violence.
- Monitoring and updating our policies and procedures to ensure that they remain effective and in line with other existing policies and best practices.

Reporting and Responding to Sexual Violence and Sexual Assault

This policy must be read in conjunction with the Sexual Violence Procedures. Only a summary is provided below.
- Any member of the university community may report a sexual violence complaint. An allegation of sexual violence may be reported anonymously or by someone other than the complainant.
- All university employees (who are not employed by the university as health care providers) have a duty to and must immediately report incidents of sexual violence involving a member of the university community they witness or have knowledge of, or when they have reason to believe that sexual violence has occurred or may occur.
- Members of the university community who have experienced sexual violence are encouraged to come forward to report as soon as they are able to do so as per the university's Sexual Violence Procedures.
- A disclosure is not the same as a report and may not initiate an investigation process. An individual affected by sexual violence may make a disclosure and choose not to report or may report at a later date.
- All employees of the university in a position of authority, including teaching and support staff, administrators, and other employees directing the activities of others, shall take immediate action to respond to or to prevent sexual violence from occurring.
- When the university becomes aware of incidents of sexual violence that pose a risk to the safety of members of the university community, the university shall take all reasonable steps to ensure the safety of the university community.

Complaints and Investigations

A complaint of sexual violence can be filed under this policy by any member of the university community. The Sexual Violence Procedures set out further details respecting the complaint/report process and the handling of investigations.

The university will seek to provide procedural fairness to both complainants and respondents in dealing with all complaints as outlined in the Sexual Violence Procedures, Harassment and Discrimination Prevention Procedures, and Violent and Criminal Incident Response Procedures.

A complainant has the right to withdraw a complaint or choose not to participate in an investigation at any stage of the process. However, the university may continue to act on the issue identified in the complaint in order to comply with its obligation under this policy and/or its legal obligations.

All members of the university community who have witnessed or have knowledge of sexual violence have a duty to cooperate with a university investigation.

Protection from Reprisals, Retaliation or Threats

It is contrary to this policy for anyone to retaliate, engage in reprisals or threaten to retaliate against a complainant or other individual(s) for:

- Having pursued rights under this policy or other related university policy or proceduresand regulations/laws.
- Having participated or co-operated in an investigation under this policy or other relateduniversity policy or procedures and regulations/laws.
- Having been associated with someone who has pursued rights under this policy or other related university policy or procedures and regulations/laws.

The university takes reasonable steps to protect persons from reprisal, retaliation and threats. This may entail, for example, directing individuals in writing to refrain from engaging in reprisal, retaliation, or threatening retaliation and sanctioning individuals for a breach of this duty.

The university may also address the potential for reprisal by providing accommodation appropriate in the circumstance.

Unsubstantiated or Vexatious Complaints

If a person, in good faith, discloses or files a sexual violence or sexual assault complaint that is not supported by evidence gathered during an investigation, that complaint will be dismissed.

Disclosures or complaints that are found, following investigation to be frivolous, vexatious or bad faith complaints, that is, made to purposely annoy, embarrass or harm the respondent, may result in sanctions and/or discipline against the complainant.

Principles Respecting Process

- or civil justice systems, and whether to access support and accommodations.
- The university is committed to the provision of a fair process for all parties and one that respects due process and procedural fairness.
- The university is committed to reducing barriers to disclosure and reporting of incidents of sexual violence. In that regard, complainants will not be asked to repeat their accounts more than is necessary for the implementation of this policy.
- The university process will appropriately accommodate the needs of members of the university community who are affected by sexual violence.
- The university will not tolerate any retaliation, through any means including through social or other electronic media, against anyone who discloses or reports an incident of sexual violence, or who participates in a university process that is addressing allegations of sexual violence against a member of the university community.
- Confidential counselling and support will be made available as quickly as practicable to any member of the university community who experiences an incident of sexual violence.
- The university will respond to disclosures and/or reports of sexual violence fairly and expeditiously.

Confidentiality

The university will treat disclosures and reports of an incident of sexual violence in a confidential manner in accordance with the *Freedom of Information and Protection of Privacy Act.*

Confidentiality is particularly important to those who have disclosed sexual violence. The confidentiality of all persons involved in a report of sexual violence must be strictly observed, and the university does its best to respect the confidentiality of all persons, including the complainant, respondent, and witnesses by restricting routine access to information to individuals with a need for such access and by providing education and training to those who are regularly involved in the administration of reports and complaints.

The university will limit sharing of information to those within the university who need to know the information for the purposes of implementing this policy, including providing accommodation, interim conditions and interim measures, and the investigation and decision-making processes; and taking corrective action resulting from those processes. For example, where a complainant wishes to make a report, fairness to the respondent will require disclosure of the complainant's identity and the material allegations being made.

However, confidentiality cannot be assured in the following circumstances:
- an individual is at imminent risk of self-harm;
- an individual is at imminent risk of harming another;
- there are reasonable grounds to believe that others in the university or wider community may be at risk of harm; or,
- reporting or investigation is required by law (for example, but not limited to, an incident involving a minor, or obligations related to occupational health and safety or to human rights legislation).

In such circumstances, information would only be shared with necessary services to prevent harm, and the name of the survivor would not be released to the public.

Where the university becomes aware of an allegation of sexual violence by a member of the university community against another member of the university community, the university may also have an obligation to take steps to ensure that the matter is dealt with in order to comply with the university's legal obligation and/or its policies to investigate such allegations. In such cases, certain university administrators will be informed about the reported incident on a "need to know" and confidential basis, but not necessarily of the identities of the persons involved.

Monitoring

An annual report shall be provided to the IBU Board of Governors and sent to the Ministry of Colleges and Universities (MCU). The report shall contain the following information:
- The number of times support, services and accommodation related to sexual violence are requested and obtained by employees and students enrolled at IBU, and information about the supports, services and accommodations.
- Any initiatives and programs established by the university to promote awareness of the supports and services available to students.
- The number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints.
- The implementation and effectiveness of this policy.
- This report shall not include personal information within the meaning of section 38 of the Freedom of Information and Protection of Privacy Act (for example: survivor, respondent and witness information).

This Policy and the related procedures shall be reviewed and amended as required and at a minimum of every three (3) years.

5.16.   STUDENT RIGHT & RESPONSIBILITY

Policy Number: 212

Approval Authority: Board of Directors

Responsible Office: Office of the Registrar

Approval Date: February 21, 2021

Effective Date: September 2021

Purpose
This policy serves to inform students of all rights and responsibilities they are subject to as students at IBU. We make every effort to ensure that they are informed of these rights and responsibilities.

Our students also take on work-integrated learning as part of their program, and we expect students to adhere to the Student Code of Conduct while doing so. IBU works with employers to ensure that their work responsibilities align with the Code of Conduct, while also respecting the professional and industrial codes of conduct and ethical standards that apply to workplaces. Students are protected by our policies that apply to their time in IBU's Integrative Semesters, which clearly delineate the responsibilities of the institution and the Host Organization.

The IBU Academic Calendar is created annually and published prior to the admission of any new students for that calendar year. This is to ensure that the Calendar will reflect the academic priorities and concerns of the academic staff hired by IBU. Many elements of the Calendar, including dispute resolution mechanisms, commitment to transparency and informing students of policies, and ensuring the protection of student policies are outlined here.

Policy:
Students will be informed of all rights and responsibilities they are subject to as students at IBU.

- *Public Reports*
  IBU is committed to informing, communicating, and advising current and prospective students in an open and transparent manner. There are multiple levels of oversight to ensure that public reports, materials, and advertising are thorough, accurate, and truthful. IBU shall disclose its program approvals, accreditations and all affiliations and partnerships in its Academic Calendar. IBU shall include its website address in all advertising to permit the public to develop a thorough understanding of the institution. IBU is committed to ensuring all pertinent information regarding the organization, its governing policies, and the programs it offers is published in the Academic Calendar and is made readily available on the institutional website. Specifically, this will include the organization's mission statement; organizational history and organizational structure, including academic governance structure; a description of its program and courses offered; and the credentials of faculty, Directors, and senior administrators.

- *Student Awareness of Policies*

Upon admission into a IBU program, an official letter of acceptance shall be sent to the student along with a copy of the Student Handbook and an Academic Calendar. Information regarding tuition, scholarships and other financial assistance as well as Policies regarding the payment of fees, ancillary charges, withdrawals, and refunds will be available on the website and through the Registrar's office and will be presented to the student during the application and admissions stage. IBU may make modifications to its policies and to the Academic Calendar or add new policies at any time without notice and accordingly it is students' responsibility to review the IBU's website regularly.

As part of their conditions of acceptance, Students will be required to sign a registration agreement stating that they have read, understood, and agree to abide by the stated policies and procedures in the current Academic Calendar, which includes the Student Code of Conduct and institutional policies regarding admissions, credit transfer, entrance exams and prior learning assessments, grading, method of course delivery, academic honesty, intellectual property rights, student dismissal, student support and services, tuition and fee payment, financial supports, withdrawals and refunds, institutional closure, and student support services.

- ***Student Support Services***
  Part of IBU's commitment to student support is a suite of support services to be offered to all IBU students. These services include:
  - Academic Counselling, to ensure that students are provided assistance with navigating and interpreting IBU's competency-driven learning models.
  - Career Counselling**,** to provide students with extensive career development opportunities, including workshops for CVs, mock interviews, and other supports.
  - Tutoring, to provide workshops and support services for students to ensure that they have help with mastering the basic mathematics, communications, and writing skills to succeed at IBU.
  - Accessibility services, to provide support for students with visible and non-visible disabilities, and to provide counselling and accessibility accommodations as provided; and
  - Dispute Resolutions, to ensure that students have a clear means for addressing grievances in a fair and professional manner.

- ***Security of Academic Records***
  IBU recognizes the importance of protecting the privacy of individuals whose personal records are in our custody. IBU will follow established principles and procedures for responding to requests for access to records held in the offices of the institution.
  IBU will secure the services of a third-party Canadian provider, which will house information exclusively on servers located in Canada, and thus meets the Ministry requirement for off-site storage and back-up of student records and transcripts.

- ***Payment Schedule of Fees and Charges***
  Academic tuition and fees will be determined annually. Fee structure, tuition rates, and payment due dates are published in the Academic Calendar. Students are responsible for the payment of all required fees for the programs and courses in which they enroll and

to be aware of fees, payment deadlines, drop dates and refund deadlines. IBU collects tuition and fees on a per-semester basis.

- ***Scholarships and Other Financial Assistance***
  In the first few years, IBU students will not be eligible to receive funding through the Ontario Student Assistance Program (OSAP). However, IBU will offer limited number of scholarships and financial assistance to its students in the form of entrance scholarships, crown ward tuition waiver, financial aid and payment plan arrangements.

- ***Student Dismissal***
  Student dismissal may occur on the grounds of general misconduct or academic infractions. Policies and procedures regarding student dismissal and their procedural rights during a dismissal decision can be found in the University's Dispute Resolution Policy.

- ***Withdrawal and Refunds***
  Any student who gives written notice to the University within two days of having signed a registration agreement that he or she rescinds that agreement, will be refunded 100% of all fees paid for the period of registration. Any student who gives written notice, but more than two days after signing a registration agreement, that he or she does not intend to begin a program, or who, without providing written notice, does not attend the first ten consecutive days of the program, will receive a full refund of all fees paid, less an administration fee in the amount of $250 CAD.
  Any student who withdraws from a program, or part of a program, prior to the midpoint in a semester (generally the 7th week of term) is entitled to a refund equal to the proportion of tuition not yet earned by IBU, less an administrative fee in the amount of $250 CAD. Students who withdraw after the seventh week of a semester shall forfeit the right to any refund in tuition or other fees for that semester. IBU will refund in full the tuition fees for the period for which a student is currently registered, for a program or part of a program that is discontinued or suspended.

- ***International Student Cancellation Policy:***
  International Students who cancel their enrolment, for any reason, before the commencement of the classes will receive a refund of any pre-paid tuition fee collected less than the registration fee of $250.
  In case of Visa refusal, IBU will provide a full refund (excluding the registration fee of $250) upon receiving a copy of Visa Refusal Letter from Canadian Immigration Office (IRCC). All such refunds must be submitted by end of week 2 of the beginning of the semester.

- ***Information on Online Learning***
  Students will be provided with comprehensive instruction and support for using any of IBU's online learning platforms. Upon admission, students will be directed to the University website and provided with information on how to log in and register for the online learning platform.

5.17.   INTERNATIONAL STUDENT POLICY

Policy Number:	224
Approval Authority:	Board of Directors
Responsible Office:	Student Services, Registrar Office
Approval Date:	July 5, 2022
Effective Date:	July 5, 2022

IBU is committed to creating a positive and impactful educational experience for its international students. IBU plans to develop its international ambitions by providing focused professional and innovative higher education to its international students while at the same time helping them to navigate their way in a new country and adapt to live, work, learn, in Canada.

Purpose
This policy describes the various policies, procedures and student conduct developed by IBU in the form of attached International Student Handbook in the spirit of creating a healthy, safe and inclusive campus where each student feels welcome and has an opportunity to maximize their potential and pursuit of educational dreams.

Policy
IBU will provide its services to its international students consistent with the core principles of diversity, inclusion and equality of opportunity to ensure that IBU can assure and enhance the quality of learning experience of its international students. IBU also committed to ensure that the University meets its responsibilities and duties as a Designated Learning Institute ("DLI") designation when it is obtained. The scope of this policy covers all aspects of the international students' journey with regards to all important steps they need to take to enroll in classes and prepare for the beginning of their academic year at IBU. This policy should be read in accordance with other IBU policies which can be found in the Academic Calendar and IBU's website.

Accountability and Guidelines
All IBU community members, including international students and all IBU employees who are involved in assisting international students, are responsible for and expected to comply with the commitments set out in this Policy. International students are responsible for ensuring that they comply with their duties specific to international students along with other rules and polices of IBU.

Procedure
The Office of Student Services under the supervision of the Registrar is responsible for the implementation and review of this policy. That Office will provide its services under the auspices of this policy as well as monitoring and reviewing this policy to ensure best practice adopted, research and changes to the relevant regulations and guidance of relevant authorities are adopted on a timely basis.

Review

IBU commits to review and update this policy every three years or more often when there is a need for an amendment or improvement based on the regulatory and other developments affecting international students. As part of this review, new policies, guidelines, and material may be developed to better ensure that this policy is accurately interpreted and implemented.

5.18.   FREE SPEECH

Policy Number:	211
Approval Authority:	Board of Directors
Responsible Office:	Vice President, Academic
Approval Date:	February 21, 2021
Effective Date:	September 2021

Purpose:

As a place of research, International Business University (IBU) is committed to free speech, wide-ranging inquiry, and promoting debate and discussion. This policy commits IBU to upholding free speech within the limits set by Canadian and Ontario law.

1. Definition:

Free speech, also described as free expression, is defined as the right to examine, consider, discuss, share, receive, impart, and criticize information of all kinds, in various types of forms (e.g. written, oral, video, art, etc.). This freedom is central to the operations of the university and attempts to prevent free speech and free expression are contrary to this policy and to the guiding principles of IBU.

Application and Scope

- This policy applies to all of IBU's community, including its administration, faculty, staff, students, student groups, volunteers, and visitors to the campus who are participating in university affairs.
- The policy is in force at all of IBU's property, classrooms, and events, or elsewhere where an identifiable interest of the university is confirmed. Organizers of events involving IBU are responsible for ensuring that all participants are aware of and in compliance with this policy.

This policy is limited by legal or fiduciary responsibilities as outlined by Canadian and Ontarian law.

Policy:

IBU is a place where open discussion and free inquiry are welcomed, encouraged, and fostered. IBU will not attempt to limit the access of its community members to ideas or opinions that they disagree with or find offensive.

IBU community members are allowed to engage with, debate, condemn, and dissent from any ideas or opinions. These debates or engagements should be guided by principles of mutual respect, tolerance, and civil expression.

IBU reaffirms its commitment to ensuring that the individual dignities and rights of its community members and ensuring that its members may learn, teach, work, and live free from discrimination based on race, ancestry, place of origin, creed, citizenship, religion, sexual orientation, gender expression, or disability.

All free speech and free expression are still subject to the constraints of law. IBU reserves the right to restrict speech that violates the law, that is threatening, harassing, or defamatory, that is discriminatory, or that violates privacy. While free speech is fundamental, there are competing interests that are also protected by law and these interests are not superseded by this policy. IBU reserves the right to manage the time, place, and manner of expression to prevent the undue disruption of normal university operations. IBU reaffirms its commitment to ensuring the safety and dignity of all members and this commitment will guide this management.

Procedure

Review & Implementation:

The Office of the VP Academic is responsible for the implementation and review of this policy. That Office will investigate any complaints under the auspices of this policy. Complaints may be made in situations including (but not limited to) situations where there is disruption that interferes with an event or the ability of people to express themselves freely.

IBU commits to preparing a report on the implementation of this policy and submitting it to the Higher Education Quality Council of Ontario (HEQCO) or other government- approved body that is overseeing the quality and enforcement of these policies. The statement will be reviewed every three years. As part of this review, new policies, guidelines, and material may be developed to better ensure that this policy is accurately interpreted and implemented.

5.19. ACADEMIC FREEDOM

Policy Number: 210

Approval Authority: Board of Directors

Responsible Office: Vice President, Academic

Approval Date: February 21, 2021

Effective Date: September 2021

Purpose

The Academic Freedom Policy outlines the rights and responsibilities of faculty in upholding and preserving principles of academic freedom.

Scope: This policy applies to all of the university's faculty, staff, and students.

Definitions:

We follow Universities Canada in defining academic freedom as *the freedom to teach and conduct research in an academic environment. Academic freedom is fundamental to the mandate of universities to pursue truth, educate students and disseminate knowledge and understanding.*

Policy:

All faculty of IBU are entitled to conduct research and publish results according to the principles, sources and methods of their academic disciplines without interference, coercion, or censure. In addition, it is expected that they will teach, articulate and exchange ideas with integrity and professionalism, in a spirit of openness, curiosity, honesty and engagement.
Faculty have a responsibility to allow their knowledge and claims to be submitted to a rigorous and public review by experts in their respective fields. Academic freedom must be based on reasoned discourse, extensive research, and peer review.
As a teaching-oriented university, IBU is committed to ensuring that students have the freedom to pursue research and projects that enrich their own personal and professional development and to be exposed to the rigorous standards that define effective, evidence-based research.
Academic freedom does not relieve any member of the university from their obligations or duties inherent in the roles associated with the teaching and learning process or Ontario Human Rights policy and legislation.

6. Admission Policies:

6.1. ADMISSION TO UNDERGRADUATE STUDIES

Policy Number: 101

Approval Authority: Academic Council

Responsible Office: Office of the Registrar

Approval Date: June 7, 2021

Effective: June 2021

Purpose

The Admission to Undergraduate Studies policy defines the minimum requirements an applicant must fulfill to be considered for admission to undergraduate studies at International Business University. Admission is competitive and eligibility to apply does not guarantee admission.

Policy

Applicants to undergraduate degree programs must meet the minimum conditions for admission outlined in one of the following categories:

High School

- Students entering from high school are required to have an Ontario Secondary School Diploma or equivalent with a recommended minimum average of 70% in six courses at the 4U or 4M level or equivalent including:
    - Grade 12 English (ENG4U level or equivalent) o Official high school transcripts*
    - A completed online application form.
    - Grade 12 Math (U/M level)
    - Four other Grade 12 courses at the U/M level

- Students entering from high school are required to provide:
    - Official high school transcripts*
    - Proof of English Proficiency (if required)
    - A completed online application.

Mature Students

A mature student is an applicant aged 19 or older on or before the commencement of the program, who has not achieved an Ontario Secondary School Diploma (OSSD) or its equivalent and has not engaged in formal education for at least 2 years before applying.

Mature students will be evaluated on the successful completion of courses at the post-secondary level or through proficiency assessments, and are required to provide:

- Official transcripts from all institutions attended*
- Proof of English Proficiency (if required)
- A completed online application form.
- Resume

Other Post-Secondary Institutions

Students may enter after completing a two- or three-year college/university program and will be assessed for admission on case by case basis. Students entering from other post-secondary institutions may be considered for transfer credits.

Students entering from other post-secondary institutions are required to provide:
- Official transcripts from all institutions attended*
- Detailed course descriptions, if applying for transfer credits
- A completed online application form.

IBU accepts international student applications only in the *Online PLUS* program. *Online PLUS* is a 100% online program that can be taken from anywhere in the world. Admissions requirements for international students in this stream are the same as for domestic students. International students enrolling in the *Online PLUS* stream do not require a study permit and do not qualify for PGWP.

*All official transcripts must be translated and notarized, if necessary. Original transcripts should be sealed, stamped, and sent directly from the issuing institution to Enrolment Services for evaluation.

**Applicants whose native language is not English and who have completed fewer than 4 years full-time in an English language secondary school system will need to provide proof of English proficiency.

6.2. ADMISSION TO GRADUATE STUDIES

Policy Number:	101 (A)
Approval Authority:	Academic Council
Responsible Office:	Office of the Registrar
Approval Date:	Mar 2023
Effective:	April 2023

Purpose

The Admission to Graduate Studies policy defines the minimum requirements an applicant must fulfill to be considered for admission to undergraduate studies at International Business University. Admission is competitive and eligibility to apply does not guarantee admission.

Policy

Applicants to undergraduate degree programs must meet the minimum conditions for admission outlined in one of the following categories:

Admission Requirements:

GMAT is waived for applicants with 3 plus years of work experience, including volunteerengagement. Alternatively, IBU also accepts satisfactory results from a test deemed equivalent to GMAT by IBU.

Direct Entry:

- **Honours Undergraduate Degree**

  o 2 years work experience
  o B+ GPA or equivalent
  o GMAT 560* (Waiver available)
  o Additional courses may be required**

- **Other Undergraduate degree**

  o 2 years work experience
  o B+ GPA
  o GMAT 560* (Waiver available)
  o Additional courses may be required **

- *Mature Students:* (Official transcripts from all eligible courses required for consideration)

- o GMAT 560* (Waiver available)
- o Work Experience over 4 Years
- o Letter of Intent

- **_Transfer Students:_** (Official transcripts from all eligible courses required for consideration)

  - o Proof of previous studies completed in good standing at an accredited postsecondary university.
  - o Minimum average of B+ GPA or equivalent and GMAT score 560* or above (Waiver available)
  - o Submission of official transcripts from the transferring program and postsecondary university.
  - o Proof of English Proficiency (if required)

6.3. TRANSFER CREDIT

Policy Number: 110

Approval Authority: Academic Council

Responsible Office: Office of the Registrar

Approval Date: February 22, 2021

Purpose

International Business University (IBU) endorses the Council of Ontario Universities' *General Principles on the Transfer of Credit* and the principles of the *Pan-Canadian Protocol on the transferability of University Credits developed by the* Council of Ministers of Education, Canada. IBU supports student mobility and affirms that students should not be required to unnecessarily duplicate courses. The Transfer Credit policy outlines the parameters under which credit may be granted for work completed outside of an IBU u programs.

Policy

Transfer credit may be granted for a) course previously completed at another accredited post-secondary institution, b) experiential learning not acquired through formal education (course challenge), c) courses completed by an IBU student on letter of permission at another accredited post-secondary institution and d) courses completed through an approved student exchange program. The approval of transfer credit is subject to degree, grade and program requirements, including the overall residency requirement (See Academic Policy 104: Residency,). As programs may mandate that specific required courses be completed at IBU, eligibility to submit an application for transfer credit does not guarantee approval of the request.

a) *Transfer Credit for Previous Studies*
At the time of admission, students may apply for transfer credit for courses they have already completed at another accredited post-secondary institution. Courses whose credit weight, content and learning outcomes are equivalent to courses required for an IBU program will be considered for transfer. Courses deemed appropriate for the elective requirements of an IBU program may also be considered.

To be eligible for consideration, courses must have been completed with minimum grades equivalent to the IBU grade of B / 73% (see Academic Policy 103: Grading).

Official transcripts and full course outlines must be submitted with each application for transfer credit. Official academic transcripts must be sent to IBU's Office of the Registrar directly from the issuing institution.

a) Applications for transfer credit must be submitted within 12 months of the beginning of the student's semester of admission. Approved transfer credits will be noted on the student's IBU academic record and included in their program. Original grades received for the transferred credits will not be recorded, nor will the transfer credits be included in calculation of grade point average.

b) *Challenge Credit*

To receive credit for learning acquired informally through work and life experience, a student who believes they have already met the learning outcomes of a course may submit a request for course challenge. A request for a course challenge, accompanied by the required fees, must be submitted before the end of the first week of classes of the course in question. The student will then be required to submit evidence of their grounds for the course challenge. For instance, students should provide supporting documents to substantiate prior experience and learning acquired in the past. If the Dean grants consent for the course challenge to proceed, a faculty member specialized in the knowledge domain will be assigned to assess the student's knowledge of the course matter and fulfillment of the learning outcomes.

If the challenge is unsuccessful, a notation to that effect will be noted in the student's records. Students may not challenge a course in which they have previously been enrolled at IBU or any other institutions, nor a course which they have previously unsuccessfully challenged. Not all courses may be challenged.

c) Letter of Permission

An IBU student with clear standing may request permission to take a course at another university for credit towards their IBU program. The course must be relevant to the student's program. A full course outline must be submitted with the request for a letter of permission and the required fee at least 6 weeks before the start of classes and before the student registers for the desired course. If the request for letter of permission is approved, the course will be recorded on the student's transcript and the final grade will be recorded as Pass or Fail. The grade will not be included in the grade point average.

On completion of the course, the student must make arrangements to have an official transcript sent to IBU. Non-receipt of an official transcript for an approved letter of permission will result in a designation of the course as failed (F). Approval of a letter of permission does not guarantee enrolment.

d) Exchange Programs

Students with clear academic standing may submit an application to complete a full-time semester at another university offering a program similar to their IBU program.

Applications will be considered regardless of whether IBU has developed a formal agreement with the other university. Full course outlines must accompany the application. On completion of their exchange program, students must make arrangements to have an official transcript sent to IBU. The final grades will be recorded in their student record as Pass or Fail and will not be included in the grade point average. Non-receipt of an official transcript for an approved exchange program will result in a designation of the courses as failed (F).

7. Academic Policies:

7.1. ACADEMIC INTEGRITY

7.2.

Policy Number: 102

Approval Authority: Academic Council

Responsible Office: Vice-President Academic

Approval Date: February 8, 2021

Effective: September 2021

Purpose

International Business University (IBU) seeks to provide a supportive environment that is conducive to learning, the pursuit of truth, the exchange of knowledge, intellectual development, and the general good of society. The standards of conduct outlined in this policy promote the academic integrity and scholarship of the university community by setting forth the university's expectations of student behaviour. These standards apply to all registered IBU students, whether attending classes on-campus or off-campus, as well as all student groups and organizations.

There are two categories of student misconduct: academic and non-academic. Non-Academic misconduct refers to breaches of standards of conduct as outlined in Student Policy 801: Student Code of Conduct. Academic misconduct refers to breaches of the standards in academic integrity and scholarship as outlined below.

The objectives of this policy are:

- To affirm IBU's belief that principles of honesty and fairness are integral to the education process.

- To establish a code of behavior for students that adheres to those ethical principles of honesty and fairness; and,
- To provide a framework for the processes and penalties that may arise should that code be breached.

Policy 1. Student Offenses

Plagiarism: Presenting the ideas or work of another as one's own. This extends from concepts and ideas to physical documents and works. This also includes digitally transmitted assignments or examinations. Self-plagiarism or re-submitting one's own work that has already received academic credit elsewhere, is a violation, unless the student has received written permission from their instructor to do so.

Forgery: Altering, corrupting, or falsifying a document, physical or digital, to present false testimony or unverifiable information is a violation of the code of behavior.

Fraud: To perpetrate any form of a lie, mistruth, or willing deception in relation to an academic event, examination, or assignment. For example, misrepresenting one's identity in an exam setting, or presenting unverified research or data and legitimizing it with an invented source.

Cheating: The use of any external assistance not expressly permitted by the instructor, in an exam, testing, or academic setting.

Contributing to Academic Misconduct: Offering essays, questions and/or answers to tests or exams, quizzes or other assignments. Allowing work to be copied during exams, tests or for other assignments.

Procedure Suspected Breaches of Academic Integrity
If a faculty member suspects a student of breaching the code of behavior, the faculty member shall first, in writing, notify the student of the alleged infraction and invite a response or explanation from the student.

The student shall respond within three (3) days.

If the student provides a satisfactory explanation of their actions, the faculty member may decide that no infraction has occurred and end the matter.

If the student admits to the infraction, and the breach was minor or occurred at an assignment level, the faculty member may decide to limit the scope of the sanction to the assignment itself. For example, requiring the student to repeat the assignment, perhaps placing a penalty on the grade for the assignment.

If the student admits to the infraction, but the breach was major, was a repeat offense, or occurred at an exam or final grade level, the faculty member shall refer the allegation to the Dean. The student will be informed that the charge is being brought to the Dean, and a Disciplinary Meeting between the student, the faculty member, and the Dean will be scheduled.

If the student denies the charges, the faculty member shall refer the allegation to the

Dean. The student will be informed that the charge is being brought to the Dean, and a Disciplinary Meeting between the student, the faculty member, and the Dean will be scheduled.

If the student does not respond to the charge within three (3) days, the faculty member will refer the allegation to the Dean. The Dean will then send written notice to the student, alerting them to the charge placed against them. A Disciplinary Meeting will be scheduled between the faculty member, the student, and the Dean.

Disciplinary Meeting
The purpose of a Disciplinary Meeting with a student is a type of arbitration. The meeting is led by the Dean. The accused student shall be advised that the Disciplinary Meeting is a formal procedure. Statements made may be recorded into the student's official record. The outcome

and decisions that result are official. The student will be advised to seek counsel and may be accompanied by an advocate at the meeting.

If the student admits guilt to the charge, the Dean will decide on the appropriate penalty. The decision will be issued in writing. Once a penalty has been assigned, the matter will be closed. No further sanctions can be placed on the student regarding this incident.

Penalties resulting from a Disciplinary Meeting are limited, in their scope, to the class or academic discipline to which the offence is related. Examples are:

1st Offence

- An oral or written reprimand.
- The assignment in question receiving a partial grade or a grade of 0.
- The assignment being repeated, and its grade penalized.

2nd offence

- A reduction in the final grade received for the class in question.
- A failing grade given for the course in question.

3rd offence

- Any of the above.
- In the most severe cases, the Dean may insist on scheduling a Disciplinary Hearing, as penalties such as suspension or expulsion from the University may only result from those proceedings.

If the student denies the charge, and the Dean does not find there to be sufficient evidence against them, the Dean may decide to dismiss the charge. A record of the Disciplinary Meeting having taken place may be placed in the student's official record at the Dean's discretion.

If the student is not satisfied with the decision of the dean, he/she may choose to appeal to the Dispute Resolution committee. Such appeals should be submitted to the DRC with all supporting documentation through the Registrar's Office within 3 days of Dean's decision. DRC will review the appeal and may choose to meet with the student (if necessary). The decision as rendered by the DRC is final and cannot be appealed.

The case against the accused will typically be presented by the Dean who chaired the Disciplinary Meeting. The accused may choose to represent themselves or be represented by an advocate.

Statements are made and witnesses are called to be examined and cross-examined. The side bringing charges presents their case, in its entirety, first. The accused then makes their case, presenting statements and witnesses.

The deliberations of the committee are performed in the open and transcribed for the record. The committee may call witnesses back to clarify questions.

If the decision is not guilty, the accused is acquitted. The matter is considered closed.

No further action may be taken against the accused in regard to this incident. The DRC may rule on whether or not any record of the proceeding stays in the student's official record.

If the decision is guilty, the DRC will assign the penalty.

Policy Number: 103

Approving Authority: Academic Council

Responsible Office: Office of the Registrar

Approval Date: January 25, 2021

Effective: September 2021

Purpose

The purpose of this policy is to establish appropriate, universally applied metrics for assessing student academic performance.

Policy

Grades reflect a student's grasp of the learning outcomes of a course. Most final grades must be submitted as percentages. Courses where work is solely evaluated through a practical exercise (problem, case, presentation) may be assessed with pass/fail grades.

Individual course assignments may be assessed with percentage grades or, in the case of practical exercises, with pass/fail grades.

Definition	Specific Letter Grades and GPA and %Equivalencies	Standard Required
A Excellent, outstanding, or superior: strong evidence of original thinking; good organization; capacity to analyze and synthesize; superior grasp of subject	A+ (4.3) 90 – 100%	Outstanding: evidence of expertise in all key performance areas. The A+ is reserved for those few pieces of work and those rare overall achievements that are truly outstanding and exceed expectations.
	A (4.0) 85 – 89%	Excellent: evidence of at least masteryin all key performance areas and of expertise in most.

matter with sound critical. evaluations;		Superior: evidence of at least mastery in all key performance areas and of expertise in some.
	A- (3.7) 80 – 84%	

Evidence of extensive knowledge base.		
B Good: Evidence of grasp of subject matter; evidence of critical capacity and analytic ability; reasonable understanding of relevant issues; evidence of familiarity with literature	B+ (3.3) 77 – 79%	Very good: evidence of mastery in all key performance areas.
	B (3.0) 73 – 76	Good: evidence of at least competence in all key performance areas and of mastery in most.
	B- (2.7) 70 – 72%	More than competent: evidence of at least competence in all key performance areas and of mastery in some.
C Satisfactory: Student who is profiting from the university experience; some evidence that critical and analytic skills have been developed. Basic understanding of the subject matter and ability to develop solutions to simple problems in the material.	C+ (2.3) 67 – 69%	Competent: evidence of competence in all key performance areas.
	C (2.0) 63 – 66	Fairly competent: evidence of competence most but not all key performance areas.
	C- (1.7) 60 – 62%	Basic competence: evidence of competence in some key performance areas.
D Minimally acceptable: some evidence of familiarity with thesubject matter but evidence of onlyminimal critical and analytic ability.	D+ (1.3) 57 – 59%	Marginal performance: superficial ability but not competency in most key performance areas.
	D (1.0) 53 – 56%	Minimal performance: superficial ability but not competency in many key performance areas and deficient performance in some key performance areas.
	D- (0.5) 50 – 52	Deficient performance: superficial ability in only a few key performance areas and deficient performance in many areas.
F Inadequate: little evidence of even superficial understanding of subject matter;	F (0.0) 0 – 49%	Failure: deficient performance in all key performance areas.

weakness in critical and analytic skills; limited or irrelevant use of literature.		
FNA Failure, non- attendance	F (0.0) 0	Student has been absent from most course meetings, has submitted no work for grading, and did not formally withdraw from course prior to published deadline. This grade is assigned when a student abandons a course without completing a formal withdrawal prior to the established deadline dates. This grade is counted as a failure in the calculation of grade point average
	Non-percentage grades	
Pass*	P	Student has met and mastered the goals, criteria, or competencies established for the assignment or course.
Fail*	F	Student has not met and mastered the goals, criteria, or competencies established for the assignment or course.

* Pass/fail grades on assignments are not included in the calculation of the final grade for the course and pass/fail grades for a course are not included in the calculation of a student's cumulative grade point average (CGPA). However, a student may be required to pass all pass/fail components of a course to earn credit for that course. Similarly, a student may not to progress through their program unless they have shown mastery of the competencies and knowledge included in pass/fail assignments or courses.

Other Course Performance Designations
AEG (Aegrotat): credit granted by a Dean, in consultation with the instructor, only under exceptional circumstances when there has been acceptable performance in a course and some coursework remains to be completed.

CHG (Challenge): transfer credit achieved through a successful course challenge examination.

CRT (Credit): transfer credit granted for an equivalent course completed at another post-secondary institution.

Temporary course performance designations
Temporary course performance designations are interim grades; these include:

DEF (Deferred):

A deferred grade is an interim grade assigned during the investigation of academic misconduct (as described in the Academic Integrity Policy). The DEF grade will be replaced by an official course grade upon resolution of the matter.

F-S (Failure – Supplementary):

Failure-supplementary is an interim grade for marginally failing performance that may be raised to a minimum pass if the student applies within 3 days of publication of the grade to write a supplementary examination prior to the end of the second week of classes of the next academic term. The F-S grade can be converted only to a D- or to an F, depending on performance. (The original F-S will remain on the student's record.) An F-S grade is calculated in the grade point average at zero grade points. The resulting grade point average is normally considered to be provisional until the end of the period during which the redeemable failure would be written.

INC (Incomplete):
An 'incomplete' designation may be assigned when coursework is incomplete, or a final examination has been missed due to documented medical or compassionate grounds.

An INC can be awarded only when some work remains to be completed and when the completion of the outstanding work or an alternate final examination may result in a passing grade. The outstanding work or alternate examination must be completed and submitted before the first day of classes of the following term.

The INC will be replaced by an official course grade when the work is completed. If the work is not completed by the deadline the INC will become a grade of F. The designation INC is not included in calculating the grade point average. An INC can be changed to an AEG by a Dean under exceptional circumstances.

Students must petition their instructor to receive an INC grade within 3 days of the missed final examination or final assignment deadline. Instructors awarding an INC grade must provide the student, within 7 days, with a written statement of the outstanding work to be completed and the date by which it must be completed (or the date of the alternate final examination). The instructor must also file a copy of this documentation with the appropriate Dean.

Policy Number: 107

Approval Authority: Academic Council

Responsible Office: Office of the Registrar

Approval Date: February 1, 2021

Effective: September 2021

Purpose
The Grade Point Average policy defines the calculation of grade point averages, which provide a consistent standard of assessment of academic performance.

Policy
Grade point average (GPA) refers to the average of the grade points earned by a student for all courses taken in one semester. Cumulative grade point average (CGPA) refers to the average of grade points earned by a student for all courses taken since admission.

An initial grade point average is not calculated until a student has received three or more course grades.

Cumulative grade point averages (CGPA) are used to assess overall academic performance and are also used as a criterion for academic awards and distinctions, for determining academic standing at the end of each semester, and for determining eligibility to graduate.

The grade point average is calculated as the sum of the products of course weights and earned grade points, divided by the sum of the course weights, and rounded up to the next higher second decimal place.

The designation FNA (failure, non-attendance) is included in the grade point average at zero grade points.

The designation F-S (failure -supplementary) is included in the grade point average at zero grade points until a final grade is assigned.

Repeat Courses
No course may be repeated more than twice. The grade earned for a repeated course is substituted for the previous grade in calculating subsequent grade point averages even if the later grade is lower, however all attempts are recorded on the academic transcript. If a previous

attempt results in a passing grade, the course will count towards graduation requirements and both the passing grade, and the subsequent failing grade will be included in the cumulative grade point average.

Course Performance Designations Not Included in GPA
The following course performance designations are not included in calculating the grade point average: AEG, CHG, CRT, DEF, INC, as well as non-percentage grades of P and F.

Policy Number: 103 (A)

Approving Authority: Academic Council

Responsible Office: Office of the Registrar

Approval Date: Mar 2023

Effective: May 2023

Purpose

The purpose of this policy is to establish appropriate, universally applied metrics for assessing student academic performance.

Policy

Grades reflect a student's grasp of the learning outcomes of a course. Most final grades must be submitted as percentages. Courses where work is solely evaluated through a practical exercise (problem, case, presentation) may be assessed with pass/fail grades.

Individual course assignments may be assessed with percentage grades or, in the case of practical exercises, with pass/fail grades.

IBU uses letter grades. The pass mark for our MBA courses is B (minimum CGPA of 3.0). Students are required to maintain a B avarage to remain in the MBA program.

Figure 3: Grading
Template

Letter Grades	Conversion of LetterGrades	Grade Points	
A+	90-100%	4.33	
A	85-89.9%	4	Excellent or Outstanding: Strong evidence of original thinking; good organization; capacity to analyze and synthesize; superior grasp of subject matter with sound critical evaluations; evidence of extensive knowledge base.
A-	80-84.9%	3.67	

B+	77-79.9%	3.33	

B	73-76.9%	3	Good/Satisfactory: Evidence of grasp of subject matter; evidence of critical capacity and analytic ability; reasonable understanding of relevant issues; evidence of familiarity with literature
B-	70-72.9%	2.67	
F	0-69.9%	0	Inadequate: Little evidence of even superficial understanding of subject matter; weakness in critical and analytic skills; limited or irrelevant use of literature.
FNA ☐	Nil	0	Failed for Non-Attendance.

Each student's Academic Standing will be established from their formal course grades at the end of each academic term on the basis of the following categories and criteria for overall academic performance:

Clear – a cumulative grade point average (CGPA) of at least 3.00 (out of a possible 4.33). Students with Clear Standing may continue their program studies with no restrictions.

Probationary – a cumulative grade point average (CGPA) of 2.7 or less. Students with Probationary Standing must meet with a representative from their respective department and sign a Probationary Contract that outlines a specific plan of study and recommendations to attend various support sessions offered by the school (i.e., How to study for exams, managing stress effectively, time management, etc.). Depending on the circumstances attendance at these support sessions is compulsory as a condition of a student's Probationary Contract. A student with Probationary Standing is also required to take a reduced course load. Students who fail to sign a Probationary Contract by the last date to add courses for the semester will be deregistered from their classes and will be Required to Withdraw (RTW) from their program. Students with a Probationary Standing at the start of any semester will be eligible to continue their studies in a subsequent semester as long as they achieve a term grade point average (TGPA) of 3.00 or higher and provided they meet the terms of their Probationary Contract. Failure to meet the terms of the Probationary Contract will result in the students being RTW from their program.

Required to Withdraw (RTW) – Students will be required to withdraw from their program for one of the following reasons:
- A CGPA of less than 2.7 (except students enrolled in their first semester); or

Students Required to Withdraw from their program will not be eligible for reinstatement in their program for a twelve-month period. In cases where a further semester of study could result in Clear Standing by the end of that semester, students may request permission to continue to take courses on Probation in the next semester. If the student fails to achieve a CGPA of 3.00 at the end of that semester, she or he will be RTW. Students can apply to be reinstated to the program after twelve months. Students who are reinstated will be placed on Probation and

will be required to have a signed Probationary Contract. Students who fail to meet the terms and conditions of their Probationary Contract will be Permanently Withdrawn from their program.

Permanent Program Withdrawal – Students will be permanently withdrawn from their program for the following reasons:

- Any academic performance that would result in Required to Withdraw Standing for a second time; or

- Failure of a course required by their program for a third time; or

- Failure to meet the terms of a Probationary Contract following return after RTW Standing.

These policies have been developed to ensure that graduating students meet the academic standards of the program. The policies will also be instrumental in signaling to students that they are accountable for their performance in the program and failure to improve will result in progressive consequences. The first consequence, Probationary Standing, will enable IBU support staff to identify poor performing students and mandate that they modify their behaviors in order to complete their studies without any interruptions. The Probationary Contract, which the student must sign, will signal the seriousness of weak academic performance and will enable support staff to direct students to the available support resources and services. The objective of the Required to Withdraw standing and, ultimately, a Permanent Program Withdrawal, will be to improve retention of students by facilitating and clarifying the work that student support staff will conduct with weaker students to get them to a Clear Standing.

To graduate, MBA in TIE students must complete 42 prescribed credit hours with a program GPA of 3 or higher. This includes up to 50% of credits hours that may have been transferred from other graduate programs elsewhere.

8   GUIDELINES AND PRACTICES FOR COURSE DELIVERY

International Business University (IBU) proposes to provide two methods of delivery in the Bachelor of Commerce program: technology-enhanced (i.e., in-class lectures with blended virtual delivery) and virtual (i.e. the entire course is delivered online, with both synchronous and asynchronous elements). This enables students to study continuously on-campus, remotely or in a blended format (a combination of both).

These delivery methods are all consistent with the university's mission to build an innovative learning culture that ensures its graduates enjoy professional careers that are both personally rewarding and contribute to the betterment of society. This document outlines the guidelines and practices that will be associated with both methods of delivery. The university's formal Virtual Learning and Information Technology Management Policy is included as Policy number 111.

The university's delivery methods will support and complement the university's strategic purposes in four ways:

- provide a superior educational experience.
- offer exceptional access not only in terms of ease and convenience but also by students' sense of connectivity and community.
- offer all the University's present and future programs or parts of programs virtually to domestic and international students in Canada and around the world during and after the Covid 19 pandemic. Cognizant of the recent experience that all universities are offering courses primarily remotely and online as the most effective tool in keeping student retention and maintaining continuing access to learning, the University will follow suit, and
- aid in the preparation of consistent and high-quality learning materials that can be used in all possible delivery formats used by the university.

In addition to for-credit certificates leading to IBU degree programs, IBU may offer in- class and virtual not-for-credit certificates, diplomas and courses approved as part of their continuing, professional and executive education programming. Not-for-credit certificates require in-depth knowledge in a particular subject area and comprise a coherent sequence of courses. They should adhere to the same standards of excellence that are expected of all IBU program offerings. Certificates, diplomas, courses, micro credentials and badges must meet institutional and divisional criteria with respect to quality assurance including any academic program review process.

The relevant guidelines and practices pertaining to the delivery of courses are organized under the six headings below.

1. Student Preparation and Orientation

2. Course Management System

3. Accessible Technical Assistance for Students and Faculty

4. Hardware, Software, and Technological Resources and Media

5. Academic Community Policies

6. Faculty Preparation and Orientation

Student Preparation and Orientation Technology Requirements

The university will post and publish minimum system requirements in all pre-admissions and registration materials associated with the delivery of its courses.

My IBU
A web-based environment known as My IBU will be available to students and faculty to provide a single point of access to all courses, campus community and other information. This environment will include the Course Management System, Student Services, Faculty Services, and specific forms, resources, and other information.

My IBU will provide opportunities for students to interact in the following ways:

- Virtual Student Lounge
- Virtual Campus Help
- Virtual Textbook Exchange
- Career Information Exchange

My IBU will also provide access to the following virtual university services:

- Bookstore
- Campus News
- Library
- Student Services
- Student Finance

My IBU will be developed, integrated and maintained by the IT Director. It will integrate custom-made and third-party software and services, including the learning management system Canvas and as well as the integrated learning software Connect, which accompanies McGraw Hill texts.

Student Orientation
All IBU students will be enrolled in the Virtual Learning Orientation Course. This course will be designed and maintained by the IT Director in collaboration with the Instructional Designer. The purpose of the orientation course will be to help students (and faculty) use electronic resources effectively, and to guide users through set-up and

configuration of their systems to identify and address common issues before they become support issues, and before they impact a learning session.

Access to Course Materials
Once a student enrols, they will gain access to the virtual course materials. All courses will use the same standardized course template.

Library
All students will have virtual access to the Library by way of My IBU. IT personnel will be available to provide assistance to students who may experience technical problems when accessing the Library. The librarian will be available to assist students in locating appropriate reference and resource material.

Faculty Preparation and Orientation
Faculty will be responsible for becoming familiar with the Canvas learning management system as well as with McGraw Hill's Connect in those cases where the course(s) they teach use a McGraw Hill text. In addition, faculty members will be expected to make every effort to keep up to date with the evolving technology used by the university in the delivery of its courses. The Instructional Designer will provide an orientation session to new faculty members who are unfamiliar with the technology.

Faculty Orientation
Newly appointed faculty will be provided with a detailed orientation to introduce them to the technology and best practices associated with technology-enhanced and virtual delivery.

Faculty will also be enrolled in a special orientation course which will provide instruction on how to use virtual resources effectively. Faculty will be guided through set-up and configuration of their systems and will be instructed on how to identify and address common issues before they become support issues, and before they impact a learning session.

The special faculty orientation course will help faculty members to better manage their classes and achieve the desired learning outcomes. As part of this, all faculty members will have access to a Faculty Handbook that includes advice on how to redirect technical support issues, and how to encourage students to use the services provided by the university.

Faculty Guidelines for Best Practices in Instruction General Faculty Responsibilities
Faculty members will be responsible for the following aspects of course delivery:

- ensure that all assignments/reports/exams etc. are graded and returned to the student (if appropriate) prior to the due date of the next assignment.
- respond to student inquiries within a twenty-four hour period;
- facilitate and monitor any scheduled group discussions. Faculty are encouraged to become actively involved in the group discussions by providing feedback and opinions;
- provide final letter grades for all students within the posted deadlines;
- post a 'farewell message' on the course's Canvas site and monitor communications from students for three days following the official submission of marks. The intent of this guideline is to ensure that students who wish to discuss their mark in a course will have access to the professor; and

• participate in the end of course review with the Dean.

Responsibilities of Faculty—Before the Course Begins

1. Notify the Instructional Designer should they encounter any errors, unclear text information or dated information in the course.
2. Submit all updates, corrections, or modifications to the syllabus, assignments, quizzes, final paper/exam/project details to the Instructional Designer. A minimum of four weeks lead time is required. All changes to course materials will be subject to approval by the Dean.
3. Establish due dates for assignments and discussions, if not previously done.

Responsibilities of Faculty—Once the Course is Underway

- Check and respond to email at least once a day (within twenty-four hours).
- Check any discussion forums and respond to questions or comments at least once every day. It is Institute policy to respond to students within one business day.
- Lead the discussions and encourage equal participation by all students.
- Monitor the activity of all groups (if any).
- Intervene occasionally to stimulate discussion or improve class dynamics.
- Review and return student assignments with feedback, grading them if they are graded activities. Professors will be encouraged to use an MS Word feature called "Track Changes" on alternate program to insert their comments into students' assignments before returning them in Canvas.

Course Review/Faculty Feedback

Students will complete Instructor/Course surveys at the end of each course. The results of these surveys will be provided to the faculty member and the Dean may review

survey results with individual faculty members. Faculty will have a chance to provide feedback to the Dean on how to ensure that required textbook(s) and resources remain relevant and timely. During this process, they may make recommendations about texts and materials.

Canvas and Connect make it possible to actively monitor courses in progress. On an ongoing basis course delivery will be monitored to ensure that each faculty member responds to student enquiries in a timely manner and provides adequate feedback to students on assignments. This proactive form of evaluation will provide the opportunity for the Dean to identify and discuss any issues with a faculty member.

Role of Instructional Designer

The Instructional Designer will work with faculty to develop all new courses, whether technology-enhanced or virtual, following a prescribed template. With the IT Director, the Instructional Designer will provide comprehensive support for faculty as they prepare and deliver their courses.

Course Management System Technical Description

The university will use Canvas as its Learning Management System. This LMS will provide extensive functionality:

Learner Tools Communication Tools
- Discussion Forum (includes email notification, RSS feeds)
- Discussion Management (includes participation tracking tools for instructors)
- Drop Box
- Internal email or forwarding
- Real-time Chat

Productivity Tools
- Calendar/Progress Review
- Student Gradebook View
- Searching Within Course Discussions
- Orientation/Help/Tutorials

Student Involvement Tools

- Groupwork (discussion and chat)
- Community Networking system wide
- Student home pages, blogs

Support Tools Administration Tools
- Authentication (range of options – flexible)
- Course Authorization (roles – customizable)
- Registration Integration (manual, self-register, batch; SIS integration)

Course Delivery Tools

- Test Types (wide range of assessment tools)
- Automated Testing Management (randomizing, self test with feedback, etc.)
- Virtual Marking Tools
- Virtual Gradebook (assignments, weighting, scales; export)
- Course Management
- Student Tracking (reports on frequency, duration of student accessing of resources)

Content Development Tools
- Accessibility Compliance (claims high level of compliance)
- Content Sharing/Reuse (courses may be copied, some potential for content sharing)
- Course Templates
- Customizable Look and Feel
- Sequencing or Hierarchical Content Presentation

- Instructional Standards Compliance (IMS and SCORM; will allow migration of course content to other systems)

This platform will provide a state-of-the-art, web-based learning environment that promotes and/or facilitates these academic and community goals:

- easy access to the program using standard tools (for example, widely available web browsers);
- high quality, timely and rich communication between students and professors.
- direct access to appropriate literature and other resources.
- consistent, quality-controlled delivery of course content across courses for a program.
- a "nobody gets left behind" approach to course management with high visibility of learner progress to ensure timely intervention by professors and staff.
- a flexible environment that allows anytime, anywhere access without limitations.
- security, privacy and confidentiality, where applicable; and
- tools and processes for the assessment and assurance of academic integrity.

Accessible Technical Assistance for Students and Faculty Standards of Quality
Technical support for students and faculty will be managed by Canvas, and will be available 24/7 by web, email or toll-free telephone. Technology will be utilized to ensure that the turn-around time for responding to student technical support issues of an urgent nature is maintained within reasonable limits.

Metrics of support activity will be used to identify and track the most common support issues and patterns and drive change management on a term basis. The IT Director and Instructional Designer will work together to proactively reduce the impact of common issues by providing visual tutorials and other resources designed to address and isolate common problems before they occur. The IT Director will put in place troubleshooting and system security measures to protect our systems against disruptions, cyber attacks and other failures as well as ensuring all system functionality can be restored as soon as possible in the event of a disruption. In addition, campus- wide news items will be highly visible from the home page of the course management system, and this mechanism will be used to communicate any timely issues or alerts to students (for instance, scheduled maintenance windows.)

Appropriate Hardware, Software and other Technological Resources and Media
The university will be guided by the principle that the curriculum and delivery of any course determines the appropriate hardware, software and other media required to deliver that course. To that effect the Dean, working with the Instructional Designer and faculty course developers, will recommend resource requirements within the academic/business planning timelines and processes. The regular upgrade and enhancement of hardware, software and other technological resources and media will be part of the annual budget development process. The university will have on file and available upon request copies of current software, hardware, and systems agreements that pertain to the delivery of virtual learning.

Academic Community Policies

Students enrolled in all courses—especially remote learners—will be encouraged to participate in the academic community in the following ways:

They will use My IBU to access the following services and virtual communications forums:

- Library
- Student Services
- Student Finance
- Alumni Forum
- Student Lounge
- Campus Help
- Textbook Exchange
- Practicum and Career Information Exchange

The Virtual Learning Orientation Course will emphasize meaningful participation in both course activities and informal communications through the virtual forums.

Faculty will be encouraged to use group projects to foster community. Faculty standards emphasize feedback and intervention when necessary to ensure that all students are participating in class activities.

9 Tuition and Other Fees

All fees and charges are quoted in Canadian dollars (CAD). For further information about tuition, fees, and payment methods, please contact the Registrar's Office.

Programs run on a quarterly system with three full terms per year (fall, winter, and summer). Once admitted to a program, the student is expected to register in courses and pay tuition fees for all quarters each year. Tuition fees are due prior to the start of each term. Students may request to pay tuition fees in monthly installments over the term -approval will be based on previous payment history. Arrangements for payment of tuition must be made at least one week prior to the start of each term.

Enrollment for a subsequent term will be denied to students who fails to fulfill their financial obligation. In addition, no diploma is released to a student with outstanding financial obligations to International Business University. In all cases, a student remains responsible for tuition and other charges incurred.

Registration Deposit (Seat Fee)	$250 must be paid at the time of application. This is a no refundable amount that will be credited towards the student tuition.
Course Tuition Fee	See the website for current Course Tuition Fee rates.
Continuous Enrolment Deposit	$250
Course Withdrawal Policy	Course withdrawal fees are based on the number of days the student is enrolled in each course, starting on day Students are charged on a pro-rata rate to the date t institution is notified in writing. The deadline for course withdrawal refunds in undergraduate programs is the Tuesday Week 8 in the semester.
Credit Balances	Credit balances resulting from cancellations, withdrawals,other schedule changes will be applied to upcoming payments on the student's current or next term of student Graduated or withdrawn students may request a credit balance be refunded by sending a written request to S. A refund cheque will be issued within 30 days receipt of the request.
Transcript Fee	$30 must accompany a student's Request for Transcript Form. Additional fee on actuals will be charged if the student requests the transcript to be couriered. Note: the student must be in good financial standing with the University priortranscript being issued.
Replacement Diploma	All replacement diplomas cost $65 each.

International Student Fee	An International Student fee is required on a per term basis. Please see the website for current rates.

9.2 Financial Aid & Awards

Students studying at International Business University have a number of options to choose from when financing their education. Please click on the appropriate link for more information.

9.2.1 Student Line of Credit

Students at International Business University may be eligible to apply for a student loan or a student line of credit through numerous Canadian financial institutions. Students should visit their local branch, or the institution's website for further detail:

- TD Bank– http://www.tdcanadatrust.com/products-services/borrowing/loans-lines-of-credit/student-line.jsp
- CIBC - https://www.cibc.com/ca/loans/student-loc.html
- Bank of Montreal – https://www.bmo.com/home/personal/banking/loans-loc/loc/student-line- of-credit
- Royal Bank – http://www.rbcroyalbank.com/personal-loans/student-line-of-credit.html

9.2.2 Registered Education Savings Plan (RESP)

Degree and diploma programs are eligible for RESP funds. A letter of acceptance from the faculty is typically all that is required to have RESP funds released by your provider. Please visit the Human Resources and Skills Development Canada website for more information.

9.2.3 Lifelong Learning Plan (LLP)

The Lifelong Learning Plan (LLP) allows you to withdraw up to $10,000 in a calendar year from your Registered Retirement Savings Plan (RRSP) to finance full-time training or education for you, your spouse, or common-law partner. You cannot participate in the LLP to finance your children's training or education, or the training or education of your spouse's or common-law partner's children. As long as you meet the LLP conditions every year, you can withdraw amounts from your RRSP until January of the fourth year after the year you make your first LLP withdrawal. You cannot withdraw more than $20,000 in total.

For more information, visit the Lifelong Learning Plan.

9.3.   TUITION AND FEE POLICY

Policy Number: 108

Approving Authority: Board of Directors

Responsible Office: Finance Office

Approval Date: March 24, 2024

Effective Date: March 24, 2024

Review Date: December 31, 2025

Purpose
International Business University (IBU) is committed to a fair and transparent policy in respect of charges made to its students. IBU makes every effort to keep student costs to a minimum.

Fee Policy Statement
IBU annually charges tuition fees for its programs of study. IBU reviews these fees and its fees policy annually. Tuition and Fees listed in published schedules or student accounts may need to be changed year on year reflecting increases in costs of delivery but are set in advance and are available on the University website at https://ibu.ca/admission/#tuition. Thus, IBU reserves the right to increase or modify any listed tuition and fees without notice, until the date when instruction for a particular semester has begun.

IBU will use reasonable efforts to provide students with prompt notification of any tuition, fees or other charges due to IBU, along with details of the arrangements for payment.

Definitions:
A. Tuition
Tuition is a mandatory charge assessed against each registered student. Tuition is assessed across all campuses and programs of IBU.

In addition to funding programs and services supported by Tuition (such as student financial aid and related programs, admissions, registration, administration, libraries, and operation and maintenance of campus), income generated by Tuition may be used for general support of IBU's operating budget. Revenue from Tuition may be used to fund all costs related to instruction, including faculty salaries and service provider fees.

B. Fees
IBU is committed to providing a supportive and enriched learning environment for all undergraduate, graduate and professional students. In addition to tuition, students may be required to pay Ancillary Fees. These ancillary fees other than Tuition and may include but are not limited to, charges for services related to the physical and psychological health and well-being of students; international student health insurance, social, recreational, and cultural activities and programs; services related to campus life and campus community; technology expenses directly related to the services; and career

support, registration, accommodation, field trips, fines, book fees, breakage and debt collection. The Fees shall be used to support services and programs that are beneficial to students and complementary to, but not a part of, the core educational program.

Determining Tuition and Fees
IBU's President makes annual recommendation to Board of Directors, which has overall responsibility for and authority to approve IBU's Tuition and Fees. The President makes its recommendation after considering a variety of factors, including but not limited to needs and priorities of undergraduate and graduate students; inflation and other budgetary cost increases; creation of new programs or services; and overall budget priorities of IBU. All fees published by IBU are in Canadian Dollars unless stated otherwise.

The tuition fee for each student is determined by the subject, the level, the course, the mode of study, the number of academic credits that the student is taking and the student's fee status.
Students shall pay their Tuition and Fees according to the fee regime in force at their initial registration on the program of study, subject only to annual increases according to this Policy.

Notification to Students
To assist students and their parents in planning for future educational expenses, the President shall report annually to the Board the proposed fee levels for Tuition and the applicable Fees for the next academic year.

Information about Tuition fees for the first year of study will be stated to students in their offer letter. Tuition information for all programs is also available from IBU website. The exact tuition fee is calculated once students have registered and when IBU has verified information on academic standing, eligibility for scholarships, partial fee waivers, financial penalties, fee status, funding position and other factors.

Students who are not certain of their mode of study or fee status should contact the Admissions Office.

Payment of Tuition and Fees
Defaults on payment are treated seriously and may lead to sanctions being taken against the student, which are described in IBU's Payment Collection Policy.

Roles and Responsibilities
The President is responsible for the implementation of this Policy. The President may delegate its responsibility to individuals who will be responsible for the implementation of this Policy. The President or the delegated person may issue requirements and procedure for the implementation of this Policy.

Review
This Policy may be updated, from time to time, in line with budgetary conditions, new student services and programs and other changing circumstances. This Policy will be reviewed at the latest by 31 December 2025.

9.4.   TUITION AND FEE COLLECTION POLICY

Policy Number:	109
Approving Authority:	Board of Directors
Responsible Office:	Finance Office
Approval Date:	March 24, 2024
Effective Date:	March 24, 2024
Review Date:	December 31, 2025

International Business University (IBU)- Payment Collection Policy

This policy specifically covers the collection of charges payable to IBU by current and former students for tuition, accommodation and other miscellaneous service fees; it also includes the procedures undertaken to manage this process.

Student Finance department staff are responsible for the implementation of the debt management procedures and all IBU staff are expected to be aware of this policy to ensure maximum effectiveness.

1. Purpose The purpose of IBU's Payment Collection policy is to establish clear guidelines for the financial obligations of students and the consequences of non-payment of tuition, fees, and other associated costs. This policy ensures that IBU can maintain its financial stability and continue to provide quality education to all students.

2. Scope This policy applies to all past and current students enrolled in any academic program at IBU, including undergraduate, graduate, and professional courses.

3. Financial Obligations

In applying the policy, IBU will at all times seek to understand and accommodate individual students' financial circumstances. Students experiencing financial difficulties must inform the Student Finance Department in writing as early as possible to. Action to enforce settlement of debt for outstanding Tuition and Fees will be taken against all current and former students who have failed to discuss with IBU a solution to settle any outstanding debt, or who have failed to honour agreements to pay.

3.1. **Tuition and Fees:** All students are required to pay tuition and associated fees by the due dates established by IBU. These fees include, but are not limited to, tuition, ancillary fees, and international students' health insurance fee. Students in their final year must make full settlement of tuition fees to the University by 31 May. Students who fail to do so will not be eligible to attend for presentation of their award, nor will they be eligible to receive their degree certificate or a transcript of studies. IBU does not accept cash for payment of Tuition and Fees. All payments must be made electronically by bank transfer or credit/debit card.

3.2. **Payment Plans:** Returning students who are unable to pay their tuition and fees in full by the due date may apply for a payment plan. The availability of payment plans is at the discretion of IBU and must be arranged before the payment deadline.

3.3. **Scholarships and Financial Aid:** Students who receive scholarships, grants, or financial aid are responsible for ensuring that all required documentation is submitted and that funds are disbursed by the payment deadline. Any remaining balance after financial aid is applied must be paid by the student.

4. Delinquent Accounts

4.1. **Definition of Delinquency:** An account is considered delinquent if payment has not been received by the established due date and no payment plan has been arranged or adhered to.

4.2. Late Fees Charges: Failure to pay tuition and fees by the due date will result in the imposition of late fees.

4.3. **Notification of Delinquency:** Students with delinquent accounts will receive written notice from the university's finance office. The notice will include the amount owed, the deadline for payment, and the consequences of continued non-payment.

5. Financial Holds and Reporting Requirements

5.1. **Enrollment Holds:** Students with delinquent accounts may have a financial hold placed on their records, preventing them from registering for future courses, receiving transcripts, or graduating until the balance is paid in full.

5.2. **Access to IBU Services:** Students with delinquent accounts may be denied access to certain university services, including but not limited to, housing, meal plans, and library services.

5.3. **Reporting:** As part of IBU's agreement with the Department of Immigration, Refugees, and Citizenship Canada (IRCC), it is IBU's obligation to notify them of students' enrolment status.

6.   Debt Management Procedure

IBU will take following steps to collect the debt if any student falls into arrears with Tuition and Fees or other charges:

6.1 Student Finance staff will issue a reminder (Day 1) to the student advising that he/she has missed a payment due date and that the overdue amount needs to be paid within 15 calendar days (the "Payment Notice"). The student may either make the payment for the overdue amount, or it may be possible to agree a payment plan to re-schedule the remaining amounts due.

6.2 If the overdue amount still remains outstanding on Day 15 of the Payment Notice, the Student Finance Department will arrange for the student's access to IT facilities to be withdrawn. Access will be reinstated once the overdue amount has been paid, or a payment plan has been agreed to reschedule the remaining amounts due.

6.3 If after a further 15 calendar days the debt is not clear the Student Finance Department will send a

second reminder (Day 15) to the student informing he/she of imminent withdrawal proceedings (the "Second Payment Notice").

7. Dismissal for Non-Payment

7.1. **Conditions for Dismissal:** Students who fail to pay their tuition and fees and have not made arrangements for a payment plan or have defaulted on an agreed-upon payment plan, may be subject to dismissal from IBU. If the student fails to pay within a further 15 calendar days of the Second Payment Notice and the debt still remains outstanding the Finance Department will issue the Withdrawal Notice (Day 31) giving 30 days before the student is deemed withdrawn. 'Deemed withdrawn' means that the student will be permanently removed from their studies at IBU.

7.2. **Notification of Dismissal:** After the 30 days withdrawal notification has passed and there is still no response from the student the student is officially withdrawn, and the Student Finance Department will issue a fourth reminder (Day 51) to the student. The student will be referred to IBU's debt collectors, which may lead to legal action being taken against them. IBU will send a formal dismissal notice to the student via email and registered mail**.** The notice will include the reasons for dismissal, the effective date of dismissal, and information on the appeal process.

7.3. **Appeal Process:** Students have the right to appeal their dismissal by submitting a written appeal to the Student Finance Department within 14 days of receiving the dismissal notice. The appeal must include a detailed explanation of the circumstances that led to non-payment and any supporting documentation.

7.4. **Final Decision:** The Student Finance Department will bring the appeal to the attention of the appropriate IBU Body, i.e, President's Office, Financial Appeals Committee ("Appeal Authority") as the case may be, which will review the appeal and make a decision within 30 days. The decision of Appeal Authority is final.

7.5. Such action may lead to a County Court Judgment being registered, and Bailiffs being asked to seize property. This may also affect a student's credit rating and the student may find it difficult to gain credit for six years. The student will be liable for any other associated costs over and above the debt including any administration costs incurred by the University and any third-party costs including commission, interest and court costs.

8. Reinstatement

8.1. **Conditions for Reinstatement:** Dismissed students may apply for reinstatement after settling their outstanding balance in full. Reinstatement is subject to the approval of the Appeal Authority and may require the student to meet additional conditions.

8.2. **Application for Reinstatement:** Students seeking reinstatement must submit a reinstatement application to the Appeal Authority, along with evidence of payment and any required documentation.

9. Confidentiality All financial records and communications related to this policy will be treated as confidential and will be handled in accordance with the university's privacy policies.

10. Policy Review This policy will be reviewed annually by the IBU's administration to ensure that it

remains aligned with the institution's financial and educational goals.

11. Contact Information For questions or concerns related to this policy, students should contact the Finance Office at studentfinance@ibu.ca.

9.5. TUITION FEE REFUND POLICY

Policy Number: 110

Approving Authority: Board of Directors

Responsible Office: Finance Office

Approval Date: Mar 2023

Effective: May 2023

1. Background

It is the responsibility of students attending the International Business University ("IBU") to familiarize themselves with IBU's policies regarding tuition and other university fees, deadlines, tuition refunds and withdrawal requirements as outlined below.

Purpose:

To establish the framework for the administration of tuition fee refunds in accordance with Ontario Regulation 415/06.

Policy Statement:

All students are financially and academically responsible for their enrollment at IBU. The purpose of this policy is to provide students with transparency and clear directives on tuition, fees, refunds, and withdrawal processes at IBU in accordance with Ontario regulations to avoid academic penalty.

Applicability:

This policy applies to all full-time domestic and international students registered in a program at IBU.

Responsibilities:

IBU's Registrar through the assistance of Student Support Services and IBU's Finance Team shall oversee and monitor compliance with this policy.

2. Domestic Students

Full Refund:

Domestic students are entitled to a full refund of their tuition fees less a $250.00 processing fee in the following circumstances:

    (a)   If a student decides to withdraw from their respective program within two (2) days of registering and has submitted via mail or email a request to withdrawal directly to IBU's

Registrar at registrar@ibu.ca.

(b) If a student decides to withdraw prior to or during the first week of the program commencing and has submitted via mail or email a request to withdrawal directly to IBU's Registrar at registrar@ibu.ca.

IBU will refund in full the tuition fees for the period for which a student is currently registered, for a program or part of a program that is discontinued or suspended by IBU.

Partial Refund

Domestic students are entitled to a refund of their tuition fees on a pro-rated basis less a $250.00 processing
fee until the 7th week of their first semester in the following circumstances:

(a) Students are entitled to a partial refund of their tuition frees should they decide to withdraw from their respective program following its' commencement and after the first week of classes up to the midpoint of the semester (generally the 7th week of the semester); where 50% of the scheduled classes are completed. The student is required to provide IBU with a written notice of withdrawal to avoid academic penalty. Students should fill out IBU's Program Withdrawal Form and submit the form to IBU's Registrar via mail or email. The date of the withdrawal will be considered the date IBU's Registrar receives the withdrawal form; if delivered by mail, notices are considered to be received by IBU on the third day after the day of mailing. A tuition refund will be issued on a pro-rated basis reflective of the number of hours of instruction delivered by IBU. Please note, the tuition fee amount per credit hour is specified on IBU's Student Contract executed prior to the commencement of the program.

(b) If a student does not attend the program during the first fourteen (14) days that follow the day the program commenced and IBU has provided written notice to the student that it is cancelling the contract no later than 45 days after the day the program has commenced.

(c) If a student is expelled from the program where the expulsion is permitted in accordance with the regulations, and IBU's policies surrounding student conduct.

Students who withdraw after the seventh (7) week of a semester, shall forfeit the right to any refund in tuition or other fees for that semester.

3. International Students

Full Refund

International students are entitled to a full refund of their tuition fees less a $250.00 processing fee in the following circumstances:

- International Students who cancel their enrolment, for any reason, before the commencement of the classes will receive a refund of any pre-paid tuition fee collected less the processing fee of

$250.

- Where a study permit is refused or is not for any reason extended by Immigration, Refugees and Citizenship Canada ("IRCC"); IBU will issue a full refund less the $250 registration fee upon receiving a copy of the Visa Refusal Letter from the IRCC. The letter must be shown to IBU's Registrar for verification. Such documentation must be submitted to the Office of the Registrar and Enrollment Services by week two (2) of the semester to receive a full refund.

Partial Refund
International students are entitled to a refund of their tuition fees on a pro-rated basis less a $250.00 processing
fee until the 7th week of their first semester in the following circumstances:

(a) International students are required by Canadian law to comply with the conditions of their study permit in order to study in Canada in accordance with the IRCC. International students looking to withdrawal from their program at IBU, once in Canada and upon commencement of the semester, who want to maintain their study permit, can only withdraw upon transferring to another Designated Learning Institution. In order to withdraw, international students will need to fill out IBU's Program Withdrawal Form and provide their Letter of Acceptance ("LOA") and a receipt of paid tuition for that institution to which they are transferring. Both the Withdrawal Form and subsequent documentation must be submitted directly to the Office of the Registrar and Enrollment Services in person. Students will be required to present original copies of their LOAs.

Health Insurance

Upon registration, international students are enrolled by IBU in a private health insurance fund to provide student health coverage on a semesterly basis. This annual fee paid at the time of registration would not be refundable in the event of a withdrawal request.

The process for cancellation in IBU's private health insurance fund is outlined below, International Students withdraw from their health insurance plan in the following circumstances:

(a) Cancellation for International students who did not arrive in Canada within 2-3 weeks from the date of enrollment into the health insurance fund are eligible for a full refund of their annual fee.

(b) Cancellation for International students who arrived in Canada but have withdrawn from IBU within 10 days of enrolling in the private health insurance fund are entitled to a full refund upon confirmation that no previous claims had been submitted. This refund will take 60 days to process.

(c) Cancellation for International students who withdraw during the semester are entitled to a refund of their annual fee on a pro-rated basis.

4. Program Withdrawal Form and Exit Interview

To avoid academic penalty, both domestic and international students are required to comply with IBU's withdrawal requirements and fill out IBU's Program Withdrawal Form. This form can be found on IBU's website with physical copies available at the Office of the Registrar and Enrollment Services. The Withdrawal Form must be submitted directly to IBU's Registrar who will review it within three to five

business days of receipt. Following the review, an in person or virtual exit interview will be arranged, between the student and IBU's Manager of Student Support one to two business days later. Students who do not follow IBU's withdrawal requirements and cease to attend classes will remain enrolled and will be assigned a 'FNA' (Fail Non-attendance) grade.

5. Processing

IBU shall process tuition refunds within thirty (30) days from the date of receipt of the Withdrawal Form and refunds will go back into the account in which initial tuition and fee payment was made. In the case of a student expulsion, refunds will be processed thirty (30) days from the date of the expulsion.

6. Currency

Any tuition refunded shall be paid in Canadian (CAD) dollars.

10. Services for Students

- **University Directory**

Department	Contact
Admissions	admission@ibu.ca
Registrar's Office	registrar@ibu.ca
Technical Services	helpdesk@ibu.ca
Academic Accommodations for Studen with Disabilities	registar@ibu.ca
Dean of Academics	dean@ibu.ca
University Mailing Address:	International Business University 9th Floor, 80 Bloor St West, Toronto, ON M5S 2V1, Cana
Telephone: Toll Free:	(416) 923-1111 1 (866) 923-3111

- **Registrar's Office**

Registrar's Office helps and assists students about their progression during their programs and about a wide range of matters related pertaining to scheduling, academic activities, program support and International Student Advising. Any requests for advice or support can be made at any time through e-mail, web-form, or phone numbers.

- **Housing Services**

The enrolment office maintains a list of accommodations to assist students in finding suitable housing. In most cases these are shared apartments or rooms in private homes.
leasing arrangements are made between individual students and property owners, many of whom require prepayment of the first and last month's rent. Students who may need help locating housing or who have problems related to their accommodation should contact Enrolment Office.

- **Career Services**

International Business University aims to maintain an active Career Support Centre that is solely centered and responsible to support the graduates in their search for career related employment. Programs and workshops are organized to prepare graduating students about their employment research, networking techniques, resume development and interviewing skills. Career Center at IBU constantly aims at building strong relationships with industry professionals to help with their recruitment needs. We at IBU provide our students with valuable resources, labour market information, career event opportunities, and resources to various web links.

- **Academic Accommodations for Students with Disabilities**

International Business University recognizes it's legal and moral responsibility to provided reasonable and required accommodation to it's students with disabilities in order to ensure fair and equitable access to all services and facilities for all it's students. Students in need of any such accommodation may request for the same or learn more about the policy and procedures related to accommodation & accessibility by emailing registrar@ibu.ca

- **Mental Health and Wellness Services**

At International Business University we encourage and support our students to complete their programs and fulfill their career objectives. We enable this through ensuring a consistent approach, to support mental health of our students. We guide members of our school community on how to respond to students in distress and facilitate awareness-raising and education related to mental health and wellness through various workshops and available resources.

- **Student Activities**

International Business University offers a wide range of on and off campus activities in which students can participate. We encourage student led and planned activities. Clubs and activities reflect students' interests and may change periodically. Questions and suggestions concerning student activities can be addressed to the Student Services Department at the university.

- **Technical Support**

Technical support may be requested by a toll-free telephone line, or email at helpdesk@ibu.ca. Requests for assistance received outside normal business hours may not be handled until the next business day.

If you encounter any problems with a computer/printer in any of the labs, please report the problem to your faculty member if issues occur during the class. If a problem arises outside of class hours, a help desk ticket can be initiated through helpdesk@ibu.ca

If you require immediate assistance or have any question about the technical resources at IBU please don't hesitate to submit your question helpdesk@ibu.ca**.**

- **Forms**

We encourage all our students to request and use the requisite forms for making any request. A form provides evidence that certain actions took place. All the form are available in the registrar office and can be requested through student portal or by emailing registrar@ibu.ca. These forms are used to help the University administration run more efficiently.

- *List of Forms:*

  - Transfer Credit Application Forms
  - Student Conduct Incident Report
  - Request for Proof of Enrolment Letter
  - Confirmation of Enrolment

- o Request for Grade of "Incomplete" Form
- o Course Withdrawal Form
- o Program Withdrawal Form
- o Transcript Request Form
- o Grade Appeals Form

11. Program Information: Bachelor of Commerce (Honours) in International Management and Technology

Our unique Bachelor of Commerce (Honours) in International Management and Technology program is comprised this degree program comprises 18 core business courses, 13 specialized information management courses, and 7 non-core courses for a total of 120 credit hours. The 13 specialized business management courses include 10 highlighted courses—Information Technology Applications, Emerging Technologies, Entrepreneurship and Innovation, Introduction to Programming, Business Process Design, Systems Analysis and Design, Information Technology Management, Special Topics in IT, Technology Trends and Implications, and User Experience Design—as well as Technology Literacy and Applications and the specialized versions of the Project Course and the Capstone Course.

11.1. CURRICULUM AT A GLANCE

			Core Business	General Business	International Business	Technology & Innovation	Noncore Courses
Level 1	**Semester 1**	Introduction to Business	3				
		Introduction to International Business	3				
		Introduction to Accounting	3				
		Business Research & Communicatio		3			
		Contemporary World History					3
	Semester 2	Introduction to Financial Analysis	3				
		Applied Economics	3				
		Organizational Behaviour	3				
		Technology Literacy and Applications				3	
		Critical Thinking: A Philosophi Perspective					3
Level 2	**Semester 3**	Marketing and Sales	3				
		International Management			3		
		Information Technology Applications				3	
		Entrepreneurship and Innovation				3	
		Arts and Contemporary Studies					3
	Semester 4	Interpersonal Skills and Assessments		3			
		Project Management					3
		Entrepreneurship and Innovati Business Planning	3				
		Project Course	6				
Level 3	**Semester 5**	Law and Ethics in a Business Contex	3				
		Negotiation Skills		3			
		Global Business Issues			3		
		Data Analytics for Business				3	
		Breadth Elective					3
	Semester 6	Advanced International Finance			3		
		Market Research	3				
		Information Technology Management				3	
		Advanced Data Analysis				3	
		Breadth Elective					3
Level 4	**Semester 7**	Global Strategy			3		

		Technology Trends and Implications				3	
		Applied Research Skills	3				
		Leading in a Diverse Context		3			
		Breadth Elective					3
	Semester 8	Culture and Design Thinking				3	
		User Experience Design				3	
		Breadth Elective					3
		Capstone Course	6				
Total num of credits			**42**	**12**	**15**	**27**	**24**

Level	Course Code	Course Title
Semester 1	MGMT1001	Introduction to Business
	ACCT1001	Introduction to Accounting
	MGMT1002	Introduction to International Business
	COMM1001	Business Research and Communication
	POLI1002	Global Trends and World Politics
Semester 2	FINA1001	Introduction to Financial Analysis
	ECON1001	Applied Economics
	MGMT1003	Organizational Behaviour
	TECH1001	Technology Literacy and Applications
	PHIL1001	Critical Thinking: A Philosophical Perspective
Semester 3	MKTG2001	Marketing and Sales
	MGMT2004	International Management
	TECH2002	Information Technology Applications
	ENTR2001	Entrepreneurship and Innovation
	ARTS2001	Arts and Contemporary Studies
Semester 4	MGMT2005	Interpersonal Skills and Assessments
	ENTR2002	Entrepreneurship and Innovation Business Planning
	MGMT2006	Project Management

	MGMT2007	Project Course (6 Credits)
Semester 5	MGMT3008	Law and Ethics in a Business Context
	MGMT3009	Negotiation Skills
	MGMT3010	Global Business Issues
	DATA3001	Data Analytics for Business
		Elective
Semester 6	FINA3002	Advanced International Finance
	TECH3003	Information Technology Management
	MKTG3002	Market Research
	DATA3002	Advanced Data Analysis
		Elective
Semester 7	MGMT4011	Global Strategy
	TECH4004	Technology Trends and Implications
	MGMT4012	Applied Research Skills
	MGMT4013	Leading in Diverse Context
		Elective
Semester 8	DSGN4001	Culture and Design Thinking
	DSGN4002	User Experience Design
	MGMT4014	Capstone Course (6 Credits)
		Elective
Electives	POLI1001	Politics and Government Relations
	HIST1001	Contemporary World History
	PSYC1001	Psychology and Cognition
	COMM1002	Communications Theory and Practice
	IND	Special Topics

11.2. COURSE DESCRIPTIONS

CORE BUSINESS COURSES

MGMT1001: Introduction to Business

This course provides an integrated introduction to the economic, social and political context of business and an introduction to some of the key concepts and frameworks that inform the study of management in an international context. It examines the role of management and entrepreneurship, as well as providing an overview of organizational behaviour/human resources, marketing, finance and accounting, production, sales and distribution and the key functions in the business value chain. Particular emphasis is placed on understanding the interactions between key stakeholders in the global economy and the importance of corporate social responsibility. The course will also provide an opportunity for understanding multiple perspectives and competing value systems in a global context and how to address them. (3 credits)

MGMT1002: Introduction to International Business

Globalization is transforming the context of business. This course provides a foundation in understanding the complex context of legal/political, economic, competitive, sociocultural, technological, and natural forces shaping the global environment and a framework for understanding the principles and practices associated with managing international business. It examines the international institutions, theories of cross- border trade, and the characteristics and effects of regional trade blocs and their impact on international business strategy. (3 credits)

ACCT1001: Introduction to Accounting

Introduction to Accounting introduces students to the concepts of retained earnings, depreciation, receivables, inventory, amortization, deferred taxes and goodwill. Topics of study include the role of GAAP, balance sheet, income statements and cash flow statements. Students will learn about the accounting cycle, financial statements, taxes and budgeting. Students will develop their ability to understand financial reports and use accounting information to plan and make appropriate business decisions. Students will also use accounting information systems to support decision making. (3 credits)

FINA1001: Introduction to Financial Analysis

This course introduces the principles and practical application of financial analysis from a global perspective. The course provides and applies approaches to analysis and decision making in

the administration of corporate funds including issues relating to capital markets, discounted cash flow, portfolio theory, firm valuation, ratio analysis, discounted cash flow analysis, valuation of different financial assets, value of equity, interest rate analysis, the value of debt and bond valuation ratio analysis. Students will learn how to interpret financial statements and to manage corporate finances. (3 credits)

ECON1001: Applied Economics

In an introduction to applied economics, this course develops the fundamental tools of economic analysis that are essential for understanding global markets. It demonstrates how economic tools, techniques and indicators can be used for solving organizational problems and the economic relationship between growth and inflation. Topics include credit, interest rates, and governmental fiscal and monetary policy. The course examines economics from a global perspective by exploring international input, international product markets, foreign direct investment, multinationals, and mergers and acquisitions. Students will also learn about the market determination of exchange rates and interest rates. (3 credits)

MGMT1003: Organizational Behaviour

This course provides an introduction into the complex topic of organizational behavior. It focuses on the inherent tension between an organization's need for stability and the pressure it faces to change. The course examines the phases of the change process by focusing on the organizational cultures necessary for effective and sustained change. Students examine organizational behaviour through conceptual frameworks and case studies and will become familiar with different conceptual lenses for understanding organizational life. Topics of study include communications, motivation, group dynamics, leadership, power, organizational design and development. (3 credits)

MKTG2001: Marketing and Sales

This course focuses on the functions of marketing and sales and their impact on the overall success of a company. It examines how marketing techniques communicate and deliver value to customers, shareholders and society. Ultimately this course examines the process by which businesses decide to compete in the markets they choose to serve by providing insight into the impact marketing and sales can have on customers, markets, firm value and company development. Topics of study include consumer behavior, marketing theories and strategies, product positioning, the competitive environment, and effectiveness of the marketing function. (3 credits)

ENTR2002: Entrepreneurship and Innovation Business Planning
Building on the introductory course on Entrepreneurship and Innovation this course explores the processes for identifying entrepreneurial and innovation opportunities including the full range of opportunities for for-profit and social entrepreneurship as well as intrapreneurship. With a heavy emphasis on assessing and developing an entrepreneurial mindset and skills, students will have the opportunity to develop and refine entrepreneurial concepts and to undertake in-depth research of the opportunity. The course will culminate with students participating in a pitch competition. (3 credits)

MGMT2007: Project Course
The project course provides an opportunity to apply knowledge and develop skills in a working environment under the supervision of a faculty advisor. This project course provides an opportunity for students to apply their business knowledge and skills to date to develop a business plan for a social or for-profit enterprise working in a team with academic supervision and industry mentorship building on the ideas developed in the Entrepreneurship and Business Planning Course. Projects for development may be selected from the pool created by the students in the previous course and teams will work on taking one idea to the next level. In some instances, students may have opportunities to develop a project for a small business as an alternative. Most ventures developed in this course are both new and independent, but you can consider an acquisition (with a substantial turnaround planned) or a corporate venture (intrapreneurship) or even a franchise operation. Combined with self-paced learning and skills testing appropriate to the context, students will maintain a journal of lessons learned; and prepare a reflective paper on lessons learned. During the semester there will be skills testing throughout the term, the production of a project report or business plan, and a final reflective paper. Students will have access to a range of advisors as well as a faculty mentor to help them develop and implement their enterprise. Seed funding will in some instances be available to support the projects. (6 credits)

MGMT3008: Law and Ethics in a Business Context
Risk management requires a solid understanding of the legal, ethical and financial threats and responsibilities of management. Ethical reasoning is a core skill employers demand in business graduates. This course provides an understanding of the legal context of Canadian business and some of the theoretical underpinnings of ethical decision making in organizations. It explores key issues such as corporate responsibility, legal obligations and governance as well as current topics such as environmental law, privacy, corruption and free trade agreements in a global context. Case studies provide opportunities to apply the principles to real life examples. (3 credits)

MKTG3002: Market Research

Building on the core concepts of marketing as well as foundations in statistics and research methods, this course teaches students how to use data and analysis to inform marketing decisions. Students will learn the principles of market research, how to design studies, implement them and analyse the data using quantitative and qualitative methods. (3 credits)

MGMT4014: Capstone Project

The capstone course provides an opportunity to apply knowledge and skills in a working environment under the supervision of a faculty advisor. Students will undertake an in- depth study of a business problem. This capstone course provides a structured and customized opportunity offering multiple learning modes. It will provide opportunities for students to link their experience to theories of management and apply their study of international business and technology to practice. The course focuses on undertaking an applied project or work experience at a company, social enterprise or Startup.

Concurrently students will complete self-assessments and learning modules tailored to their needs and interests. Students will develop a learning plan, continue with self- paced learning and skills testing appropriate to the context, maintain a journal of lessons learned; and prepare a reflective paper explaining how they have applied business education to solve real world problems. (6 credits)

GENERAL BUSINESS COURSES

COMM1001: Business Research and Communications

The course applies the theory of business research and skills to develop students' business communication skills. Specifically, it will review on exploring models of communications and genres common in the business environment. It will focus on defining audience, messages and appropriate channels of communications and will develop some of the skills needed to enhance communications (for example, applied research skills, presentation of data etc.) Students will learn to apply business communications principles and techniques to specific genre such as proposals, business plans, reports, and presentations. Students will learn skills needed for informational briefings, persuasive messaging, and conflict management, in effective interpersonal and verbal communications. (3 credits)

MGMT2005: Interpersonal Skills and Assessments

Leadership, interpersonal skills and assessments have been built into the fabric of this program. This unique interactive and collaborative teaching method, which is the focus of this course, highlights the goal of developing students' interpersonal and leadership skills. Key areas of study include interpersonal influence, collaboration and adaptive thinking. (3 credits)

MGMT3009: Negotiation Skills

This course will develop students' negotiation skills in the context of bargaining and conflict resolution. Students will learn the underlying theories of the psychology of bargaining and negotiation, and their application. Through class discussion and negotiation simulations, students will learn about their own negotiation style and how to apply the principles learned in the course to more effective negotiation and bargaining. (3 credits)

MGMT4012: Applied Research Skills
This course provides the research skills needed to answer key questions and support evidence informed decision making in a business environment. Students will develop tools to analyse markets, evaluate options and make decisions. Evidence is core to underpinning business strategy and this course provides the concepts and tools needed to acquire it. The course will also provide an introduction to the use of digital archival resources, both qualitative and quantitative in nature. (3 credits)

INTERNATIONAL BUSINESS COURSES

MGMT2004: International Management
Building on the understanding of international business, this course explores the implications for managing in an international setting through detailed exploration of cases studies. It explores strategy, structure, operations and critical issues in the effective management of international business as well as the challenges and opportunities for SMEs going global. (3 credits)

MGMT3010: Global Business Issues
This course examines emerging global trends and their impact on organizations. The focus of the course will change in response to emerging issues. (3 credits)

FINA3002: Advanced International Finance
Students taking this course will build on their foundational finance knowledge to understand the particular challenges of operating in a global environment. For example, topics will include the risk return properties of various international financial markets and instruments, valuation, going public decisions, initial and seasonal equity, offerings, venture capital firms and international entry decisions. (3 credits)

MGMT4011: Global Strategy

Using the case study method, this course introduces students to the concepts, frameworks, and tools of international strategy. This course teaches students how to assess functions and responsibility of senior management, issues inhibiting an organization's success and how to address these challenges. (3 credits)

MGMT4013: Leading in a Diverse Context

This course examines issues associated with managing increasingly diverse and global workforces. With a focus on increasing understanding of cultural differences, informed by theory, the course tackles challenges that such differences present to managing internationally. Specifically, it examines the changing global context and drivers of increased diversity, the impact of cultural differences on behavior and organizations and the implications of these differences. For example, it considers the impact on, organizational structure, communications, management processes, leadership and human resources (recruitment, selection, advancement).

TECHNOLOGY AND INNOVATION COURSES

TECH1001: Technology Literacy and Applications

This course is designed to develop students' knowledge of digital technology and contemporary information systems and demonstrate how these systems are used throughout global businesses. Students will gain an understanding of how the use of information systems and information technology provide a competitive advantage to companies. This course provides an introduction to systems, development concepts, technology acquisition and application software that are used in modern organizations. (3 credits)

TECH2002: Information Technology Applications

This course is designed to deepen students' knowledge of specific digital technologies and information systems and how these can be used to improve decision making and competitive advantage of global businesses. The course will focus on the use of technologies such as data warehouses, enterprise-wide systems and mobile

technology and the methods to implement them such as using an Agile approach. (3 credits)

ENTR2001: Entrepreneurship and Innovation

This course provides an introduction to the anatomy of start-up companies, entrepreneurship, intrapreneurship and innovation. Students will learn about contemporary practices of fostering

entrepreneurial culture. This course will feature lectures from experts in the field as well as experienced entrepreneurs. (3 credits)

DATA3001: Data Analytics for Business
This course introduces students to qualitative and quantitative business methods. This course teaches students critical problem-solving methodology. Students learn how to use basic analytical tools, including statistics and data collection, to support business decision-making. Topics of study include quantitative analysis, statistical and quality tools. (3 credits)

DATA3002: Advanced Data Analysis

This course builds on data analytics theory to deepen students' real world data analytic skills. Students gain practical skills in extracting and manipulating data using statistical tools and applying probabilistic thinking to business problems. Students will learn how to use data to explain the performance of a business, evaluate different courses of action, and employ a structured approach to problem solving. Topics of study include statistical study design, process control, inference, regression analysis, time series, model building, probabilities and decision analysis. (3 credits)

TECH3003: Information Technology Management
Having gained a general understanding of the role of information systems in organizations, this course explores issues relevant to managing the information systems function. Drawing heavily on case study analysis, this supports the development of the critical thinking and analytical skills needed to identify opportunities, assess, plan and implement technology solutions to organizational objectives. Students will also gain experience with some of the critical tools used to develop systems including process analysis tools. (3 credits)

TECH4004: Technology Trends and Implications
Artificial intelligence and related technologies have the potential to transform business to disrupt labour markets and like any tools, have significant potential impacts. But history has shown that the trajectory of technologies is often uneven, raising the question, how do you plan when you cannot predict. Building on students' understanding of technology foundations – both concepts and tools – this course will focus on disruptive technologies, the latest trends, and potential impacts in order to inform decision making. Because of the rate of change, the course readings will include seminal works on technology adoption and trends but focus on current industry reports and guest speakers. The course will also provide an introduction to the process of strategic foresight planning in contexts where conventional prediction is impossible. (3 credits)

DSGN4001: Culture and Design Thinking
This course provides an in depth and reflective understand of design from a business perspective examining the relationship between design, culture and commerce. It will explore ways in which products and services embed cultural identity and values. In addition to developing a better appreciation of the cultural context of business, students will learn how to apply design thinking techniques to problem solving in a business context. (3 credits)

DSGN4002: User Experience Design
The course aims to provide students with a strong understanding of the theory and practice of user experience design. Building on the established theories of human computer interaction as well as industry best practices, this course is focused on workshopping the principals of UX design through a series of structured activities. Students will be equipped to plan and executive UX projects and will be familiar with some of the processes and tools used. (3 credits)

OTHER COURSES: REQUIRED

HIST1001: Contemporary World History
This course provides an overarching view of world history during the twentieth and early twenty first centuries. By tracing the aftermath of the Industrial Revolution and imperialism and then the impact of two world wars, the Cold War, post-colonialism and globalization, the course gives students a sense of the forces behind the emergence of the global order we take for granted today. (3 credits)

PHIL1001: Critical Thinking: A Philosophical Perspective

Critical thinking is the use of reasoning powers to help determine what's true and false. This course introduces students to the branch of philosophy that studies critical thinking and its various applications. Students become acquainted with formal logic and the informal tools that can be employed to assess arguments from ordinary life. An important part of the course is identifying the kinds of logical errors we all make in order to avoid these errors in our own arguments, whether in writing or in speech. (3 credits)

ARTS2001: Arts and Contemporary Studies
This course provides an overview of contemporary art and culture. Students will read and discuss philosophical and conceptual frameworks that consider the ethics and politics of human experience. Students will be introduced to the seminal works of Walter

Benjamin, Michel Foucault and Roland Barthes. (3 credits)

MGMT2006: Project Management
This course examines the principles of project management and the tools and techniques for planning and controlling projects drawing on the established Project Management Body of Knowledge (PMBOK) expected for certified project managers. (3 credits)

OTHER COURSES: ELECTIVE (CHOOSE 4)

POLI1001: Politics and Government Relations

Public policy shapes and reflects citizens' values and behaviours. This course will provide a deep dive into the processes which shape the creation of laws, policies and regulations including the policy development process, stakeholders, and advocacy techniques illustrated with case studies of significant policy changes. Students will learn more about government decision making processes and the implementation of policies and legislation. (3 credits)

POLI1002: Global Trends and World Politics
This course examines business from a global perspective by introducing students to the impact of world politics on global trends. The course is heavily oriented towards developing a critical understanding of world affairs and accordingly has a strong theoretical and conceptual focus that students apply to business. (3 credits)

PSYC1001: Psychology and Cognition
Building on theories of mind and critical thinking, this course will explore the different theories of brain and mind and how they shape human behavior and decision-making. Part philosophy, part biology and part psychology, this multi-disciplinary course will review seminal works on the brain, cognition, reason and choice and their implications. (3 credits)

COMM1002: Communications Theory and Practice
This course will explore the theories which inform modern communications practices and the ways in which they shape our views of, for example, the media.

Communication is the process by which people interactively create, sustain, and manage meaning. Approaches to communications can be framed in a variety of ways – from functionalist perspectives which assume linear, measurable, and targeted transmission of messages, to political economy perspectives on the industrial interests that shape the business of

communications, to constructivist approaches which focus on the subjective and interactive creation of meaning, to humanist approaches which view reason and communications as emancipatory. Crossing disciplines of psychology, philosophy, sociology and economics, this course will build students' understanding of how meaning is created and shaped. (3 credits)

IND: Special Topics

This course is customized to emerging trends and students' specific interests and career aspirations and may focus on a deep dive into an issue, an industry, a function or process. A custom reading list will be developed in consultation with the faculty advisor along with a majorpaper or case. Small groups may participate, or the course may be run for individuals. (3 credits)

12. Program Information: Bachelor of Commerce (Honours) in Business Management

This degree program comprises 19 core business courses, 12 specialized business management courses, and 7 non-core courses for a total of 120 credit hours. The 12 specialized business management courses include 10 highlighted courses— Strategic Management, Management Accounting, Entrepreneurship and Innovation, Human Resources Management, Organizational Design, Leadership Skills, Research for Business, Special Topics in CR, Business Trends, and Corporate Strategy—as well as the specialized versions of the Project Course and Capstone Course.

12.1. CURRICULUM AT A GLANCE

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			Core Busines	Business Management	NoneCor e
Level 1	Semester 1	Introduction to Business	3		
		Intro to the International Business	3		
		Introduction to Accounting	3		
		Business Research & Communications	3		
		Technology Literacy and Applications			3
	Semester 2	Introduction to Financial Analysis	3		
		Applied Economics	3		
		Organizational Behaviour	3		
		Contemporary World History	3		
		Critical Thinking: A Philosophical Perspective			3
Level 2	Semester 3	Marketing and Sales	3		
		1. Strategic Management		3	
		2. Management Accounting		3	
		3. Entrepreneurship and Innovation Business Planning		3	
		Arts and Contemporary Studies			3
	Semester 4	Interpersonal Skills and Assessments	3		

Level	Semester	Course			
		Project Management	3		3
		4. Human Resources Management		3	
		5.Special Management Project Course		6	
Level 3	Semester 5	Law and Ethics in a Business Context	3		
		Negotiation Skills	3		
		6. Organizational Design		3	
		Data Analytics for Business	3		
		Breadth Elective			3
	Semester 6	7. Leadership Skills		3	
		8. Research for Business 2		3	
		9. Special Topics in CSR		3	
		Advanced Data Analysis	3		
		Breadth Elective			3
Level 4	Semester 7	Global Strategy	3		
		10. Business Trends		3	
		Applied Research Skills	3		
		Leading in a Diverse Context	3		
		Breadth Elective			3
	Semester 8	Culture and Design Thinking			3
		11. Corporate Strategy		3	
		Breadth Elective			3
		12. Special Mgt Capstone		6	
Total number of credits			54	42	24

12.2. COURSE DESCRIPTIONS

SEMESTERS 1 CORE BUSINESS COURSES

MGMT1001: Introduction to Business

This course provides an integrated introduction to the economic, social, and political context of business and an introduction to some of the key concepts and frameworks that inform the study of management. It examines the role of management and entrepreneurship, as well as providing an overview of organizational behaviour/human resources, marketing, finance and accounting, production, sales and distribution and the key functions in the business value chain. Particular emphasis is placed on understanding the interactions between key

stakeholders in the global economy and the importance of corporate social responsibility. (3 credit hours)

MGMT1002: Introduction to International Business

Building on the introduction to business, this course explores the implications for managing in an international setting through detailed exploration of cases studies. It explores strategy, structure, operations, and critical issues in the effective management of international business as well as the challenges and opportunities for SMEs going global. (3 credit hours)

ACCT1001: Introduction to Accounting

Introduction to Accounting introduces students to the concepts of retained earnings, depreciation, receivables, inventory, amortization, deferred taxes, and goodwill. Topics of study include the role of GAAP, balance sheet, income statements and cash flow statements. Students will learn about the accounting cycle, financial statements, taxes, and budgeting. Students will develop their ability to understand financial reports and use accounting information to plan and make appropriate business decisions. (3 credit hours)

COMM1001: Business Research and Communications

The course applies the theory of business research and skills to develop students' business communication skills. Specifically, it will review on exploring models of communications and genres common in the business environment. It will focus on defining audience, messages and appropriate channels of communications and also will develop some of the skills needed to enhance communications (for example, applied research skills, presentation of data etc.) Students will learn to apply business communications principles and techniques to specific genres such as proposals, business plans, reports, and presentations. Students will learn skills needed for informational briefings, persuasive messaging, and conflict management, in effective interpersonal and verbal communications. (3 credit hours)

SEMESTER 1 NON-CORE COURSES

TECH1001: Technology Literacy and Applications

This course is designed to develop students' knowledge of digital technology and contemporary information systems and demonstrate how these systems are used throughout global businesses. Students will gain an understanding of how the use of information systems and information technology provides a competitive advantage to companies. This course provides an introduction to systems, development concepts, technology acquisition and application software that are used in modern organizations. (3 credit hours)

SEMESTERS 2 CORE BUSINESS COURSES

FINA1001: Introduction to Financial Analysis

This course introduces the principles and practical application of financial analysis from a global

perspective. The course provides and applies approaches to analysis and decision making in the administration of corporate funds including issues relating to capital markets, discounted cash flow, portfolio theory, firm valuation, ratio analysis, discounted cash flow analysis, valuation of different financial assets, value of equity, interest rate analysis, the value of debt and bond valuation ratio analysis. Students will learn how to interpret financial statements and to manage corporate finances.. (3 credit hours) Prerequisite: Introduction to Accounting.

ECON1001: Applied Economics

In an introduction to applied economics, this course develops the fundamental tools of economic analysis that are essential for understanding global markets. It demonstrates how economic tools, techniques and indicators can be used for solving organizational problems and the economic relationship between growth and inflation. Topics include credit, interest rates, and governmental fiscal and monetary policy. The course examines economics from a global perspective by exploring international input, international product markets, foreign direct investment, multinationals, and mergers and acquisitions. Students will also learn about the market determination of exchange rates and interest rates. (3 credit hours)

MGMT1003: Organizational Behaviour

This course provides an introduction into the complex topic of organizational Behaviour. It focuses on the inherent tension between an organization's need for stability and the pressure it faces to change. The course examines the phases of the change process by focusing on the organizational cultures necessary for effective and sustained change. Students examine organizational behaviour through conceptual frameworks and case studies and will become familiar with different conceptual lenses for understanding organizational life. Topics of study include communications, motivation, group dynamics, leadership, power, organizational design and development. (3 credit hours) Prerequisite: Introduction to Business.

HIST1001: Contemporary World History

This course provides an overarching view of world history during the twentieth and early twenty-first centuries. By tracing the aftermath of the Industrial Revolution and imperialism and then the impact of two world wars, the Cold War, post-colonialism and globalization, the course gives students a sense of the forces behind the emergence of the global order we take for granted today. (3 credit hours)

SEMESTER 2 NON-CORE COURSES

PHIL1001: Critical Thinking: A Philosophical Perspective

Critical thinking is the use of reasoning powers to help determine what's true and false. This course introduces students to the branch of philosophy that studies critical thinking and its various applications. Students become acquainted with formal logic and the informal tools that can be employed to assess arguments from ordinary life. An important part of the course is identifying the kinds of logical errors we all make in order to avoid these errors in our own arguments, whether in writing or in speech. (3 credit hours)

SEMESTER 3 CORE COURSES

MKTG2001: Marketing and Sales

This course focuses on the functions of marketing and sales and their impact on the overall success of a company. It examines how marketing techniques communicate and deliver value to customers, shareholders and society. Ultimately this course examines the process by which businesses decide to compete in the markets they choose to serve by providing insight into the impact marketing and sales can have on customers, markets, firm value and company development. Topics of study include consumer Behaviour, marketing theories and strategies, product positioning, the competitive environment, and effectiveness of the marketing function. (3 credit hours) Prerequisite: Introduction to Business.

MGMT 2004: Strategic Management

This course provides students with an understanding of the principles of strategic management and approaches for developing strategy. It develops critical thinking and decision-making skills using a case study approach. (3 credit hours) Prerequisite: All courses in first 2 semesters.

ACCT2002: Management Accounting

Building on basic accounting, this course will focus on the use of analytical skills to analyze complex business problems using accounting principles to inform decision-making. The focus will be on using cases to help students develop skills to solve problems. Students will also learn to use excel and advanced tools. (3 credit hours) Prerequisite: All courses in first 2 semesters.

ENTR2001: Entrepreneurship and Innovation

This course provides an introduction to the anatomy of start-up companies, entrepreneurship, intrapreneurship and innovation. Students will learn about contemporary practices of fostering entrepreneurial culture. The course will feature lectures from experts in the field as well as experienced entrepreneurs. (3 credit hours) Prerequisite: Introduction to Business.

SEMESTER 3 NON-CORE COURSES

ARTS2001: Arts and Contemporary Studies

This course provides an overview of contemporary art and culture. Students will read and discuss philosophical and conceptual frameworks that consider the ethics and politics of human experience. Students will be introduced to the seminal works of Walter Benjamin, Michel Foucault and Roland Barthes. (3 credit hours)

SEMESTER 4 CORE COURSES

MGMT2005: Interpersonal Skills and Assessments

Leadership, interpersonal skills and assessments have been built into the fabric of this program. This unique interactive and collaborative teaching method, which is the focus of this course, highlights the goal of developing students' interpersonal and leadership skills. Key areas of study include interpersonal influence, collaboration and adaptive thinking. (3 credit hours) Prerequisite:

Organizational Behavior.

MGMT2006: Project Management

This course examines the principles of project management and the tools and techniques for planning and controlling projects drawing on the established Project Management Body of Knowledge (BOK) expected for certified project managers. (3 credit hours) Prerequisite: Introduction to Business.

HRM2001: Human Resources Management

Talent is a crucial resource in business today and understanding how to attract and develop talent is critical to competitive advantage. This course will explore the processes for planning human resources, defining job descriptions and skills, recruiting, and selecting talent, development and training as well as polices and processes to create employee engagement and inclusive cultures. (3 credits) Prerequisite: All courses in first 2 semesters.

MGMT2007: Special Business Management Project Course

A specialized version of the Project Course that provides students with an opportunity to apply their knowledge to a real-life management project. (6 credits). Prerequisite: All courses in first 3 semesters.

SEMESTER 5 CORE COURSES

MGMT3008: Law and Ethics in a Business Context

Risk management requires a solid understanding of the legal, ethical and financial threats and responsibilities of management. Ethical reasoning is a core skill employers demand in business graduates. This course provides an understanding of the legal context of Canadian business and some of the theoretical underpinnings of ethical decision making in organizations. It explores key issues such as corporate responsibility, legal obligations and governance as well as current topics such as environmental law, privacy, corruption and free trade agreements in a global context. Case studies provide opportunities to apply the principles to real life examples. (3 credit hours)

MGMT3009: Negotiation Skills

This course will develop students' negotiation skills in the context of bargaining and conflict resolution. Students will learn the underlying theories of the psychology of bargaining and negotiation, and their application. Through class discussion and negotiation simulations, students will learn about their own negotiation style and how to apply the principles learned in the course to more effective negotiation and bargaining. (3 credit hours) Prerequisite: Interpersonal Skills and Assessments.

MGMT3018: Organizational Design

Building on the understanding of organizational behaviour, this course focused on the processes managers use to design organizational structures and policies to support strategic goals and objectives. The course will examine issues related to strategy implementation, building culture, change management, and power and influence. (3 credit hours) Prerequisite: Completion of first 4 semesters.

DATA3001: Data Analytics for Business

This course introduces students to qualitative and quantitative business methods. The course teaches students critical problem-solving methodology. Students learn how to use basic analytical tools, including statistics and data collection, to support business decision-making. Topics of study include quantitative analysis and statistical and quality tools. (3 credit hours) Prerequisite: Business Research and Communications.

SEMESTER 5 NON-CORE BREADTH ELECTIVE COURSE SLOTS IN SEMESTER 5,6,7 and 8

POLI1001: Politics and Government Relations

Public policy shapes and reflects citizens' values and behaviours. This course will provide a deep dive into the processes which shape the creation of laws, policies and regulations including the policy development process, stakeholders, and advocacy techniques illustrated with case studies of significant policy changes. Students will learn more about government decision-making processes and the implementation of policies and legislation. (3 credit hours)

POLI1002: Global Trends and World Politics

This course examines business from a global perspective by introducing students to the impact of world politics on global trends. The course is heavily oriented towards developing a critical understanding of world affairs and accordingly has a strong theoretical and conceptual focus that students apply to business. (3 credit hours)

PSYC1001: Psychology and Cognition

Building on theories of mind and critical thinking, this course will explore the different theories of brain and mind and how they shape human Behaviour and decision makings. Part philosophy, part biology and part psychology, This multi-disciplinary course will review seminal works on the brain, cognition, reason and choice and their implications. (3 credit hours)

COMM1002: Communications Theory and Practice

This course will explore the theories which inform modern communications practices and the ways in which they shape our views of, for example, the media. Communication is the process by which people interactively create, sustain, and manage meaning. Approaches to communications can be framed in a variety of ways – from functionalist perspectives which assume linear, measurable and targeted transmission of messages, to political economy perspectives on the industrial interests that shape the business of communications, to constructivist approaches which focus on the subjective and interactive creation of meaning, to

humanist approaches which view reason and communications as emancipatory. Crossing disciplines of psychology, philosophy, sociology and economics, this course will build students' understanding of how meaning is created and shaped. (3 credit hours)

IND: Special Topics

This course is customized to emerging trends and students' specific interests and career aspirations and may focus on a deep dive into an issue, an industry, a function, or process. A custom reading list will be developed in consultation with the faculty advisor along with a major paper or case. Small groups may participate, or the course may be run for individuals. (3 credit hours)

SEMESTER 6 CORE COURSES

HRM23001: Leadership Skills

Building on previous courses in organizational theory and human resources, this course will explore the theory and practice of leadership including tools to develop and support leadership skills and processes. The course will focus on the foundations of self- awareness, leading teams and leading organizations. (3 credits) Prerequisite: Organizational Design and Negotiation Skills.

MGMT3016: Research for Business

This course focuses on developing the skills to bring a range of quantitative and qualitative tools to answer business questions. Students will learn to define questions, to analyse relevant data and to draw conclusions and to make recommendations. (3 credits) Prerequisite: Data Analytics for Business.

MGMT3017: Special Topics in CSR

This course looks at the evolving context of business including consumer and investor expectations, regulatory frameworks, industry norms and accountability frameworks shaping CSR expectations. The course will explore current approaches to developing, implementing, and tracking CSR strategies and performance. (3 credits) Prerequisite: Law and Ethics in a Business Context.

DATA3002: Advanced Data Analytics

This course builds on data analytics theory to teach students real world data analytic skills. Students gain practical skills in extracting and manipulating data using statistical tools and applying probabilistic thinking to business problems. Students will learn how to use data to explain the performance of a business, evaluate different courses of action, and employ a structured approach to problem solving. Topics of study include statistical study design, process control, inference, regression analysis, time series, model building, probabilities, and decision analysis. (3 credit hours) Prerequisite: Data Analytics for Business.

SEMESTER 6 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

SEMESTER 7 CORE COURSES

MGMT4011: Global Strategy

 Using the case study method, this course introduces students to the concepts, frameworks and tools of international strategy. This course teaches students how to assess functions and responsibility of senior management, issues inhibiting an organization's success and how to address these challenges. (3 credit hours)

MGMT4018: Business Trends

This course exposes students to current issues affecting the context of business including global, economic, regulatory, technological, and societal trends. The specific topics and readings will vary with the time and class interests. (3 credit hours) Prerequisite: Courses in Semester 1-6.

MGMT4012: Applied Research Skills

This course provides the research skills needed to answer key questions and support evidence informed decision making in a business environment. Students will develop tools to analyse markets, evaluate options and make decisions. Evidence is core to underpinning business strategy and this course provides the concepts and tools needed to acquire it. (3 credit hours) Prerequisite: Advanced Data Analytics.

MGMT4013: Leading in a Diverse Context

This course examines issues associated with managing increasingly diverse and global workforces. With a focus on increasing understanding of cultural differences, informed by theory, the course tackles challenges that such differences present to managing internationally. Specifically, it examines the changing global context and drivers of increased diversity, the impact of cultural differences on behaviour and organizations and the implications of these differences. For example, it considers the impact on organizational structure, on communications, management processes, leadership, and human resources (recruitment, selection, advancement). Students will also learn about negotiation and conflict resolution across cultures and how to approach ethics and corporate social responsibility. (3 credit hours) Prerequisite: Organizational Behaviour.

SEMESTER 7 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

SEMESTER 8 CORE COURSES

DSGN4001: Culture and Design Thinking

This course provides an in-depth and reflective understand of design from a business perspective examining the relationship between design, culture and commerce. It will explore ways in which products and services embed cultural identity and values. In addition to developing a better appreciation of the cultural context of business, students will learn how to apply design thinking techniques to problem solving in a business context (3 credit hours).

Corporate Strategy

This course provides students with an in-depth understanding of corporate strategy and an applied approach to devising strategies to address opportunities and threats in the environment. Students will work in terms of developing a strategic plan (3 credit hours) Prerequisite: Courses in Semester 1-7.

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

Special Business Management Capstone Course

A specialized version of the Capstone Course that provides students with an opportunity to apply their knowledge to a real-life management project (3 credit hours) Prerequisite: Courses in Semesters 1-7.

13. **Program Information: Bachelor of Commerce (Honours) in Digital Sales and Marketing Management**

This degree program comprises 18 core business courses, 13 specialized digital sales and marketing courses, and 7 non-core courses for a total of 120 credit hours. The 13 specialized digital sales and marketing courses include 10 highlighted courses—Digital Marketing 1, Marketing Strategy, Sales Techniques, Social Media Metrics, Branding and Design, Digital Marketing 2, Digital Marketing Trends, Marketing Analytics, Special Topics in Digital Marketing, and Planning a Digital Marketing Campaign—as well as Marketing and Sales and the specialized versions of the Project Course and the Capstone Course.

13.1. CURRICULUM AT A GLANCE

Semester	Course Title	Core Business	Digital Marketing	Non-Core Courses	Prerequisites Corequsites and Restrictions	Instructor, Highest Qualification
Semester 1					Prereq: None	NYA
	Introduction to Business	3				
	Intro to the International Business	3			Prereq: Intro to Business	NYA
	Introduction to Accounting	3			Prereq: None	NYA
	Business Research & Communications	3			Prereq: None	NYA
	Contemporary World History			3	Prereq: None	NYA
Semester 2	Introduction to Financial Analysis	3			Prereq: Intro to Accounting	NYA
	Applied Economics	3			Prereq: None	NYA
	Organizational Behaviour	3			Prereq: Intro to Business	NYA
	Technology Literacy and Applications	3			Prereq: None	NYA

Semester	Course Title	Core Business	Digital Marketing	Non-Core Courses	Prerequisites Corequsites and Restrictions	Instructor, Highest Qualification
	Critical Thinking: A Philosophical Perspective			3	Prereq: None	NYA
Semester 3	Marketing and Sales	3			Prereq: Intro to Business	NYA

Semester	Course				Prereq	
	1. Digital Marketing 1		3		Prereq: All courses in first 2 semesters	NYA
	2. Marketing Strategy		3		Prereq: All courses in first 2 semesters	NYA
	3. Sales Techniques		3		Prereq: Intro to Business	NYA
	Arts and Contemporary Studies			3	Prereq: None	NYA
Semester 4	Interpersonal Skills and Assessments	3			Prereq: Organizational Behaviour	NYA
	Project Management	3			Prereq: Introduction to Business	NYA
	4. Social Media Metrics		3	3	Prereqs: All courses in first 3 semesters	NYA
	5. Special Digital Marketing Project Course		6	6	Prereqs: All core courses in first 3 semesters	NYA
Semester 5	Law and Ethics in a Business Context	3			Prereq: None	NYA
	Negotiation Skills	3			Prereq: Interpersonal Skills & Comm	NYA
	6. Branding and Design		3		Prereq: Completion of first 4 semesters	NYA
	Data Analytics for Business	3			Prereq: Introduction to Business	NYA

Semester	Course Title	Core Business	Digital Marketing	Non-Core Courses	Prerequisites Corequisites and Restrictions	Instructor, Highest Qualification
					Research and Communications	
	Breadth Elective			3	Prereq: None	NYA
Semester 6	7. Digital Marketing 2		3		Prereq: Semester 5 courses	NYA
	8 Digital Marketing Trends		3		Prereq: Semester 5 courses	NYA
	9 Marketing Analytics		3		Prereq: Semester 5 Courses	NYA
	Advanced Data Analysis	3			Prereq: Data Analytics	NYA
	Breadth Elective			3	Prereq: None	NYA
Semester 7	Global Strategy	3			Prereq: Courses in Semesters 1-5	NYA
	10 Special Topics in Digital Marketing		3		Prereq: Research for Business, Courses in Semester 1-5	NYA
	Applied Research Skills	3			Prereq: Advanced Data Analytics	NYA
	Leading in a Diverse Context	3			Prereq: Org Behavio	NYA

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	Breadth Elective			3	Prereq: None	NYA

Semester	Course Title	Core Business	Digital Marketing	Non-Core Courses	Prerequisites Corequisites and Restrictions	Instructor, Highest Qualification
Semester 8	Culture and Design Thinking			3	Prereq: Arts and Contemporary Studies	NYA
	11. Planning a Digital Marketing Campaign		3		Prereq: Courses in Semesters 1-7	NYA
	Breadth Elective			3	Prereq: None	NYA
	12.Special Digital Sales and Marketing Capstone		6		Prereqs: All courses in the first 7 semesters	NYA
Total number of credits		**54**	**42**	**24**		

13.2. COURSE DESCRIPTIONS

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SEMESTERS 1 CORE BUSINESS COURSES

MGMT1001: Introduction to Business

This course provides an integrated introduction to the economic, social, and political context of business and an introduction to some of the key concepts and frameworks that inform the study of management. It examines the role of management and entrepreneurship, as well as providing an overview of organizational behaviour/human resources, marketing, finance and accounting, production, sales and distribution and the key functions in the business value chain. Particular emphasis is placed on understanding the interactions between key stakeholders in the global economy and the importance of corporate social responsibility. (3 credit hours)

MGMT1002: Introduction to International Business

Building on the introduction to business, this course explores the implications for managing in an international setting through detailed exploration of cases studies. It explores strategy, structure, operations, and critical issues in the effective management of international business as well as the challenges and opportunities for SMEs going global. (3 credit hours)

ACCT1001: Introduction to Accounting

Introduction to Accounting introduces students to the concepts of retained earnings, depreciation, receivables, inventory, amortization, deferred taxes, and goodwill. Topics of study include the role of GAAP, balance sheet, income statements and cash flow statements. Students will learn about the accounting cycle, financial statements, taxes, and budgeting. Students will develop their ability to understand financial reports and use accounting information to plan and make appropriate business decisions. (3 credit hours)

COMM1001: Business Research and Communications

The course applies the theory of business research and skills to develop students' business communication skills. Specifically, it will review on exploring models of communications and genres common in the business environment. It will focus on defining audience, messages and appropriate channels of communications and also will develop some of the skills needed to enhance communications (for example, applied research skills, presentation of data etc.) Students will learn to apply business communications principles and techniques to specific genres such as proposals, business plans, reports, and presentations. Students will learn skills needed for informational briefings, persuasive messaging, and conflict management, in effective interpersonal and verbal communications. (3 credit hours)

SEMESTER 1 NON-CORE COURSES

TECH1001: Technology Literacy and Applications

 This course is designed to develop students' knowledge of digital technology and contemporary information systems and demonstrate how these systems are used throughout global businesses. Students will gain an understanding of how the use of information systems and information technology provides a competitive advantage to companies. This course provides an introduction to systems, development concepts, technology acquisition and application software that are used in modern organizations. (3 credit hours)

SEMESTERS 2 CORE BUSINESS COURSES

FINA1001: Introduction to Financial Analysis

This course introduces the principles and practical application of financial analysis from a global perspective. The course provides and applies approaches to analysis and decision making in the administration of corporate funds including issues relating to capital markets, discounted cash flow, portfolio theory, firm valuation, ratio analysis, discounted cash flow analysis, valuation of different financial assets, value of equity, interest rate analysis, the value of debt and bond valuation ratio analysis. Students will learn how to interpret financial statements and to manage corporate finances.. (3 credit hours) Prerequisite: Introduction to Accounting.

ECON1001: Applied Economics

 In an introduction to applied economics, this course develops the fundamental tools of economic analysis that are essential for understanding global markets. It demonstrates how economic tools, techniques and indicators can be used for solving organizational problems and the

economic relationship between growth and inflation. Topics include credit, interest rates, and governmental fiscal and monetary policy. The course examines economics from a global perspective by exploring international input, international product markets, foreign direct investment, multinationals, and mergers and acquisitions. Students will also learn about the market determination of exchange rates and interest rates. (3 credit hours)

MGMT1003: Organizational Behaviour

This course provides an introduction into the complex topic of organizational Behaviour. It focuses on the inherent tension between an organization's need for stability and the pressure it faces to change. The course examines the phases of the change process by focusing on the organizational cultures necessary for effective and sustained change. Students examine organizational behaviour through conceptual frameworks and case studies and will become familiar with different conceptual lenses for understanding organizational life. Topics of study include communications, motivation, group dynamics, leadership, power, organizational design and development. (3 credit hours) Prerequisite: Introduction to Business.

HIST1001: Contemporary World History

This course provides an overarching view of world history during the twentieth and early twenty-first centuries. By tracing the aftermath of the Industrial Revolution and imperialism and then the impact of two world wars, the Cold War, post-colonialism and globalization, the course gives students a sense of the forces behind the emergence of the global order we take for granted today. (3 credit hours)

SEMESTER 2 NON-CORE COURSES

PHIL1001: Critical Thinking: A Philosophical Perspective

Critical thinking is the use of reasoning powers to help determine what's true and false. This course introduces students to the branch of philosophy that studies critical thinking and its various applications. Students become acquainted with formal logic and the informal tools that can be employed to assess arguments from ordinary life. An important part of the course is identifying the kinds of logical errors we all make in order to avoid these errors in our own arguments, whether in writing or in speech. (3 credit hours)

SEMESTER 3 CORE COURSES

MKTG2001: Marketing and Sales

This course focuses on the functions of marketing and sales and their impact on the overall success of a company. It examines how marketing techniques communicate and deliver value to customers, shareholders and society. Ultimately this course examines the process by which businesses decide to compete in the markets they choose to serve by providing insight into the impact marketing and sales can have on customers, markets, firm value and company development. Topics of study include consumer Behaviour, marketing theories and strategies, product positioning, the competitive environment, and effectiveness of the marketing function. (3 credit hours) Prerequisite: Introduction to Business.

MKTG2002: Digital Marketing 1

This course provides a practical introduction to digital marketing. Online and mobile technologies, data analytics and AI are transforming marketing: This course will examine how these technologies change the approach to marketing. Students will have the opportunity to apply the concepts to devising online marketing and branding. (3 credit hours) Prerequisites: All courses in first 2 semesters.

MKTG2003: Marketing Strategy

Building on the introduction to marketing this course focuses on the requirements for managing marketing and communications specifically in terms of defining goals and objectives, designing programs to support these objectives, making choices to implementing the strategy and developing key performance indicators and measures of success. (3 credit hours) Prerequisites: All courses in first 2 semesters.

MKTG2004: Sales Techniques

This course focuses on the selling process and superior sales techniques by focusing on the advanced study of the sales process including relationship and account management, negotiation, team selling, sales leadership, and sales technology. It will use active learning methods to gain professional sales experience through practice and applied learning. This will be accomplished through a combination of business case class discussion, sales training from experts in the field, and role-play opportunities (3 credit hours) Prerequisites: Introduction to Business.

SEMESTER 3 NON-CORE COURSES

ARTS2001: Arts and Contemporary Studies

This course provides an overview of contemporary art and culture. Students will read and discuss philosophical and conceptual frameworks that consider the ethics and politics of human experience. Students will be introduced to the seminal works of Walter Benjamin, Michel Foucault and Roland Barthes. (3 credit hours)

SEMESTER 4 CORE COURSES

MGMT2005: Interpersonal Skills and Assessments

Leadership, interpersonal skills and assessments have been built into the fabric of this program. This unique interactive and collaborative teaching method, which is the focus of this course, highlights the goal of developing students' interpersonal and leadership skills. Key areas of study include interpersonal influence, collaboration and adaptive thinking. (3 credit hours) Prerequisite: Organizational Behavior.

MGMT2006: Project Management

This course examines the principles of project management and the tools and techniques for planning and controlling projects drawing on the established Project Management Body of Knowledge (BOK) expected for certified project managers. (3 credit hours) Prerequisite: Introduction to Business.

MKTG2005: Social Media Metrics

This course provides an introduction to the anatomy of start-up companies, entrepreneurship, intrapreneurship and innovation. Students will learn about contemporary practices of fostering entrepreneurial culture. The course will feature lectures from experts in the field as well as experienced entrepreneurs. (3 credit hours) Prerequisite: Introduction to Business.

MKTG2006: Special Digital Sales and Marketing Project Course

A specialized version of the Project Course that provides students with an opportunity to apply their knowledge to a real-life digital sales and marketing project (6 credit hours) Prerequisite: All core courses in first 3 semesters.

SEMESTER 5 CORE COURSES

MGMT3008: Law and Ethics in a Business Context

Risk management requires a solid understanding of the legal, ethical and financial threats and responsibilities of management. Ethical reasoning is a core skill employers demand in business graduates. This course provides an understanding of the legal context of Canadian business and some of the theoretical underpinnings of ethical decision making in organizations. It explores key issues such as corporate responsibility, legal obligations and governance as well as current topics such as environmental law, privacy, corruption and free trade agreements in a global context. Case studies provide opportunities to apply the principles to real life examples. (3 credit hours)

MGMT3009: Negotiation Skills

This course will develop students' negotiation skills in the context of bargaining and conflict resolution. Students will learn the underlying theories of the psychology of bargaining and negotiation, and their application. Through class discussion and negotiation simulations, students will learn about their own negotiation style and how to apply the principles learned in the course to more effective negotiation and bargaining. (3 credit hours) Prerequisites: Interpersonal Skills and Assessments.

MKTG3007: Branding and Design

This course focuses on concepts of branding and the processes of creating brand identity in a digital world - whether it's branding an organization, a product or a person. Topics will include brand positioning, brand (re) creation, storytelling, analytics and tools. The course will include

analysis of existing brands and provide an opportunity for students to apply the principles to building their personal brand. (3 credit hours) Prerequisites: Completion of first 4 semesters.

DATA3001: Data Analytics for Business

This course introduces students to qualitative and quantitative business methods. The course teaches students critical problem-solving methodology. Students learn how to use basic analytical tools, including statistics and data collection, to support business decision-making. Topics of study include quantitative analysis and statistical and quality tools. (3 credit hours) Prerequisites: Business Research and Communications.

SEMESTER 5 NON-CORE BREADTH ELECTIVE COURSE SLOTS IN SEMESTER 5,6,7 and 8

POLI1001: Politics and Government Relations

Public policy shapes and reflects citizens' values and behaviours. This course will provide a deep dive into the processes which shape the creation of laws, policies and regulations including the policy development process, stakeholders, and advocacy techniques illustrated with case studies of significant policy changes. Students will learn more about government decision-making processes and the implementation of policies and legislation. (3 credit hours)

Global Trends and World Politics

This course examines business from a global perspective by introducing students to the impact of world politics on global trends. The course is heavily oriented towards developing a critical understanding of world affairs and accordingly has a strong theoretical and conceptual focus that students apply to business. (3 credit hours)

PSYC1001: Psychology and Cognition

Building on theories of mind and critical thinking, this course will explore the different theories of brain and mind and how they shape human Behaviour and decision makings. Part philosophy, part biology and part psychology, This multi-disciplinary course will review seminal works on the brain, cognition, reason and choice and their implications. (3 credit hours)

COMM1002: Communications Theory and Practice

This course will explore the theories which inform modern communications practices and the ways in which they shape our views of, for example, the media. Communication is the process by which people interactively create, sustain, and manage meaning. Approaches to communications can be framed in a variety of ways – from functionalist perspectives which assume linear, measurable and targeted transmission of messages, to political economy perspectives on the industrial interests that shape the business of communications, to constructivist approaches which focus on the subjective and interactive creation of meaning, to humanist approaches which view reason and communications as emancipatory. Crossing disciplines of psychology, philosophy, sociology and economics, this course will build students' understanding of how meaning is created and shaped. (3 credit hours)

Special Topics

This course is customized to emerging trends and students' specific interests and career aspirations and may focus on a deep dive into an issue, an industry, a function, or process. A custom reading list will be developed in consultation with the faculty advisor along with a major paper or case. Small groups may participate, or the course may be run for individuals. (3 credit hours)

SEMESTER 6 CORE COURSES

MKTG3008: Digital Marketing 2
Building on the foundations of Digital Marketing 1, this course digs more deeply into data-driven transformation of marketing and sales. This course examines emerging technologies and tools as well as their application to challenge traditional approaches in terms of reach, impact and customization. (3 credits) Prerequisites: Semester 5 courses.

MKTG3009: Emerging Trends in Digital Marketing
This course is designed to develop students' knowledge of trends – changing demographic and consumer expectations and behaviour, digital technology and cultural shifts that are impacting the digital marketing industry. Drivers and barriers to the adoption of digital tools and platforms particularly with respect to ecommerce. (3 credits) Prerequisites: Semester 5 courses.

MKTG3010: Marketing Analytics

This course focuses on data analysis techniques using traditional and new web-based social analytics platforms to interpret and analyse data generated from marketing activities Starting with an analysis of benchmarks, goals and key performance indicators, the course will examine types of metrics and sources of data in order to develop business intelligence to inform decision marketing. (3 credits) Prerequisites: Semester 5 courses.

DATA3002: Advanced Data Analysis

This course builds on data analytics theory to teach students real world data analytic skills. Students gain practical skills in extracting and manipulating data using statistical tools and applying probabilistic thinking to business problems. Students will learn how to use data to explain the performance of a business, evaluate different courses of action, and employ a structured approach to problem solving. Topics of study include statistical study design, process control, inference, regression analysis, time series, model building, probabilities, and decision analysis. (3 credit hours) Prerequisites: Data Analytics for Business.

SEMESTER 6 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

SEMESTER 7 CORE COURSES

MGMT4011: Global Strategy

 Using the case study method, this course introduces students to the concepts, frameworks and tools of international strategy. This course teaches students how to assess functions and responsibility of senior management, issues inhibiting an organization's success and how to address these challenges. (3 credit hours)

MKTG4011: Special Topics in Digital Marketing

This course is an opportunity to delve into current and emerging issues in the constantly changing world of marketing and sales. Case studies of success and failure, new technologies, and issues such as diversity, sustainability and more are part of this course.

MGMT4012: Applied Research Skills

This course provides the research skills needed to answer key questions and support evidence informed decision making in a business environment. Students will develop tools to analyse markets, evaluate options and make decisions. Evidence is core to underpinning business strategy and this course provides the concepts and tools needed to acquire it. (3 credit hours) Prerequisites: Advanced Data Analytics.

MGMT4013: Leading in a Diverse Context

This course examines issues associated with managing increasingly diverse and global workforces. With a focus on increasing understanding of cultural differences, informed by theory, the course tackles challenges that such differences present to managing internationally. Specifically, it examines the changing global context and drivers of increased diversity, the impact of cultural differences on behaviour and organizations and the implications of these differences. For example, it considers the impact on organizational structure, on communications, management processes, leadership, and human resources (recruitment, selection, advancement). Students will also learn about negotiation and conflict resolution across cultures and how to approach ethics and corporate social responsibility. (3 credit hours) Prerequisites: Organizational Behaviour.

SEMESTER 7 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

SEMESTER 8 CORE COURSES

DSGN4001: Culture and Design Thinking

This course provides an in-depth and reflective understand of design from a business

perspective examining the relationship between design, culture and commerce. It will explore ways in which products and services embed cultural identity and values. In addition to developing a better appreciation of the cultural context of business, students will learn how to apply design thinking techniques to problem solving in a business context (3 credit hours).

MKTG4012: Planning a Digital Marketing Campaign

This is an opportunity for students to pull together the lessons from previous courses into a major project focused on developing a strategy for an integrated marketing plan. The course will walk through the steps involved. (3 credit hours) Prerequisites: Courses in Semesters 1-7.

MKTG4013: Special Digital Sales and Marketing Capstone

A specialized version of the Capstone Course that provides students with an opportunity to apply their knowledge to a real-life digital sales and marketing project (6 credit hours) Prerequisite: Courses in Semesters 1-7.

SEMESTER 8 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

14. <u>Program Information: Bachelor of Commerce (Honours) in Information Technology Management</u>

This degree program comprises 18 core business courses, 13 specialized information management courses, and 7 non-core courses. In course credit terms, this is 54, 45 and 21 credit hours, as shown in the subtotals at the bottom of the table. The 13 specialized business management courses include 10 highlighted courses— Information Technology Applications, Emerging Technologies, Entrepreneurship and Innovation, Introduction to Programming, Business Process Design, Systems Analysis and Design, Information Technology Management, Special Topics in IT, Technology Trends and Implications, and User Experience Design—as well as Technology Literacy and Applications and the specialized versions of the Project Course and the Capstone Course.

14.1. CURRICULUM AT A GLANCE

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15.			Core Business	Information Technology	Non Core Courses
Level 1	**Semester 1**	Introduction to Business	3		
		Intro to the International Business	3		
		Introduction to Accounting	3		
		Business Research & Communications	3		
		Technology Literacy and Applications			3
	Semester 2	Introduction to Financial Analysis	3		
		Applied Economics	3		
		Organizational Behaviour	3		
		Contemporary World History	3		
		Critical Thinking: A Philosophical Perspective			3
Level 2	**Semester 3**	Marketing and Sales	3		
		1.Information Technology Applications		3	
		2. Emerging Technologies		3	
		3. Entrepreneurship and Innovation	3		
		Arts and Contemporary Studies			3
	Semester 4	Interpersonal Skills and Assessments	3		

Level	Semester	Course	Core Business	Information Technology	Non Core Courses
		Project Management	3		3
		4. Introduction to Programming		3	
		5.Special IT Project Course		6	
Level 3	Semester 5	Law and Ethics in a Business Context	3		
		Negotiation Skills	3		
		6. Business Process Design		3	
		Data Analytics for Business	3		
		Breadth Elective			3
	Semester 6	7. Systems Analysis and Design		3	
		8 Information Technology Management		3	
		9. Special Topics in IT		3	
		Advanced Data Analysis	3		
		Breadth Elective			3
Level 4	Semester 7	Global Strategy	3		
		10.Technology Trends and Implications		3	
		Applied Research Skills	3		
		Leading in a Diverse Context	3		
		Breadth Elective			3
	Semester 8	Culture and Design Thinking			3
		11. User Experience Design		3	
		Breadth Elective			3
		12. Special IT Capstone Course		6	
Total number of credits			**54**	**42**	**24**

14.2. COURSE DESCRIPTIONS

SEMESTERS 1 CORE BUSINESS COURSES

MGMT1001: Introduction to Business

This course provides an integrated introduction to the economic, social, and political context of business and an introduction to some of the key concepts and frameworks that inform the study of management. It examines the role of management and entrepreneurship, as well as providing an

overview of organizational behaviour/human resources, marketing, finance and accounting, production, sales and distribution and the key functions in the business value chain. Particular emphasis is placed on understanding the interactions between key stakeholders in the global economy and the importance of corporate social responsibility. (3 credit hours)

MGMT1002: Introduction to International Business

Building on the introduction to business, this course explores the implications for managing in an international setting through detailed exploration of cases studies. It explores strategy, structure, operations, and critical issues in the effective management of international business as well as the challenges and opportunities for SMEs going global. (3 credit hours)

ACCT1001: Introduction to Accounting

Introduction to Accounting introduces students to the concepts of retained earnings, depreciation, receivables, inventory, amortization, deferred taxes, and goodwill. Topics of study include the role of GAAP, balance sheet, income statements and cash flow statements. Students will learn about the accounting cycle, financial statements, taxes, and budgeting. Students will develop their ability to understand financial reports and use accounting information to plan and make appropriate business decisions. (3 credit hours)

COMM1001: Business Research and Communications

The course applies the theory of business research and skills to develop students' business communication skills. Specifically, it will review on exploring models of communications and genres common in the business environment. It will focus on defining audience, messages and appropriate channels of communications and also will develop some of the skills needed to enhance communications (for example, applied research skills, presentation of data etc.) Students will learn to apply business communications principles and techniques to specific genres such as proposals, business plans, reports, and presentations. Students will learn skills needed for informational briefings, persuasive messaging, and conflict management, in effective interpersonal and verbal communications. (3 credit hours)

SEMESTER 1 NON-CORE COURSES

TECH1001: Technology Literacy and Applications

This course is designed to develop students' knowledge of digital technology and contemporary information systems and demonstrate how these systems are used throughout global businesses. Students will gain an understanding of how the use of information systems and information technology provides a competitive advantage to companies. This course provides an introduction to systems, development concepts, technology acquisition and application software that are used in modern organizations. (3 credit hours)

SEMESTERS 2 CORE BUSINESS COURSES

FINA1001: Introduction to Financial Analysis

This course introduces the principles and practical application of financial analysis from a global perspective. The course provides and applies approaches to analysis and decision making in the administration of corporate funds including issues relating to capital markets, discounted cash flow, portfolio theory, firm valuation, ratio analysis, discounted cash flow analysis, valuation of different financial assets, value of equity, interest rate analysis, the value of debt and bond valuation ratio analysis. Students will learn how to interpret financial statements and to manage corporate finances.. (3 credit hours) Prerequisite: Introduction to Accounting.

ECON1001: Applied Economics

In an introduction to applied economics, this course develops the fundamental tools of economic analysis that are essential for understanding global markets. It demonstrates how economic tools, techniques and indicators can be used for solving organizational problems and the economic relationship between growth and inflation. Topics include credit, interest rates, and governmental fiscal and monetary policy. The course examines economics from a global perspective by exploring international input, international product markets, foreign direct investment, multinationals, and mergers and acquisitions. Students will also learn about the market determination of exchange rates and interest rates. (3 credit hours)

MGMT1003: Organizational Behaviour

This course provides an introduction into the complex topic of organizational Behaviour. It focuses on the inherent tension between an organization's need for stability and the pressure it faces to change. The course examines the phases of the change process by focusing on the organizational cultures necessary for effective and sustained change. Students examine organizational behaviour through conceptual frameworks and case studies and will become familiar with different conceptual lenses for understanding organizational life. Topics of study include communications, motivation, group dynamics, leadership, power, organizational design and development. (3 credit hours) Prerequisite: Introduction to Business.

HIST1001: Contemporary World History

This course provides an overarching view of world history during the twentieth and early twenty-first centuries. By tracing the aftermath of the Industrial Revolution and imperialism and then the impact of two world wars, the Cold War, post-colonialism and globalization, the course gives students a sense of the forces behind the emergence of the global order we take for granted today. (3 credit hours)

SEMESTER 2 NON-CORE COURSES

PHIL1001: Critical Thinking: A Philosophical Perspective

Critical thinking is the use of reasoning powers to help determine what's true and false. This course introduces students to the branch of philosophy that studies critical thinking and its various applications. Students become acquainted with formal logic and the informal tools that can be employed to assess arguments from ordinary life. An important part of the course is identifying the kinds of logical errors we all make in order to avoid these errors in our own arguments, whether in writing or in speech. (3 credit hours)

SEMESTER 3 CORE COURSES

MKTG2001: Marketing and Sales

This course focuses on the functions of marketing and sales and their impact on the overall success of a company. It examines how marketing techniques communicate and deliver value to customers, shareholders and society. Ultimately this course examines the process by which businesses decide to compete in the markets they choose to serve by providing insight into the impact marketing and sales can have on customers, markets, firm value and company development. Topics of study include consumer Behaviour, marketing theories and strategies, product positioning, the competitive environment, and effectiveness of the marketing function. (3 credit hours) Prerequisite: Introduction to Business.

TECH2002: Information Technology Applications

Artificial intelligence and related technologies have the potential to transform business to disrupt labour markets and like any tools, have significant potential impacts. But history has shown that the trajectory of technologies is often uneven, raising the question, how do you plan when you cannot predict. Building on students' understanding of technology foundations – both concepts and tools – this course will focus on disruptive technologies, the latest trends, and potential impacts in order to inform decision-making. Because of the rate of change, the course readings will include seminal works on technology adoption and trends but focus on current industry reports and guest speakers. The course will also provide an introduction to the process of strategic foresight planning in contexts where conventional prediction is impossible. (3 credit hours) Prerequisite: All courses in first two semesters.

TECH2005: Emerging Technologies

This course provides a business view of emerging technologies – AI, Robotics, Internet of things, Quantum computing, Blockchain, AR/VR and more that are driving automation and digital transformation. The course explores the nature of technologies, their impacts and implications for policy and organizational practices. The course will also explore foresight and planning process in rapidly changing environments. (3 credit hours). Prerequisite: All courses in first two semesters.

ENTR2001: Entrepreneurship and Innovation

This course provides an introduction to the anatomy of start-up companies, entrepreneurship, intrapreneurship and innovation. Students will learn about contemporary practices of fostering entrepreneurial culture. The course will feature lectures from experts in the field as well as experienced entrepreneurs. (3 credit hours) Prerequisite: Introduction to Business.

SEMESTER 3 NON-CORE COURSES

ARTS2001: Arts and Contemporary Studies

This course provides an overview of contemporary art and culture. Students will read and discuss philosophical and conceptual frameworks that consider the ethics and politics of human experience. Students will be introduced to the seminal works of Walter Benjamin, Michel Foucault and Roland Barthes. (3 credit hours)

SEMESTER 4 CORE COURSES

MGMT2005: Interpersonal Skills and Assessments

Leadership, interpersonal skills and assessments have been built into the fabric of this program. This unique interactive and collaborative teaching method, which is the focus of this course, highlights the goal of developing students' interpersonal and leadership skills. Key areas of study include interpersonal influence, collaboration and adaptive thinking. (3 credit hours) Prerequisite: Organizational Behavior.

MGMT2006: Project Management

This course examines the principles of project management and the tools and techniques for planning and controlling projects drawing on the established Project Management Body of Knowledge (BOK) expected for certified project managers. (3 credit hours) Prerequisite: Introduction to Business.

SEMESTER 4 NON-CORE COURSES

TECH2006: Introduction to Programming

This course covers the fundamental principles of object-oriented, event-driven program design and implementation in a business environment. Emphasis will be placed on logic development, program design, modularity, structured programming standards, maintainability, testing and debugging. Specifically, the course will include the following programming features: memory variables; object methods and properties; the logic constructs - sequence, branch, case and loops; simple arrays; basic file structures; validation and error handling. The course will be taught in a lecture and lab. (3 credit hours) Prerequisite: Information Technology Applications

TECH2007: Special IT Project Course

A specialized version of the Project Course that provides students with an opportunity to apply their knowledge to a real-life information technology project. (6 credit hours) Prerequisite: All core courses in first 3 semesters.

SEMESTER 5 CORE COURSES

MGMT3008: Law and Ethics in a Business Context

Risk management requires a solid understanding of the legal, ethical and financial threats and responsibilities of management. Ethical reasoning is a core skill employers demand in business

graduates. This course provides an understanding of the legal context of Canadian business and some of the theoretical underpinnings of ethical decision making in organizations. It explores key issues such as corporate responsibility, legal obligations and governance as well as current topics such as environmental law, privacy, corruption and free trade agreements in a global context. Case studies provide opportunities to apply the principles to real life examples. (3 credit hours)

MGMT3009: Negotiation Skills

This course will develop students' negotiation skills in the context of bargaining and conflict resolution. Students will learn the underlying theories of the psychology of bargaining and negotiation, and their application. Through class discussion and negotiation simulations, students will learn about their own negotiation style and how to apply the principles learned in the course to more effective negotiation and bargaining. (3 credit hours) Prerequisites: Interpersonal Skills and Assessments.

DSGN3003: Business Process Design

This course provides a review of business process analysis with a strong orientation to the theory and practice in process design. Emphasis is placed on how to evaluate business process problems, analyze and design business processes to ensure organizational efficiency and effectiveness when new technologies are implemented to support business strategy. Building on established theories of as well as industry best practices, this course is focused on it provides a series of experiential exercises useful for product and service design as well as the design and implementation of new technologies. This course introduces students to a range of analytical tools used to model, analyze, understand, and ultimately design business processes. (3 credit hours) Prerequisites: All courses in first four semesters.

DATA3001: Data Analytics for Business

This course introduces students to qualitative and quantitative business methods. The course teaches students critical problem-solving methodology. Students learn how to use basic analytical tools, including statistics and data collection, to support business decision-making. Topics of study include quantitative analysis and statistical and quality tools. (3 credit hours) Prerequisites: Business Research and Communications.

SEMESTER 5 NON-CORE BREADTH ELECTIVE COURSE SLOTS IN SEMESTER 5,6,7 and 8

POLI1001: Politics and Government Relations

Public policy shapes and reflects citizens' values and behaviours. This course will provide a deep dive into the processes which shape the creation of laws, policies and regulations including the policy development process, stakeholders, and advocacy techniques illustrated with case studies of significant policy changes. Students will learn more about government decision-making processes and the implementation of policies and legislation. (3 credit hours)

Global Trends and World Politics

This course examines business from a global perspective by introducing students to the impact of world politics on global trends. The course is heavily oriented towards developing a critical understanding of world affairs and accordingly has a strong theoretical and conceptual focus that

students apply to business. (3 credit hours)

PSYC1001: Psychology and Cognition

Building on theories of mind and critical thinking, this course will explore the different theories of brain and mind and how they shape human Behaviour and decision makings. Part philosophy, part biology and part psychology, This multi-disciplinary course will review seminal works on the brain, cognition, reason and choice and their implications. (3 credit hours)

COMM1002: Communications Theory and Practice

This course will explore the theories which inform modern communications practices and the ways in which they shape our views of, for example, the media. Communication is the process by which people interactively create, sustain, and manage meaning. Approaches to communications can be framed in a variety of ways – from functionalist perspectives which assume linear, measurable and targeted transmission of messages, to political economy perspectives on the industrial interests that shape the business of communications, to constructivist approaches which focus on the subjective and interactive creation of meaning, to humanist approaches which view reason and communications as emancipatory. Crossing disciplines of psychology, philosophy, sociology and economics, this course will build students' understanding of how meaning is created and shaped. (3 credit hours)

Special Topics

This course is customized to emerging trends and students' specific interests and career aspirations and may focus on a deep dive into an issue, an industry, a function, or process. A custom reading list will be developed in consultation with the faculty advisor along with a major paper or case. Small groups may participate, or the course may be run for individuals. (3 credit hours)

SEMESTER 6 CORE COURSES

TECH3007: Systems Analysis and Design

The course covers the key concepts, techniques, and methodologies relevant to the process of developing information systems (IS) including the development of user requirements, functional requirements and options. Using case driven techniques, this content focuses on both traditional (structured) and object-oriented (OO) approaches to systems analysis and design. Content highlights use cases, use diagrams, and use case descriptions required for a modeling approach while demonstrating their application to traditional, web development, object-oriented, and service-oriented architecture approaches. (3 credit hours). Prerequisite: All IT courses in first six semesters.

TECH3008: Information Technology Management

This course is designed to develop students' knowledge of digital technology and contemporary information systems and demonstrate how these systems are used throughout global businesses. Students will gain an understanding of how the use of information systems and information technology

provide a competitive advantage to companies. This course provides an introduction to systems, development concepts, technology acquisition and application software that are used in modern organizations. (3 credit hours) Prerequisite: Technological Literacy and Applications in Business.

TECH3009: Special Topics in IT

This course uses the latest research and best practice models for an in-depth study of current issues, themes and trends in information technology trends including emerging technology, new applications and management challenges. The particular theme, topic and structure of the course vary in response to changes and trends in the field, the availability of specialists and student interest. (3 credit hours) Prerequisite: All IT courses in first six semesters.

DATA3002: Advanced Data Analysis

This course builds on data analytics theory to teach students real world data analytic skills. Students gain practical skills in extracting and manipulating data using statistical tools and applying probabilistic thinking to business problems. Students will learn how to use data to explain the performance of a business, evaluate different courses of action, and employ a structured approach to problem solving. Topics of study include statistical study design, process control, inference, regression analysis, time series, model building, probabilities, and decision analysis. (3 credit hours) Prerequisites: Data Analytics for Business.

SEMESTER 6 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

SEMESTER 7 CORE COURSES

MGMT4011: Global Strategy

Using the case study method, this course introduces students to the concepts, frameworks and tools of international strategy. This course teaches students how to assess functions and responsibility of senior management, issues inhibiting an organization's success and how to address these challenges. (3 credit hours). Prerequisite: Courses in semesters 1-5.

TECH4004: Technology Trends and Applications

Building on the introductory course, this course explores the use of technology through the value chain including the role of technology in supporting inbound logistics and procurement, its role in operations, in marketing and sales, in distribution and customer support. Particular emphasis will be provided on case studies of technology in business. It also provides hands on experience with typical applications used in business including project management, customer relationship management and advanced financial applications. (3 credit hours). Prerequisite: Special Topics in IT.

MGMT4012: Applied Research Skills

This course provides the research skills needed to answer key questions and support evidence informed decision making in a business environment. Students will develop tools to analyse markets, evaluate options and make decisions. Evidence is core to underpinning business strategy and this course provides the concepts and tools needed to acquire it. (3 credit hours) Prerequisites: Advanced Data Analytics.

MGMT4013: Leading in a Diverse Context

This course examines issues associated with managing increasingly diverse and global workforces. With a focus on increasing understanding of cultural differences, informed by theory, the course tackles challenges that such differences present to managing internationally. Specifically, it examines the changing global context and drivers of increased diversity, the impact of cultural differences on behaviour and organizations and the implications of these differences. For example, it considers the impact on organizational structure, on communications, management processes, leadership, and human resources (recruitment, selection, advancement). Students will also learn about negotiation and conflict resolution across cultures and how to approach ethics and corporate social responsibility. (3 credit hours) Prerequisites: Organizational Behaviour.

SEMESTER 7 NON-CORE COURSES

Breadth Elective

Pick one of five electives mentioned above (3 credit hours).

SEMESTER 8 CORE COURSES

DSGN4001: Culture and Design Thinking

This course provides an in-depth and reflective understand of design from a business perspective examining the relationship between design, culture and commerce. It will explore ways in which products and services embed cultural identity and values. In addition to developing a better appreciation of the cultural context of business, students will learn how to apply design thinking techniques to problem solving in a business context (3 credit hours).

DSGN4002: User Experience and Design

The course aims to provide students with a strong understanding of the theory and practice of user experience design. Building on the established theories of human computer interaction as well as industry best practices, this course is focused on workshopping the principals of UX design through a series of structured activities. Students will be equipped to plan and executive UX projects and will be familiar with some of the processes and tools used. (3 credit hours). Prerequisite: Courses in Semesters 1-7.

TECH4010: Special IT Capstone Course

A specialized version of the Capstone Course that provides students with an opportunity to apply their knowledge to a real-life information technology project. (6 credit hours). Prerequisite: Courses in Semesters 1-7.

SEMESTER 8 NON-CORE COURSES

Breadth Elective
Pick one of five electives mentioned above (3 credit hours).

15. Program Information: Master of Business Administration (Technology, Innovation and Management)

Overview

This program builds a strong base in management principles, a choice of courses to provide depth in areas of study, and an opportunity to apply the knowledge to either develop a technology project with industry partners, a business plan or a more traditional major research paper.

Program Learning Outcomes are as follows:

- **Learning Outcome 1**: Knowledge of the context of business and foundational theories and models and the skills to apply tools for managing.

- **Learning Outcome 2:** Knowledge of trends shaping the environment, economic trends, demographic shifts, political and regulatory changes, the role of technology, innovation and entrepreneurial processes in driving change and creating value.

- **Learning Outcome 3**: Conceptualization of research problems and application of appropriate quantitative and qualitative tools to inform the analysis and effective communication of results to different audiences.

- **Learning Outcome 4:** Application of theory and best practices using oral and written communication to share appropriate messages, using appropriate media, to persuade a variety of audiences.

- **Learning Outcome 5**: Formulation, analysis and offering of solutions to address a complex problem drawing on a variety of data sources and insights using appropriate models and tools.

- **Learning Outcome 6:** Understanding of legal, ethical and moral obligations and accountability frameworks in business as well as emerging trends in terms of corporate social responsibility (CSR) and environmental, social governance issues

(ESGs).

- **Learning Outcome 7:** Understanding of the complex and uncertain environment of business and the tools for imagining multiple scenarios, creating strategies, and assessing and mitigating risks.

Learning Outcomes

CURRICULUM	COURSE	1.KNOWLEDGE OF MANAGEMENT	2. KNOWLEDGE OF TECHNOLOGY, INNOVATION AND ENTREPRENEURSHIP	3. METHODS OF RESEARCH AND ANALYSIS	4. COMMUNICATION SKILLS	5. PROFESSIONAL CAPACITY	6.INTEGRATION AND APPLICATION OF	7. LIMITS OF KNOWLEDGE
	TERM 1							
FOUNDATIONS	Financial Management	✓		✓	✓			
	Analytics	✓		✓				
	Organizational Behaviour: Leading in a Diverse Environment	✓		✓	✓	✓		
	Marketing	✓		✓	✓			
	TERM 2							
	Communications, Interpersonal Skills and Negotiation	✓			✓	✓		
	Strategy	✓		✓	✓		✓	
	Information Technology and Digital Transformation	✓	✓					
	Macroeconomics	✓		✓				
SPECIALIZATION (pick 3)	TERM 3							
	Research Methods	✓	✓	✓	✓		✓	✓
	Business Planning	✓		✓	✓		✓	✓
	Entrepreneurship	✓	✓	✓	✓		✓	✓
	Regulatory Environments, Ethics and CSR	✓				✓		
APPLICATION (pick 1)	TERM 4							
	Consulting Project	✓	✓	✓	✓	✓	✓	✓
	Business Plan Development	✓	✓	✓	✓	✓	✓	✓

| | | Major Research Paper | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

15.1. Curriculum at a Glance

CURRICULUM	TERM	COURSE	TOOLS	CREDIT
CORE	ONE	Financial Management	Excel	3
		Analytics	Excel Google Analytics	3
		Organizational Behaviour: Leading in a Diverse Environment		3
		Marketing		3
	TWO	Communications, Interpersonal Skills and Negotiation		3
		Strategy		3
		Information Technology and Digital Transformation		3
		Macroeconomics		3
SPECIALIZATION (Pick 3)	THREE	Research Methods		3
		Business Planning		3
		Entrepreneurship		3
		Regulatory Environments, Ethics and CSR		3
CAPSTONE – APPLICATION (Pick 1)	FOUR	Major Project - Consulting Project		9
		Major Project - Business Plan Development		9
		Major Project - Major Research Paper		9
		Total Credits		42

15.2. Course Descriptions

TERM 1 CORE COURSES

MBAC101: Financial Management

This course lays a foundation for financial management in a contemporary corporate environment. Students will learn core concepts and practical knowledge on how to interpret and analyze key financial statements as well as to prepare financial budgets and projections in support of management decision making. They will also gain an understanding of how to apply financial thinking to the broader context on financial planning, management, risk analysis and accountability in an evolving capital market. The current concept and practice of ESG investing are introduced. (3 Credits)

MBAC02: Business Analytics

This course reviews the types of data used to inform business analysis and decision- making as well as tools for statistical analysis and visualization. Students learn how to apply statistical tools to solve business problems in market research, in scenario analysis, and in strategic choice. Students will develop their skills using applications to analyze and present data and learn how to communicate data analysis to diverse audiences. (3 Credits)

MBAC103: Organizational Behaviour: Leading in a Diverse Environment:

This course builds on key concepts of organizational behaviour to focus on the role of leaders within a diverse environment of Canada that embraces diversity, human rights, multiculturalism and indigenous culture. It addresses organizational structures and processes, as well as organizational behavior and approaches to leadership with an emphasis on understanding the importance of diversity and inclusion to organizational success. The course is experiential and uses adaptive learning tools. Students will also have the opportunity to assess their competencies and acquire micro credentials related to equity diversity and inclusion. (3 Credits)

MBAC104: Marketing & Social Media:

This course reviews marketing research and marketing planning and tactics including developing a brand and creating customer relationships and value and developing new products and services to managing supply chains. Students will learn how to analyze relevant data to devise marketing strategies. Students will also gain hands on experience with a range of online social media and analytics technologies commonly used in business. (3 Credits)

TERM 2 CORE COURSES

MBAC201: Communications, Interpersonal Skills and Negotiation:

With growing challenges and accelerating rates of change and disruption, communication, interpersonal and negotiation skills are more important than ever before. This course focuses on enabling students to assess their strengths and weaknesses andto develop a plan for personal growth. Students build on their understanding of organizational behaviour and leadership to dig more deeply into theories of communications, influence and negotiation. Using interactive exercises and simulations this course then applies the theory to developing skills needed to address real world challenges. (3 Credits)

MBAC202: Strategy (For Tech Management):

This course integrates aspects of business management to inform the development of strategy in response to trends of technological innovation in the external environment. It draws on the analysis of environmental trends, organizational strengths and weaknesses to formulate strategy with a particular focus on emerging technologies trends and its role to support a firm's R&D strategy. It also applies concepts, frameworks, methods and tools used to develop and implement strategy across different types of organizations at their various stages of development in various sectors. (3 Credits)

MBAC203: Information Technology and Digital Transformation

This course explores information technology and its role in businesses with a focus on current trends driving (and impeding) digital transformation. Building on the basic knowledge of business processes, this will provide insight into how technology can support, transform and disrupt business functions, organizations and entire industries. Students will also gain hands on experience with a range of technologies commonly used in business. (3 Credits)

MBAC204: Macroeconomics (Geo Political Economy):

This course provides students with an understanding of how global economic trends shape business strategy, behavior and outcomes. It provides an overview of the market system and how it functions, concepts on the monetary system and its implications as well as economic trends with respect to productivity, currency, labour markets and the role of government policy and its key institutions. Illustrated with case studies this course will equip students with understanding of global economic trends and issues associated with geo-political economy to assess potential impacts on businesses. (3 Credits)

TERM 3 SPECIALIZATION (Required Courses)

MBAC301: Entrepreneurship & Innovation

This course applies the business knowledge gathered in the previous courses to the context of entrepreneurship. It provides an introduction to the concept of entrepreneurship and the process of starting a new business as well as seminal examples of entrepreneurial success. This course features lectures from experts in the field as well as experienced entrepreneurs. (3 Credits)

MBAC302: Regulatory Environments, Ethics and CSR

Organizations do not exist in a vacuum. Increasingly regulations, stakeholder expectations, social, and technological trends are shaping the expectations of business. This course reviews some of the important considerations in terms of business regulations as well as emerging demands around corporate social responsibility (CSR) and Environmental, Social and Governance (ESG) measures facing business leaders. It also delves into the conceptual and practical issues regarding law versus ethics and the ways in which organizations are dealing with environmental, social and economic sustainability concerns. Diversity, inclusion, and indigenous issues in relation to business management will be covered in this course as well. (3 Credits)

TERM 3 SPECIALIZATION (Elective Courses)

(SELECT 2)

MBAE306: Research Methods:

This applied course introduces theories and skills of management research and communication. Key research topics include formulating questions, conducting industry analyses and critical literature reviews, quantitative and qualitative methods and report writing. (3 Credits)

MBAE303: Business Planning:

This course provides an in-depth review of the processes of identifying business opportunities and working in teams to select opportunities, develop a business plan and pitch. The course provides a foundation for managing specific projects for business transformation but also the basics of developing a startup business plan. (3 Credits)

MBAE307: Financing and Valuation of new ventures:

Building on Financial Management principles, this course explores the dimension of financing for entrepreneurs. It explores the investment landscape, including ways in which investors and lenders evaluate new ventures. It enables students to understand the sources of capital appropriate at each stage of the process - from friends and family, angel investors, venture capitalists and financial institutions. The advantages and disadvantages of various financing sources are explored as well as the key information and criteria that shape decisions. Particular focus is on the methods and processes of valuation as well as the knowledge, skills tools and techniques that entrepreneurs need to master in order to obtain financing. (3 Credits)

MBAE304: Business process and System Design:

This course applies a systems perspective to understand user needs and business processes in order to develop technology solutions to support them. Students will learn about the concepts, tools and techniques used to plan and implement information systems in organizations as well as the issues faced by contemporary information systems managers. Drawing heavily on case study analysis, this supports the development of the critical thinking and analytical skills needed to identify opportunities, assess, plan and implement technology solutions to organizational objectives. Students will also gain experience with some of the critical tools used to develop systems including process analysis tools. (3 Credits)

MBAE305: Technology Trends & Applications:

This course is designed to build on previous information technology management and strategy courses to understand more deeply technology trends and the tools being used to transform business. Building on current issues as well as experts in the field will deepen students' knowledge of emerging technologies and their knowledge of the ways in which these technologies are shaping businesses. (3 Credits)

TERM 4: INTEGRATION COURSES

(select 1)

MBAE401: Consulting Project

Students will have the opportunity in the final semester to integrate and apply their knowledge and skills to an applied project in an organization. This course provides an opportunity to work with an organization in the public, private or nonprofit sector to definea project which requires students to apply relevant research skills, to collect and analyzedata and to apply appropriate conceptual tools in order to produce a professionally written paper or report. (6 Credits)

MBAE402: Business Plan Development:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to develop a start-up or corporate business plan. It provides the opportunity to apply relevant research skills to collect and analyze business and financial data as well as appropriate conceptual tools in order to develop a comprehensive business plan. In all cases, students wil produce a written professional report. (6 Credits)

MBAE403: Major Research Paper:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to design a research project pertinent to a contemporary business issue and complete a Major Research Paper based on a proven research method. Students are required to collect and analyze data as well as to complete a professionally written research report. (6 Credits)

16. Program Information: Master of Business Administration in Global Business Management

Overview

This program assesses strategies and tools that can be used in an international business environment.

The courses in this program will focus on international strategies at an organizational level for distinct types of companies to be successful in an evolving global market. Students will learn about global finance, global supply chain management and global business service management. During the program, students will also improve their communication skills to negotiate with international stakeholders from diverse geographical and cultural backgrounds.

Program Learning Outcomes are as follows:

- **Learning Outcome 1**: Theoretical knowledge of business context as well as models and skills to apply tools for managing.

- **Learning Outcome 2:** Knowledge of trends shaping the environment and economy, demographic shifts, political and regulatory changes, as well as professional knowledge of a specialized area or general management in driving change and creating value.

- **Learning Outcome 3**: Conceptualization of research problems and of quantitative and qualitative research approaches to inform the analysis and effective communication of results to different audiences.

- **Learning Outcome 4:** Application of theory and best practices using oral and written communication to promote designed messages to a variety of targeted audiences.

- **Learning Outcome 5**: Formulation, analysis and offering of solutions to address complex problems drawing on a variety of data sources and insights based on appropriate models and tools.

- **Learning Outcome 6:** Understanding of legal, ethical, and moral obligations and accountability frameworks in business as well as emerging trends in terms of corporate social responsibility (CSR) and environmental, social governance issues (ESGs) pertinent to the four Specializations.

- **Learning Outcome 7:** Understanding of the complex and uncertain business environment and the tools for imagining multiple scenarios, creating strategies, and assessing and mitigating risks.

16.1 Curriculum at a Glance

Global Business Management

M-Management, S-Specializations, RM-Research Methodology, C-Communication, P-Professionalism, A-Application, L-Limitations

		M	S	RM	C	P	A	L
CURRICULUM	COURSE							
	TERM 1							
FOUNDATIONS (# foundation for the specialization)	Financial Management	✓		✓	✓			
	Business Analytics	✓		✓				
	Organizational Behaviour: Leading in a Diverse Environment	✓		✓	✓	✓		
	Marketing and Social Media	✓		✓	✓			
	TERM 2							
	Communications, Interpersonal Skills and Negotiation	✓			✓	✓		
	Strategy (Technology Management)	✓		✓	✓		✓	
	Information Technology and Digital Transformation	✓						
	Global Trade and Finance#	✓	✓	✓				✓
SPECIALIZATION (*program required; **specialization required)	TERM 3							
	Regulatory Environments, Ethics and Sustainability*	✓				✓		
	Global Supply Chain Management**	✓	✓	✓	✓		✓	✓
	Managing Multinational Firms**	✓	✓	✓	✓		✓	✓
(pick 1)	TERM 3							
	Research Methods	✓	✓	✓	✓		✓	✓
	Business Planning	✓		✓	✓		✓	✓
	Global Business Service Management	✓	✓	✓	✓		✓	✓
APPLICATION – CAPSTONE (pick1)	TERM 4							
	Consulting Project	✓	✓	✓	✓	✓	✓	✓
	Business Plan Development	✓	✓	✓	✓	✓	✓	✓

| | Major Research Paper | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

16.2. Course Descriptions

TERM 1 CORE COURSES

MBAC101: Financial Management

This course lays a foundation for financial management in a contemporary corporate environment. Students will learn core concepts and practical knowledge on how to interpret and analyze key financial statements as well as to prepare financial budgets and projections in support of management decision making. They will also gain an understanding of how to apply financial thinking to the broader context on financial planning, management, risk analysis and accountability in an evolving capital market. The current concept and practice of ESG investing are introduced. (3 Credits)

MBAC02: Business Analytics

This course reviews the types of data used to inform business analysis and decision- making as well as tools for statistical analysis and visualization. Students learn how to apply statistical tools to solve business problems in market research, in scenario analysis, and in strategic choice. Students will develop their skills using applications to analyze and present data and learn how to communicate data analysis to diverse audiences. (3 Credits)

MBAC103: Organizational Behaviour: Leading in a Diverse Environment:

This course builds on key concepts of organizational behaviour to focus on the role of leaders within a diverse environment of Canada that embraces diversity, human rights, multiculturalism and indigenous culture. It addresses organizational structures and processes, as well as organizational behavior and approaches to leadership with an emphasis on understanding the importance of diversity and inclusion to organizational success. The course is experiential and uses adaptive learning tools. Students will also have the opportunity to assess their competencies and acquire micro credentials related to equity diversity and inclusion. (3 Credits)

MBAC104: Marketing & Social Media:

This course reviews marketing research and marketing planning and tactics including developing a brand and creating customer relationships and value and developing new products and services to managing supply chains. Students will learn how to analyze relevant data to devise marketing strategies. Students will also gain hands on experience with a range of online social media and analytics technologies commonly used in business. (3 Credits)

TERM 2 CORE COURSES

MBAC201: Communications, Interpersonal Skills and Negotiation:

With growing challenges and accelerating rates of change and disruption, communication, interpersonal and negotiation skills are more important than ever before. This course focuses on enabling students to assess their strengths and weaknesses andto develop a plan for personal growth. Students build on their understanding of organizational behaviour and leadership to dig more deeply into theories of communications, influence and negotiation. Using interactive exercises and simulations this course then applies the theory to developing skills needed to address real world challenges. (3 Credits)

MBAC202: Strategy (For Tech Management):

This course integrates aspects of business management to inform the development of strategy in response to trends of technological innovation in the external environment. It draws on the analysis of environmental trends, organizational strengths and weaknesses to formulate strategy with a particular focus on emerging technologies trends and its role to support a firm's R&D strategy. It also applies concepts, frameworks, methods and tools used to develop and implement strategy across different types of organizations at their various stages of development in various sectors. (3 Credits)

MBAC203: Information Technology and Digital Transformation

This course explores information technology and its role in businesses with a focus on current trends driving (and impeding) digital transformation. Building on the basic knowledge of business processes, this will provide insight into how technology can support, transform and disrupt business functions, organizations and entire industries. Students will also gain hands on experience with a range of technologies commonly used in business. (3 Credits)

GMBC201: Global Trade and Finance

The course examines the global trade and finance issues that shape financial management decisions and operations. Its course content includes the foreign exchange markets, foundations of international financial management; the global financial markets, foreign exchange market; international trade theories, economic development and the phenomenon of a global financial crisis. (3 Credits)

TERM 3 SPECIALIZATION (Required Courses)

GBMC301: Global Supply Chain Management

The course will primarily focus on the key concepts and practices in global supply chain management, including supply chain strategy, network design, demand planning, inventory management, logistics and transportation, and supplier management. In addition, there will be case studies and real-world examples shared to illustrate how companies manage their supply chains in a global context. (3 Credits)

MBAC302: Regulatory Environments, Ethics and CSR

Organizations do not exist in a vacuum. Increasingly regulations, stakeholder expectations, social, and technological trends are shaping the expectations of business. This course reviews some of the important considerations in terms of business regulations as well as emerging demands around corporate social responsibility (CSR) and Environmental, Social and Governance (ESG) measures facing business leaders. It also delves into the conceptual and practical issues regarding law versus ethics and the ways in which organizations are dealing with environmental, social and economic sustainability concerns. Diversity, inclusion, and indigenous issues in relation to business management will be covered in this course as well. (3 Credits)

GBMC302: Managing Multinational Firms

Term 3 SPECIALIZATION (Elective Courses) (Select 2)

Managing strategic challenges and operating in an international environment will be the cornerstone of this program. The course will primarily focus on the implications of international strategy at a firm level, strategies for firms competing in international markets, and cross-cultural communications held across functions. Key areas of study include market entry strategy, multinational organization structure, and cross-cultural communication. (3 Credits)

TERM 3 SPECIALIZATION (Elective Courses)
(Select 1)

MBAE303: Business Planning:

This course provides an in-depth review of the processes of identifying business opportunities and working in teams to select opportunities, develop a business plan and pitch. The course provides a foundation for managing specific projects for business transformation but also the basics of developing a startup business plan. (3 Credits)

GMBE301: Global Business Service Management

This course is designed to provide students with an understanding of the principles and practices of global business service management. The course will focus on key topics such as service design,

service delivery, service innovation, and customer experience. Students will develop skills for managing global service teams, analyzing and improving service processes, and designing and implementing service strategies in different regions of the world.

This course aims to expand the students' understanding of business beyond the domestic environment by providing internationally focused concepts. The emphasis in this course will be on the knowledge and skills required to operate in diverse roles within various international contexts. Through a combination of theoretical and practical applications, this course will explore aspects of global business services and the management of corporations that operate in a global setting with different organizational perspectives. (3 Credits)

MBAE306: RESEARCH METHODS

This applied course introduces theories and skills of management research and communication. Key research topics include formulating questions, conducting industry analyses and critical literature reviews, quantitative and qualitative methods and report writing. (3 Credits)

TERM 4: INTEGRATION COURSES

(Select 1)

MBAE401: Consulting Project

Students will have the opportunity in the final semester to integrate and apply their knowledge and skills to an applied project in an organization. This course provides an opportunity to work with an organization in the public, private or nonprofit sector to definea project which requires students to apply relevant research skills, to collect and analyzedata and to apply appropriate conceptual tools in order to produce a professionally written paper or report. (6 Credits)

MBAE402: Business Plan Development:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to develop a start-up or corporate business plan. It provides the opportunity to apply relevant research skills to collect and analyze business and financial data as well as appropriate conceptual tools in order to develop a comprehensive business plan. In all cases, students wil produce a written professional report. (6 Credits)

MBAE403: Major Research Paper:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to design a research project pertinent to a contemporary business issue and complete a Major Research Paper based on a proven research method. Students are required to collect and analyze data as well as to complete a professionally written research report. (6 Credits)

17. Program Information: Master of Business Administration in Information Systems Management

Overview

This program provides students with an overall and in-depth knowledge of managing information systems for business organizations. Students will learn how to use current tools and strategies to design and develop information systems and learn best practices of how to apply these current tools and strategies in a business context under digital transformation. Students will also develop their professional knowledge of internal and operational controls in relation to information systems. After taking the course, students will develop many graduate-level abilities, including critical thinking, problem-solving and communication skills.

Program Learning Outcomes are as follows:

- **Learning Outcome 1**: Theoretical knowledge of business context as well as models and skills to apply tools for managing.

- **Learning Outcome 2:** Knowledge of trends shaping the environment and economy, demographic shifts, political and regulatory changes, as well as professional knowledge of a specialized area or general management in driving change and creating value.

- **Learning Outcome 3**: Conceptualization of research problems and of quantitative and qualitative research approaches to inform the analysis and effective communication of results to different audiences.

- **Learning Outcome 4:** Application of theory and best practices using oral and written communication to promote designed messages to a variety of targeted audiences.

- **Learning Outcome 5**: Formulation, analysis and offering of solutions to address complex problems drawing on a variety of data sources and insights based on appropriate models and tools.

- **Learning Outcome 6:** Understanding of legal, ethical, and moral obligations and accountability frameworks in business as well as emerging trends in terms of corporate

social responsibility (CSR) and environmental, social governance issues (ESGs) pertinent to the four Specializations.

- **Learning Outcome 7:** Understanding of the complex and uncertain business environment and the tools for imagining multiple scenarios, creating strategies, and assessing and mitigating risks.

17.1 Curriculum at a Glance

Information Systems Management (New)

M-Management, S-Specializations, RM-Research Methodology, C-Communication, P-Professionalism, A-Application, L-Limitations

		M	S	RM	C	P	A	L
CURRICULUM	**COURSE**							
	TERM 1							
FOUNDATIONS (# foundation for the specialization)	Financial Management	✓		✓	✓			
	Business Analytics	✓		✓				
	Organizational Behaviour: Leading in a Diverse Environment	✓		✓	✓	✓		
	Marketing and Social Media	✓		✓	✓			
	TERM 2							
	Communications, Interpersonal Skills and Negotiation	✓			✓	✓		
	Strategy (Technology Management)	✓		✓	✓		✓	
	Information Technology and Digital Transformation	✓						
	Business Information Systems and Analysis#	✓	✓	✓				✓
SPECIALIZATION (*program required; **specialization required)	TERM 3							
	Regulatory Environments, Ethics and Sustainability*	✓				✓		
	Information Systems Audit and Cybersecurity**	✓	✓	✓	✓		✓	✓
	Managing IT Systems and Projects **	✓	✓	✓	✓		✓	✓
(pick 1)	TERM 3							

	Research Methods	✓	✓	✓	✓		✓	✓
	Business Planning	✓		✓	✓		✓	✓
	Technology Trends and Applications	✓	✓	✓	✓		✓	✓
APPLICATION – CAPSTONE (pick1)	TERM 4							
	Consulting Project	✓	✓	✓	✓	✓	✓	✓
	Business Plan Development	✓	✓	✓	✓	✓	✓	✓
	Major Research Paper	✓	✓	✓	✓	✓	✓	✓

17.2 Course Descriptions

TERM 1 CORE COURSES

MBAC101: Financial Management

This course lays a foundation for financial management in a contemporary corporate environment. Students will learn core concepts and practical knowledge on how to interpret and analyze key financial statements as well as to prepare financial budgets and projections in support of management decision making. They will also gain an understanding of how to apply financial thinking to the broader context on financial planning, management, risk analysis and accountability in an evolving capital market. The current concept and practice of ESG investing are introduced. (3 Credits)

MBAC02: Business Analytics

This course reviews the types of data used to inform business analysis and decision- making as well as tools for statistical analysis and visualization. Students learn how to apply statistical tools to solve business problems in market research, in scenario analysis, and in strategic choice. Students will develop their skills using applications to analyze and present data and learn how to communicate data analysis to diverse audiences. (3 Credits)

MBAC103: Organizational Behaviour: Leading in a Diverse Environment:

This course builds on key concepts of organizational behaviour to focus on the role of leaders within a diverse environment of Canada that embraces diversity, human rights, multiculturalism and indigenous culture. It addresses organizational structures and processes, as well as organizational behavior and approaches to leadership with an emphasis on understanding the importance of diversity and inclusion to organizational success. The course is experiential and uses adaptive learning tools. Students will also have the opportunity to assess their competencies and acquire micro credentials

related to equity diversity and inclusion. (3 Credits)

MBAC104: Marketing & Social Media:

This course reviews marketing research and marketing planning and tactics including developing a brand and creating customer relationships and value and developing new products and services to managing supply chains. Students will learn how to analyze relevant data to devise marketing strategies. Students will also gain hands on experience with a range of online social media and analytics technologies commonly used in business. (3 Credits)

TERM 2 CORE COURSES

MBAC201: Communications, Interpersonal Skills and Negotiation:

With growing challenges and accelerating rates of change and disruption, communication, interpersonal and negotiation skills are more important than ever before. This course focuses on enabling students to assess their strengths and weaknesses andto develop a plan for personal growth. Students build on their understanding of organizational behaviour and leadership to dig more deeply into theories of communications, influence and negotiation. Using interactive exercises and simulations this course then applies the theory to developing skills needed to address real world challenges. (3 Credits)

MBAC202: Strategy (Technology Management):

This course integrates aspects of business management to inform the development of strategy in response to trends of technological innovation in the external environment. It draws on the analysis of environmental trends, organizational strengths and weaknesses to formulate strategy with a particular focus on emerging technologies trends and its role to support a firm's R&D strategy. It also applies concepts, frameworks, methods and tools used to develop and implement strategy across different types of organizations at their various stages of development in various sectors. (3 Credits)

MBAC203: Information Technology and Digital Transformation

This course explores information technology and its role in businesses with a focus on current trends driving (and impeding) digital transformation. Building on the basic knowledge of business processes, this will provide insight into how technology can support, transform and disrupt business functions, organizations and entire industries. Students will also gain hands-on experience with a range of technologies commonly used in business. (3 Credits)

ISMC201: Information Systems Audit and Cybersecurity

This course develops professional knowledge of internal and operational controls as well as examines organizational issues in relation to information systems (IS) audit and assurance as well as cybersecurity. Students will examine the risks associated with information systems using frameworks that provide professional standards, guidelines, tools and techniques for IS audit and control. The risk-based approach to IS audit is developed so that students have an understanding of inherent risks, control risks and detection risks. Students will be exposed to computer auditing tools and techniques that both directly and indirectly examine the internal logic of an organization's applications. In this course, students will develop graduate capabilities in a range of areas, including critical analysis skills in information management; problem-solving skills in sourcing and identifying relevant information and interpreting output in a multidisciplinary environment; communication and negotiation skills. (3 Credits)

TERM 3 SPECIALIZATION (Required Courses)

ISMC301: Managing IT Systems and Projects

This course aims to provide an understanding of how information technology systems and projects can be efficiently managed. This course includes a detailed study of techniques for planning, tracking and measuring software projects. Issues covered in this course mainly include quality evaluation; estimation measurement techniques; project risk planning and management. The course provides a sound grounding in how projects can be managed in regard to quality assurance and risk assessment. The course also covers issues in the management of IT systems, including change management; configuration management and planning; people management; hardware asset management; and capacity planning and availability. (3 Credits)

MBAC302: Regulatory Environments, Ethics and CSR

Organizations do not exist in a vacuum. Increasingly regulations, stakeholder expectations, social, and technological trends are shaping the expectations of business. This course reviews some of the important considerations in terms of business regulations as well as emerging demands around corporate social responsibility (CSR) and Environmental, Social and Governance (ESG) measures facing business leaders. It also delves into the conceptual and practical issues regarding law versus ethics and the ways in which organizations are dealing with environmental, social and economic sustainability concerns. Diversity, inclusion, and indigenous issues in relation to business management will be covered in this course as well. (3 Credits)

ISMC302: Business Information Systems and Analysis

This course provides students with an in-depth understanding of the content of information

systems; the types of information systems; the current roles of information systems in organizations; and the business impacts of information systems. The course also provides an overview of the tools, techniques and frameworks used to build information systems; the range of information technologies used to support information systems; and the ethical responsibilities of both the information system professional and the private use of information. Every business has an information system. These systems are a fundamental component of the business and provide the organization with necessary information for successful operation and management. Overall, this course lays a foundation for students to use information systems in the context of accounting, marketing, and finance, or develop business information systems that organizations want and need. (3 Credits)

TERM 3 SPECIALIZATION (Elective Courses)
(Select 1)

MBAE303: Business Planning:

This course provides an in-depth review of the processes of identifying business opportunities and working in teams to select opportunities, develop a business plan and pitch. The course provides a foundation for managing specific projects for business transformation but also the basics of developing a startup business plan. (3 Credits)

MBAE306: RESEARCH METHODS

This applied course introduces theories and skills of management research and communication. Key research topics include formulating questions, conducting industry analyses and critical literature reviews, quantitative and qualitative methods and report writing. (3 Credits)

ISME301: Special Topics on AI and Cybersecurity

This course provides students with a comprehensive understanding of the rapidly evolving fields of cybersecurity and artificial intelligence (AI) in the context of modern business and prepares the student for an executive role in the applications of these emerging technologies. This course will explore the latest trends, technologies, and strategies that are shaping the landscape of cybersecurity and AI, along with their impact on the management and operation of businesses across various industries. This course first discusses various critical issues in cybersecurity, including security governance, risk management, Business Continuity Planning, principles of security models, security vulnerabilities and their countermeasures, security operations management and the incident management. Students will also be equipped with the knowledge and skills in various AI applications and management, including AI foundations, AI applications in enterprises and research, AI strategy development, AI lifecycle, AI programming, Robotic Process Automation, Natural Language Processing, and the future of AI. (3 Credits)

TERM 4: INTEGRATION COURSES

(Select 1)

MBAE401: Consulting Project

Students will have the opportunity in the final semester to integrate and apply their knowledge and skills to an applied project in an organization. This course provides an opportunity to work with an organization in the public, private or nonprofit sector to definea project which requires students to apply relevant research skills, to collect and analyzedata and to apply appropriate conceptual tools in order to produce a professionally written paper or report. (6 Credits)

MBAE402: Business Plan Development:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to develop a start-up or corporate business plan. It provides the opportunity to apply relevant research skills to collect and analyze business and financial data as well as appropriate conceptual tools in order to develop a comprehensive business plan. In all cases, students wil produce a written professional report. (6 Credits)

MBAE403: Major Research Paper:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to design a research project pertinent to a contemporary business issue and complete a Major Research Paper based on a proven research method. Students are required to collect and analyze data as well as to complete a professionally written research report. (6 Credits)

18. Program Information: Master of Business Administration in Financial and Management Analytics

Overview

This program focuses on business analytic tools, such as artificial intelligence and machine learning. Students will develop professional knowledge and skills in applying analytics and AI in assisting critical business decision making. This course will also cover practical use of the latest financial and management analytics tools. This program will enable students to make effective evaluations of different analytics applications and learn how to utilize them for various business sectors.

Program Learning Outcomes are as follows:

- **Learning Outcome 1**: Theoretical knowledge of business context as well as models

and skills to apply tools for managing.

- **Learning Outcome 2:** Knowledge of trends shaping the environment and economy, demographic shifts, political and regulatory changes, as well as professional knowledge of a specialized area or general management in driving change and creating value.

- **Learning Outcome 3**: Conceptualization of research problems and of quantitative and qualitative research approaches to inform the analysis and effective communication of results to different audiences.

- **Learning Outcome 4:** Application of theory and best practices using oral and written communication to promote designed messages to a variety of targeted audiences.

- **Learning Outcome 5**: Formulation, analysis and offering of solutions to address complex problems drawing on a variety of data sources and insights based on appropriate models and tools.

- **Learning Outcome 6:** Understanding of legal, ethical, and moral obligations and accountability frameworks in business as well as emerging trends in terms of corporate social responsibility (CSR) and environmental, social governance issues (ESGs) pertinent to the four Specializations.

18.1 Curriculum at a Glance

Financial and Management Analytics (New)

M-Management, S-Specializations, E-Entrepreneurship, RM-Research Methodology, C-Communication, P-Professionalism, A-Application, L-Limitations

		M	S	RM	C	P	A	L
CURRICULUM	**COURSE**							
	TERM 1							
FOUNDATIONS (# foundation for the specialization)	Financial Management	✓		✓	✓			
	Business Analytics	✓		✓				
	Organizational Behaviour: Leading in a Diverse Environment	✓		✓	✓	✓		
	Marketing and Social Media	✓		✓	✓			
	TERM 2							
	Communications, Interpersonal Skills and Negotiation	✓			✓	✓		

	Strategy (Technology Management)	✓		✓	✓		✓	
	Information Technology and Digital Transformation	✓						
	Management and Marketing Analytics#	✓	✓	✓				✓
SPECIALIZATION (*program required; **specialization required)	TERM 3							
	Regulatory Environments, Ethics and Sustainability*	✓				✓		
	Financial Analytics and Projections**	✓	✓	✓	✓		✓	✓
	Predictive Analysis for Decision Making**	✓	✓	✓	✓		✓	✓
(pick 1)	TERM 3							
	Research Methods	✓	✓	✓	✓		✓	✓
	Business Planning	✓		✓	✓		✓	✓
	Financing and Valuing For New Ventures	✓	✓	✓	✓		✓	✓
APPLICATION – CAPSTONE (pick1)	TERM 4							
	Consulting Project	✓	✓	✓	✓	✓	✓	✓
	Business Plan Development	✓	✓	✓	✓	✓	✓	✓
	Major Research Paper	✓	✓	✓	✓	✓	✓	✓

18.2 Course Descriptions

TERM 1 CORE COURSES

MBAC101: Financial Management

This course lays a foundation for financial management in a contemporary corporate environment. Students will learn core concepts and practical knowledge on how to interpret and analyze key financial statements as well as to prepare financial budgets and projections in support of management decision making. They will also gain an understanding of how to apply financial thinking to the broader context on financial planning, management, risk analysis and accountability in an evolving capital market. The current concept and practice of ESG investing are introduced. (3 Credits)

MBAC02: Business Analytics

This course reviews the types of data used to inform business analysis and decision- making as well as tools for statistical analysis and visualization. Students learn how to apply statistical tools to solve business problems in market research, in scenario analysis, and in strategic choice. Students will develop their skills using applications to analyze and present data and learn how to communicate data analysis to diverse audiences. (3 Credits)

MBAC103: Organizational Behaviour: Leading in a Diverse Environment:

This course builds on key concepts of organizational behaviour to focus on the role of leaders within a diverse environment of Canada that embraces diversity, human rights, multiculturalism and indigenous culture. It addresses organizational structures and processes, as well as organizational behavior and approaches to leadership with an emphasis on understanding the importance of diversity and inclusion to organizational success. The course is experiential and uses adaptive learning tools. Students will also have the opportunity to assess their competencies and acquire micro credentials related to equity diversity and inclusion. (3 Credits)

MBAC104: Marketing & Social Media:

This course reviews marketing research and marketing planning and tactics including developing a brand and creating customer relationships and value and developing new products and services to managing supply chains. Students will learn how to analyze relevant data to devise marketing strategies. Students will also gain hands on experience with a range of online social media and analytics technologies commonly used in business. (3 Credits)

TERM 2 CORE COURSES

MBAC201: Communications, Interpersonal Skills and Negotiation:

With growing challenges and accelerating rates of change and disruption, communication, interpersonal and negotiation skills are more important than ever before. This course focuses on enabling students to assess their strengths and weaknesses andto develop a plan for personal growth. Students build on their understanding of organizational behaviour and leadership to dig more deeply into theories of communications, influence and negotiation. Using interactive exercises and simulations this course then applies the theory to developing skills needed to address real world challenges. (3 Credits)

MBAC202: Strategy (Technology Management):

This course integrates aspects of business management to inform the development of strategy in response to trends of technological innovation in the external environment. It draws on the analysis of environmental trends, organizational strengths and weaknesses to formulate strategy with a particular focus on emerging technologies trends and its role to support a firm's R&D strategy. It also applies concepts, frameworks, methods and tools used to develop and implement strategy across different types of organizations at their various stages of development in various sectors. (3 Credits)

MBAC203: Information Technology and Digital Transformation:

This course explores information technology and its role in businesses with a focus on current trends driving (and impeding) digital transformation. Building on the basic knowledge of business processes, this will provide insight into how technology can support, transform and disrupt business functions, organizations and entire industries. Students will also gain hands-on experience with a range of technologies commonly used in business. (3 Credits)

FMAC201: Management and Marketing Analytics:

This course delves into the cutting-edge tools of analytics, artificial intelligence (AI), and machine learning (ML) that are increasingly shaping the world of marketing and management. Participants will gain an understanding of how analytics and AI are transforming customer acquisition, relationship management, and retention in marketing and management. The course covers a wide range of topics, including personalized marketing, content generation and curation, voice and text recognition, consumer behavior prediction, and lead generation and sales optimization. (3 Credits)

TERM 3 SPECIALIZATION (Required Courses)

MBAC302: Regulatory Environments, Ethics and CSR:

Organizations do not exist in a vacuum. Increasingly regulations, stakeholder expectations, social, and technological trends are shaping the expectations of business. This course reviews some of the important considerations in terms of business regulations as well as emerging demands around corporate social responsibility (CSR) and Environmental, Social and Governance (ESG) measures facing business leaders. It also delves into the conceptual and practical issues regarding law versus ethics and the ways in which organizations are dealing with environmental, social and economic sustainability concerns. Diversity, inclusion, and indigenous issues in relation to business management will be covered in this course as well. (3 Credits)

FMAC301: Financial Analytics and Projection:

This course equips students with a comprehensive set of tools to evaluate an organization's past performance and future prospects using financial statements. Students will develop the ability to identify business strategies and associated risks, assess reporting and disclosure choices based on the economic environment, and use ratios and analytical methods to evaluate and forecast performance. This course is valuable to anyone who uses financial statements for decision-making, including lenders, equity analysts, investment bankers, management and boards of directors, and other financial performance advisors. (3 Credits)

FMAC302: Predictive Analysis for Decision Making:

This course aims to provide managers with the necessary skills to assess their organizations' needs for business analytics. Business analytics has become an essential skill for business practitioners and professionals, and this course is designed to empower managers to make informed decisions about the opportunities available to them. The course explores how Decision Support Systems are used in organizations, tracing the historical evolution of these systems from Business Intelligence to Business Analytics. Additionally, the course aims to facilitate a comprehensive understanding of the current trends in Big Data analysis in organizations, including both theoretical concepts and practical applications of data analytics. (3 Credits)

TERM 3 SPECIALIZATION (Elective Courses)
(Select 1)

MBAE303: Business Planning:

This course provides an in-depth review of the processes of identifying business opportunities and working in teams to select opportunities, develop a business plan and pitch. The course provides a foundation for managing specific projects for business transformation but also the basics of developing a startup business plan. (3 Credits)

MBAE306: RESEARCH METHODS

This applied course introduces theories and skills of management research and

communication. Key research topics include formulating questions, conducting industry analyses and critical literature reviews, quantitative and qualitative methods and report writing. (3 Credits)

FMAE301: Financing and Valuing For New Ventures:

Building on Financial Management principles, this course explores the dimension of financing for entrepreneurs. It explores the investment landscape, including ways in which investors and lenders evaluate new ventures. It enables students to understand the sources of capital appropriate at each stage of the process - from friends and family, angel investors, venture capitalists and financial institutions. The advantages and disadvantages of various financing sources are explored as well as the key information and criteria that shape decisions. Particular focus is on the methods and processes of valuation as well as the knowledge, skills tools and techniques that entrepreneurs need to master in order to obtain financing. (3 Credits)

TERM 4: INTEGRATION COURSES

(Select 1)

MBAE401: Consulting Project

Students will have the opportunity in the final semester to integrate and apply their knowledge and skills to an applied project in an organization. This course provides an opportunity to work with an organization in the public, private or nonprofit sector to definea project which requires students to apply relevant research skills, to collect and analyzedata and to apply appropriate conceptual tools in order to produce a professionally written paper or report. (6 Credits)

MBAE402: Business Plan Development:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to develop a start-up or corporate business plan. It provides the opportunity to apply relevant research skills to collect and analyze business and financial data as well as appropriate conceptual tools in order to develop a comprehensive business plan. In all cases, students wil produce a written professional report. (6 Credits)

MBAE403: Major Research Paper:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to design a research project pertinent to a contemporary business issue and complete a Major Research Paper based on a proven research method. Students are required to collect and analyze data as well as to complete a professionally written research report. (6 Credits)

18. Program Information: Master of Business Administration in General Stream

Overview

This program focuses is for students interested in choosing a combination of electives based on their own specific career interests, development and needs. Furthermore, the capstone project in Term 4 under this General stream is developed to cultivate their personal career interests and needs as well. It will provide students with a flexible program plan and the option to take a variety of elective courses in different disciplines. The General stream is suitable for students who have a variety of interests or intend to develop a general management pathway in their career development.

Program Learning Outcomes are as follows:

- **Learning Outcome 1**: Theoretical knowledge of business context as well as models and skills to apply tools for managing.

- **Learning Outcome 2:** Knowledge of trends shaping the environment and economy, demographic shifts, political and regulatory changes, as well as professional knowledge of a specialized area or general management in driving change and creating value.

- **Learning Outcome 3**: Conceptualization of research problems and of quantitative and qualitative research approaches to inform the analysis and effective communication of results to different audiences.

- **Learning Outcome 4:** Application of theory and best practices using oral and written communication to promote designed messages to a variety of targeted audiences.

- **Learning Outcome 5**: Formulation, analysis and offering of solutions to address complex problems drawing on a variety of data sources and insights based on appropriate models and tools.

- **Learning Outcome 6:** Understanding of legal, ethical, and moral obligations and accountability frameworks in business as well as emerging trends in terms of corporate social responsibility (CSR) and environmental, social governance issues (ESGs) pertinent to the four Specializations.

18.1 Curriculum at a Glance

General Stream

M-Management, G-General Management, RM-Research Methodology, C-Communication, P-Professionalism, A-Application, L-Limitations

CURRICULUM	COURSE	M	G	RM	C	P	A	L
	TERM 1							
FOUNDATIONS (# foundation for the general stream)	Financial Management	✓		✓	✓			
	Business Analytics	✓		✓				
	Organizational Behaviour: Leading in a Diverse Environment	✓		✓	✓	✓		
	Marketing and Social Media	✓		✓	✓			
	TERM 2							
	Communications, Interpersonal Skills, and Negotiation	✓			✓	✓		
	Strategy (Technology Management)	✓		✓	✓		✓	
	Information Technology and Digital Transformation	✓	✓					
	Macroeconomics #	✓		✓				
SPECIALIZATION (*program required) (pick 3, at least 2 from these electives offered in other specializations***)	TERM 3							
	Regulatory Environments, Ethics and Sustainability*	✓				✓		
	TERM 3							
	Research Methods	✓	✓	✓	✓		✓	✓
	Business Planning	✓		✓	✓		✓	✓
	Global Business Services Management***	✓	✓		✓	✓	✓	✓
	Financing and Valuing Ventures***	✓	✓		✓	✓	✓	✓
	Business Process and Systems Design***	✓	✓			✓	✓	✓
	Global Supply Chain Management**	✓	✓		✓	✓	✓	✓
	Technology Trends and Applications***	✓	✓			✓	✓	✓
Final Term	TERM 4							

CAPSTONE Project (pick1) (The final term CAPSTONE project selected must coincide with the appropriate electives selected in Term 3)	Consulting Project	✓	✓	✓	✓	✓	✓	✓
	Business Plan Development	✓	✓	✓	✓	✓	✓	✓
	Major Research Paper	✓	✓	✓	✓	✓	✓	✓

18.2 Course Descriptions

TERM 1 CORE COURSES

MBAC101: Financial Management

This course lays a foundation for financial management in a contemporary corporate environment. Students will learn core concepts and practical knowledge on how to interpret and analyze key financial statements as well as to prepare financial budgets and projections in support of management decision making. They will also gain an understanding of how to apply financial thinking to the broader context on financial planning, management, risk analysis and accountability in an evolving capital market. The current concept and practice of ESG investing are introduced. (3 Credits)

MBAC02: Business Analytics

This course reviews the types of data used to inform business analysis and decision- making as well as tools for statistical analysis and visualization. Students learn how to apply statistical tools to solve business problems in market research, in scenario analysis, and in strategic choice. Students will develop their skills using applications to analyze and present data and learn how to communicate data analysis to diverse audiences. (3 Credits)

MBAC103: Organizational Behaviour: Leading in a Diverse Environment:

This course builds on key concepts of organizational behaviour to focus on the role of leaders within a diverse environment of Canada that embraces diversity, human rights, multiculturalism and indigenous culture. It addresses organizational structures and processes, as well as organizational behavior and approaches to leadership with an emphasis on understanding the importance of diversity and inclusion to organizational success. The course is experiential and uses adaptive learning tools. Students will also have the opportunity to assess their competencies and acquire micro credentials related to equity diversity and inclusion. (3 Credits)

MBAC104: Marketing & Social Media:

This course reviews marketing research and marketing planning and tactics including developing a brand and creating customer relationships and value and developing new products and services to managing supply chains. Students will learn how to analyze relevant data to devise marketing strategies. Students will also gain hands on experience with a range of online social media and analytics technologies commonly used in business. (3 Credits)

TERM 2 CORE COURSES

MBAC201: Communications, Interpersonal Skills and Negotiation:

With growing challenges and accelerating rates of change and disruption, communication, interpersonal and negotiation skills are more important than ever before. This course focuses on enabling students to assess their strengths and weaknesses andto develop a plan for personal growth. Students build on their understanding of organizational behaviour and leadership to dig more deeply into theories of communications, influence and negotiation. Using interactive exercises and simulations this course then applies the theory to developing skills needed to address real world challenges. (3 Credits)

MBAC202: Strategy (Technology Management):

This course integrates aspects of business management to inform the development of strategy in response to trends of technological innovation in the external environment. It draws on the analysis of environmental trends, organizational strengths and weaknesses to formulate strategy with a particular focus on emerging technologies trends and its role to support a firm's R&D strategy. It also applies concepts, frameworks, methods and tools used to develop and implement strategy across different types of organizations at their various stages of development in various sectors. (3 Credits)

MBAC203: Information Technology and Digital Transformation:

This course explores information technology and its role in businesses with a focus on current trends driving (and impeding) digital transformation. Building on the basic knowledge of business processes, this will provide insight into how technology can support, transform and disrupt business functions, organizations and entire industries. Students will also gain hands-on experience with a range of technologies commonly used in business. (3 Credits)

MBAC204: Macroeconomics (Geo Political Economy):

This course provides students with an understanding of how global economic trends shape business strategy, behavior and outcomes. It provides an overview of the market system and how it functions, concepts on the monetary system and its implications as well as

economic trends with respect to productivity, currency, labour markets and the role of government policy and its key institutions. Illustrated with case studies this course will equip students with understanding of global economic trends and issues associated with geo-political economy to assess potential impacts on businesses. (3 Credits)

TERM 3 SPECIALIZATION (Required)

MBAC302: Regulatory Environments, Ethics and CSR:

Organizations do not exist in a vacuum. Increasingly regulations, stakeholder expectations, social, and technological trends are shaping the expectations of business. This course reviews some of the important considerations in terms of business regulations as well as emerging demands around corporate social responsibility (CSR) and Environmental, Social and Governance (ESG) measures facing business leaders. It also delves into the conceptual and practical issues regarding law versus ethics and the ways in which organizations are dealing with environmental, social and economic sustainability concerns. Diversity, inclusion, and indigenous issues in relation to business management will be covered in this course as well. (3 Credits)

TERM 3 SPECIALIZATION (Elective Courses)
(Select 2)

GMBE301: Global Business Service Management

This course is designed to provide students with an understanding of the principles and practices of global business service management. The course will focus on key topics such as service design, service delivery, service innovation, and customer experience. Students will develop skills for managing global service teams, analyzing and improving service processes, and designing and implementing service strategies in different regions of the world.

This course aims to expand the students' understanding of business beyond the domestic environment by providing internationally focused concepts. The emphasis in this course will be on the knowledge and skills required to operate in diverse roles within various international contexts. Through a combination of theoretical and practical applications, this course will explore aspects of global business services and the management of corporations that operate in a global setting with different organizational perspectives. (3 Credits)

MBAE303: Business Planning:

This course provides an in-depth review of the processes of identifying business opportunities and working in teams to select opportunities, develop a business plan and pitch. The course provides a foundation for managing specific projects for business transformation but also the basics of developing a startup business plan. (3 Credits)

MBAE304: Business Process and System Design:

This course applies a systems perspective to understand user needs and business processes in order to develop technology solutions to support them. Students will learn about the concepts, tools and techniques used to plan and implement information systems in organizations as well as the issues faced by contemporary information systems managers. Drawing heavily on case study analysis, this supports the development of the critical thinking and analytical skills needed to identify opportunities, assess, plan and implement technology solutions to organizational objectives. Students will also gain experience with some of the critical tools used to develop systems including process analysis tools. (3 Credits)

GBMC301: Global Supply Chain Management

The course will primarily focus on the key concepts and practices in global supply chain management, including supply chain strategy, network design, demand planning, inventory management, logistics and transportation, and supplier management. In addition, there will be case studies and real-world examples shared to illustrate how companies manage their supply chains in a global context. (3 Credits)

MBAE305: Technology Trends & Applications:

This course is designed to build on previous information technology management and strategy courses to understand more deeply technology trends and the tools being used to transform business. Building on current issues as well as experts in the field will deepen students' knowledge of emerging technologies and their knowledge of the ways in which these technologies are shaping businesses. (3 Credits)

MBAE306: RESEARCH METHODS

This applied course introduces theories and skills of management research and communication. Key research topics include formulating questions, conducting industry analyses and critical literature reviews, quantitative and qualitative methods and report writing. (3 Credits)

FMAE301: Financing and Valuing For New Ventures:

Building on Financial Management principles, this course explores the dimension of financing for entrepreneurs. It explores the investment landscape, including ways in which investors and lenders evaluate new ventures. It enables students to understand the sources of capital appropriate at each stage of the process - from friends and family, angel investors, venture capitalists and financial institutions. The advantages and disadvantages of various financing sources are explored as well as the key information and criteria that shape decisions. Particular focus is on the methods and processes of valuation as well as the knowledge, skills tools and techniques that entrepreneurs need to master in order to obtain financing. (3 Credits)

TERM 4: INTEGRATION COURSES

(Select 1)

MBAE401: Consulting Project

Students will have the opportunity in the final semester to integrate and apply their knowledge and skills to an applied project in an organization. This course provides an opportunity to work with an organization in the public, private or nonprofit sector to definea project which requires students to apply relevant research skills, to collect and analyzedata and to apply appropriate conceptual tools in order to produce a professionally written paper or report. (6 Credits)

MBAE402: Business Plan Development:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to develop a start-up or corporate business plan. It provides the opportunity to apply relevant research skills to collect and analyze business and financial data as well as appropriate conceptual tools in order to develop a comprehensive business plan. In all cases, students wil produce a written professional report. (6 Credits)

MBAE403: Major Research Paper:

Through this course, students are required in the final semester to integrate and apply their knowledge and skills to design a research project pertinent to a contemporary business issue and complete a Major Research Paper based on a proven research method. Students are required to collect and analyze data as well as to complete a professionally written research report. (6 Credits)

Disclaimer for Academic Calendar:

The Academic Calendar is the official publication of IBU's regulations, policies, program requirements and course description for 2023-2024 academic year. The programs, courses and policies listed in the Academic Calendar have been approved by Academic Council to offer our students in 2023-2024 academic year. IBU reserves to make such changes as necessary, including the cancellation or adjustment of programs, courses and changes in the policies, fee structure or other services, without notice and liability for any loss or damages of any kind arising out of or relating to the changes in the Academic Calendar or the use of IBU website. Accordingly, the statements made in this Academic Calendar do not constitute a binding contract between the student and IBU.