

# ■ Business Administration

[trentu.ca/business](http://trentu.ca/business)

## Acting Director of the School of Business

**B. Lew**, BSc, MBA (Alberta), PhD (Queen's)

## Associate Director of the School of Business

To be named

## Professors

**D. Newhouse**, (Onondaga), BSc, MBA (Western)

**S. Simola**, BSW, BA (McMaster), MA (Queen's), MBA (Wilfrid Laurier), PhD (Queen's)

## Associate Professors

**K. Collins**, BA (Western), MA (Queen's), PhD (Ottawa), LLM (Western), CPA, CGA (on leave 2019–2020)

**R. Dart**, BSc (Trent), MES, PhD (York)

**A. El-Amir**, BA (American University in Cairo), MSc, PhD (Stirling)

**A. Zohar**, BA, MES, PhD (York)

## Assistant Professors

**K. Chen**, BBA (York), PhD (Wilfred Laurier)

**Y. Liu**, BSc (Northeastern, China), MSc (Southampton), PhD (McMaster)

**A. Malik**, BCom, MBA, MS (Punjab), MBA (Ryerson), PhD (York)

**J. Zhang**, BEng (Jiangxi), MSc (Concordia), PhD (Concordia)

## Senior Lecturer

**J. Morales**, MBA (Yucatán), MIBA (Nancy, La Salle), PhD (Sterling)

The School of Business at Trent University offers a four-year Honours program leading to a Bachelor of Business Administration (BBA) degree. The program enables students to develop an understanding of the nature of organizational life, to communicate more effectively, to learn the techniques of financial and management accounting, and to gain knowledge of managerial planning and strategy formation. In addition to core business subjects, the program emphasizes communication and creative problem-solving skills that are essential to future career success. A strong emphasis on group work provides an ideal environment in which to practice these skills. An essential feature of the program is its focus on the human side of organizations—to recognize and value the people who actually make organizations work. We encourage our students to develop a broad base of knowledge, an understanding of the larger social issues facing organizations, and the capacity for critical analysis.

## Notes

- Students entering the Bachelor of Business Administration program are required to have completed a secondary school senior-level mathematics course in good standing.
- Students transferring into the program from another university or community college will have their transcript assessed by the Office of the Registrar for course credit transfer. Students transferring into the program from another department or program should consult with the associate director of the program to review their course of study.

- Students who have completed 14.0 credits are encouraged to review their course selection to ensure that all program requirements are met. Please see the Program website for course planning sheets.
- For the Option in Marketing, see [p. 414](#).
- For the Postgraduate Certificates in Human Resource Management and in Marketing & Entrepreneurship, see [p. 446](#).

## Bachelor of Business Administration Program

- In addition to the program requirements listed below, students must satisfy the University degree requirements (see [p. 14](#)).
- A minimum grade of 60% in each of ADMN 1000H, ADMN 1021H, ECON 1010H, and ECON 1020H is required for the Bachelor of Business Administration (BBA).
- A minimum cumulative average of 65% is required at graduation for the BBA degree.
- Students may obtain only one specialization as part of a BBA degree.
- A minimum grade of 65% is required in any course counting toward BBA specialization requirements.
- Students may count ADMN specialization credits at the 3000 and 4000 level toward the requirement of 3.0 ADMN elective credits at the 3000 or 4000 level in the BBA program.

**The BBA Honours program.** 20.0 credits including the following 11.5 credits:

- 6.5 ADMN credits consisting of ADMN 1000H, 1021H, 2010H, 2021H, 2100H, 2220H, 2510H, 3021H, 3200H, 3300H, 3400H, 4030H, and 4101H
- 3.0 ADMN credits at the 3000 level or beyond in addition to the above
- 2.0 ECON credits consisting of ECON 1010H, 1020H, 2200H, and 2250H

## Bachelor of Arts and Bachelor of Science Programs in Business Administration

- In addition to the program requirements listed below, students must satisfy the University degree requirements (see [p. 14](#)).
- The same course may not simultaneously satisfy the requirements of both programs in a joint-major degree.
- A minimum grade of 60% in each of ADMN 1000H, ADMN 1021H, ECON 1010H, and ECON 1020H is required for the joint-major Honours BA or BSc in Business Administration.

**The joint-major Honours program.** 20.0 credits including the following 8.0 credits:

- 5.0 ADMN credits consisting of ADMN 1000H, 1021H, 2010H, 2021H, 2100H, 2220H, 2510H, 3021H, 3300H, and 4030H
- 2.0 ADMN credits at the 3000 level or beyond in addition to the above
- 1.0 ECON credit consisting of ECON 1010H and 1020H
- For the BSc, 14.0 science credits are required for the Honours degree

**The minor in Business Administration** consists of the following 5.0 credits:

- 2.5 ADMN credits consisting of ADMN 1000H, 1021H, 2021H, 2010H, and 2510H
- 1.5 ADMN credits at the 3000 level or beyond
- 1.0 ADMN credit in addition to the above

## Specialization in Accounting

### Program Coordinator

**J. Morales**, MBA (Yucatán), MIBA (Nancy, La Salle), PhD (Sterling)

Accounting is an essential language and a key management system for all types of businesses, and the Specialization in Accounting is designed to allow BBA students to study accounting in some depth. Students who wish to pursue the CPA Ontario designation are strongly recommended to consult directly with CPA ([cpaontario.ca](http://cpaontario.ca)) to learn more about the required courses and the processes for admission to the profession.

### Courses

Students who have fulfilled the requirements for a Bachelor of Business Administration may graduate with a Specialization in Accounting if they have also successfully completed the following 5.5 credits with a minimum grade of 65% in each and an overall average of at least 70%:

- 3.5 ADMN credits consisting of ADMN 1021H, 2021H, 3021H, 3121H, 3200H, 3221H, and 3321H
- 2.0 ADMN credits from ADMN 1620H, 3250H, 3700H, 3710H, 4300H, 4301H, 4302H, 4303H, or 4710H

## Specialization in Economics

### Program Coordinator

**B. Lew**, BSc, MBA (Alberta), PhD (Queen's)

Students who have fulfilled the requirements for a Bachelor of Business Administration degree may graduate with a Specialization in Economics if they have also successfully completed the following 3.5 credits with a minimum grade of 65% in each:

- 2.5 credits consisting of ADMN 3700H, ECON 2000H, 2010H, 3020H, and 3120H
- 0.5 credit from ADMN 4870H (or 3870H) or 0.5 ECON credit beyond those required for the BBA (ECON 1010H, 1020H, 2200H, 2250H)
- 0.5 additional ECON credit beyond those required for the BBA

## Specialization in Entrepreneurship

### Program Coordinator

To be named

Students who have fulfilled the requirements for a Bachelor of Business Administration degree may graduate with a Specialization in Entrepreneurship if they have also successfully completed the following 3.5 credits with a minimum grade of 65% in each:

- 1.5 ADMN credits consisting of ADMN 3420H, 3430H, and 3750H
- 2.0 ADMN credits from ADMN 1510H, 3150H, 3160H, 3170H, 3560H, 4450H, or 4870H (or 3870H)

## Specialization in Ethics & Sustainability

### Program Coordinator

To be named

Students who have fulfilled the requirements for a Bachelor of Business Administration degree may graduate a Specialization in Ethics & Sustainability if they have also successfully completed the following 4.0 credits with a minimum grade of 65% in each:

- 0.5 ADMN credit consisting of ADMN 3300H
- 1.0 ADMN credit from ADMN 4250H, 4260H, or 4450H
- 1.0 credit from PHIL 1100H, PHIL 2110H, PHIL 2390H, PHIL 3110H, PHIL-POST 3140H, PHIL-POST 3180H, ERST-PHIL 3301H\*, ERST-PHIL 3302H\* (or 3300Y\*), PHIL-COIS 3370H, or PHIL 4310H
- 1.0 credit from ERST-POST 2100H, ERST-CAST-POST 3120H, ERSC 3160H, ERST 3250H, ERST-PHIL 3301H\*, ERST-PHIL 3302H\* (or 3300Y\*), ERST-GEOG 4140H (or ERST 4130H), ERST-PHIL 4705H, ERSC/ERST 4801H, HIST-ERST 3756H, or INDG-ERSC 4730Y
- 0.5 additional credit from the courses listed above

*\*may only count toward one list*

### Notes

- With the permission of the specialization coordinator, students may substitute 0.5 credit not on the above lists provided the course has significant content on ethics and/or sustainability.
- The same course may not simultaneously satisfy the requirements of the Specialization in Ethics & Sustainability and the Option in Applied Ethics.

## Specialization in Finance

### Program Coordinator

**J. Zhang**, BEng (Jiangxi), MSc (Concordia), PhD (Concordia)

Students who have fulfilled the requirements for a Bachelor of Business Administration may graduate with a Specialization in Finance if they have also successfully completed the following 5.5 credits with a minimum grade of 65% in each and an overall average of at least 70%:

- 2.0 ADMN credits from ADMN 3200H, 3321H, 3700H, 4300H, 4700H, or 4720H
- 2.0 ECON credits consisting of ECON 2000H, 3000H, 3020H, and 3200H
- 1.0 MATH credit from MATH 1005H, 1110H, 1120H, 1350H, or 1550H
- 0.5 credit from ADMN 3250H, ADMN 3550H, COIS 3510H, ECON 3120H, ECON 3400H, ECON 4200H, or MATH 3350H

## Specialization in Human Resource Management

### Program Coordinator

**A. Malik**, BCom, MBA, MS (Punjab), MBA (Ryerson), PhD (York)

Upon successful completion of the 5.5 credits associated with the Specialization in Human Resource Management, students will have satisfied all of the course requirements for the “Certified Human Resources Professional Designation™” and be eligible to write the National Knowledge Exam.™ By HRP standards, students must achieve a cumulative average of 70% in all courses, with no individual course mark less than 65%. In order to take the exam, a student must be an enrolled member of the Human Resources Professionals Association of Ontario, which involves a monetary fee to the Association.

The “Certified Human Resources Professional Designation” is the only legislated certification for Human Resources Professionals in North America. Currently, the HRP requires the completion of nine subject areas, which are all offered at Trent. CHRP, NKE, and NPPA are trademarks of HRP and used under license. Licensing does not equate to program review, approval, or endorsement.

### Courses

Students who have fulfilled the requirements for a Bachelor of Business Administration or a joint-major Honours degree in Business Administration may graduate with a Specialization in Human Resource Management if they have also successfully completed the following 5.5 credits with a minimum grade of 65% in each and an overall average of at least 70%:

- 5.0 ADMN credits consisting of ADMN 1021H, 2021H, 2220H, 2230H, 3021H, 3220H, 3230H, 3260H, 3270H, and 3280H
- 0.5 ECON credit consisting of ECON 3500H

## Specialization in Information Systems & e-Commerce

### Program Coordinator

**R. T. Hurley**, BSc (New Brunswick), PhD (Waterloo)

Students who have fulfilled the requirements for a Bachelor of Business Administration degree may graduate with a Specialization in Information Systems & e-Commerce if they have also successfully completed the following 3.5 credits with a minimum grade of 65% in each:

- 1.0 ADMN credit consisting of ADMN 1620H and 2620H
- 0.5 COIS credit consisting of COIS 1010H
- 1.0 ADMN credit from ADMN 3750H, 3850H, or 4870H (or 3870H)
- 0.5 COIS credit from COIS 1020H or 1520H
- 0.5 COIS credit from COIS 3030H or 3400H

## Specialization in Marketing & Consumer Culture

### Program Coordinator

**A. El-Amir**, BA (American University, Cairo), MSc, PhD (Stirling)

Students who have fulfilled the requirements for a Bachelor of Business Administration degree may graduate with a Specialization in Marketing & Consumer Culture if they have also successfully completed the following 4.0 credits with a minimum grade of 65% in each from the following list of courses:

- 0.5 ADMN credit consisting of ADMN 2100H
- 3.5 ADMN credits from ADMN 2080H, 2410H (or 3410H), 3150H, 3160H, 3170H, 3560H, 3750H, or 4870H (or 3870H)

### Note

- Students pursuing a Specialization in Marketing & Consumer Culture are strongly encouraged to develop a wider foundation in the social sciences.

## Specialization in Niigaaniiwin—The Art of Leading

### Program Coordinator

**D. Newhouse**, (Onondaga), BSc, MBA (Western)

The Niigaaniiwin—The Art of Leading Specialization brings together two knowledge systems—Western business practices and Indigenous ways of knowing and working—with a view to developing students' ability to work skillfully in the twenty-first-century business environment.

### Courses

Students who have fulfilled the requirements for a Bachelor of Business Administration may graduate with a Specialization in Niigaaniiwin—The Art of Leading, if they have successfully completed the following 3.5 credits with a minimum grade of 65% in each:

- 1.0 INDG credit consisting of INDG 1001H and 1002H (or 1000Y)
- 2.5 credits from IESS 1001H, INDG 1500H, 1510H, 2001H, 2002H, 2100Y, 2601Y, 2800Y, 3040H, 3050H, 3202H, 3402H, 3501H, 3631H, 3632H, or 4500H

**Please consult the academic timetable for information on courses that will be offered in 2019–2020, including when they will be scheduled.**

- » **ADMN 1000H: Contemporary Issues in Management and Organization**  
Provides a macro framework and context for the management discipline by examining a wide selection of issues which affect both the practice and the conceptualization of management and organization. Issues studied include globalization, information technology, demographics, diversity, sustainability, and recent developments in management theory.
- » **ADMN 1021H: Financial Accounting I**  
An introduction to the theory of financial accounting and the preparation of financial statements, the theoretical framework of accrual accounting, and the Generally Accepted Accounting Principles (GAAP), including double-entry accounting and the accounting cycle. Professional ethics, behaviour, and corporate social responsibility are integrated into the context of control and accountability.
- » **ADMN-INDG 1500H: Foundations of Indigenous Community Development (see Indigenous Studies)**
- » **ADMN-INDG 1510H: Foundations of Indigenous Community Economic Development (see Indigenous Studies)**
- » **ADMN-COIS 1620H: Introduction to Information Systems (Sc) (see Computing & Information Systems)**
- » **ADMN 2010H: Management Skills**  
Examines the theory and practice of foundational skills important to management and organization in private, non-profit, and public sectors. Focuses on conceptual skills, communication skills, and interpersonal skills. Prerequisite: 2.0 university credits.
- » **ADMN 2021H: Financial Accounting II**  
Builds on Financial Accounting I, focusing on the limitations, controversies, problems, and shortcomings with accounting and accounting information. Students analyze financial statements and critically evaluate financial reports. Professional ethics, behaviour, and corporate social responsibility are integrated into the context of control and accountability. Prerequisite: ADMN 1021H.
- » **ADMN 2080H: Managerial and Market Research**  
Focuses on primary research and its use in problem solving and decision-making. Covers qualitative and quantitative research design, planning, implementation, and analysis. Research methods studied include surveys, focus groups, analytical interviews, ethnography, and action research. Prerequisite: 1.0 ADMN credit.
- » **ADMN 2100H: Introduction to Marketing**  
Aims to give students a basic understanding of marketing and its core concepts—how a marketing approach can be implemented and managed in a range of markets, situations, and organizations. Prerequisite: 1.0 ADMN credit.
- » **ADMN-ECON 2200H: Introduction to Statistics for Economics and Management (Sc) (see Economics)**
- » **ADMN 2220H: Organizational Behaviour**  
A conceptual and methodological analysis of the way individuals react to their employment environment. Topics include motivation, job satisfaction, leadership, group dynamics, and decision-making. Prerequisite: 1.0 ADMN credit.



- » **ADMN 2230H: Human Resource Management**  
A survey of the concepts and practices in the major functions of human resource management. Topics include human resource forecasting, human rights, recruitment and selection, training and development, collective bargaining, performance appraisal, and compensation. Pre- or co-requisite: ADMN 2220H.
- » **ADMN-ECON 2250H: Introduction to Mathematics for Economics and Management (Sc) (see Economics)**
- » **ADMN 2410H: Communications in Organizations**  
Verbal and non-verbal communication, social cognition, self-perception/concept, conflict theory, and their relevance to life in groups and organizations. Prerequisite: 2.0 university credits including ADMN 1000H. Excludes ADMN 3410H, WRIT 2003H.
- » **ADMN 2510H: Organization Theory**  
An introduction to organization theory and an examination of specific organizations. Structure, process, environment, and other aspects of organizations are approached through different frames, images, and perspective analysis. Prerequisite: 1.0 ADMN credit.
- » **ADMN-COIS 2620H: Systems Analysis and Design (Sc) (see Computing & Information Systems)**
- » **ADMN 3021H: Fundamentals of Managerial Accounting**  
An introduction to the basic concepts and procedures used in the collection and manipulation of accounting data for ongoing management decision-making. Topics include manufacturing accounting, cost accounting and variance analysis, cost allocation, cost-volume-profit analysis, and an introduction to budgeting. Prerequisite: ADMN 2021H.
- » **ADMN-INDG 3040H: The Meaning of Work in the Contemporary World (see Indigenous Studies)**
- » **ADMN 3121H: Intermediate Management Accounting**  
Builds on Fundamentals of Managerial Accounting. The focus is internal accounting concepts, functions, and processes required to successfully manage an organization. Major topics include quantitative analyses of cost functions; strategy, balance scorecard, and profitability analysis; spoilage, rework, and scrap; inventory cost management strategy; and capital budgeting. Prerequisite: ADMN 3021H.
- » **ADMN 3150H: Advertising**  
Students learn the way advertisements work, the many techniques used in advertising, and the impact of advertisements on the individual and society. The power of image and identity ads is emphasized. Prerequisite: ADMN 2100H.
- » **ADMN 3160H: Branding**  
Introduces the concept of branding and reviews the theoretical approaches guiding the management of the branding process. Students learn, through tales of best practice, the tools to create and sustain brands via integrating strategic marketing with marketing communications. Prerequisite: ADMN 2100H.
- » **ADMN 3170H: Introduction to Retail Marketing**  
Introduces students to retailing and provides an understanding of the types of businesses, strategies, operations, formats, and environments through which retailing is carried out. Prerequisite: ADMN 2100H.



» **ADMN 3200H: Financial Management**

A survey of the fundamental concepts of corporate finance, including the tax environment, financial planning and control, working capital management, capital budgeting, the market for long-term securities, debt and preferred shares, valuation and rates of return, and the cost of capital. These concepts are applied to particular cases. Prerequisite: ADMN 2021H and ADMN-ECON 2200H.

» **ADMN 3220H: Organizational Selection in the Canadian Workplace**

Designed to help students understand the matching process that takes place between individuals and organizations. Seeks to understand the principles, issues, trends, and legislative requirements affecting the recruitment and selection process. Prerequisite: ADMN 2220H and 2230H.

» **ADMN 3221H: Intermediate Financial Accounting I**

Builds on the fundamentals of Financial Accounting I and II. The focus is the asset side of the Balance Sheet and Revenue Recognition criteria within the context of the Canadian financial reporting environment. The identification, discussion, and critique of accounting principles such as the International Financial Reporting Standards (IFRS) and Accounting Standards for Private Enterprises (ASPE) form an important component. Prerequisite: ADMN 2021H.

» **ADMN 3230H: Training and Development: A Cross-Cultural Approach**

An interdisciplinary course which deals with training and development from a cross-cultural perspective. Particular attention is given to theory and results of relevant comparative and organizational research. Coaching, leadership, and workplace diversity are important components. Prerequisite: ADMN 2220H and 2230H.

» **ADMN 3250H: The Legal Environment of Business**

Addresses the legal limits in which business operates and the laws with which business decisions must comply. It utilizes actual case decisions and engages in examination of public and private law, contemporary issues in terms of human rights, the Charter, administrative law, and employment issues in relation to the operation of a business. Prerequisite: 3.0 ADMN credits.

» **ADMN 3260H: Perspectives on Occupational Health and Safety**

Focuses on the legislative, technical, political, and social issues associated with the effective management of occupational health and safety concerns in contemporary Canadian organizations. Prerequisite: ADMN 2220H and 2230H.

» **ADMN 3270H: Human Resource Planning**

Provides an understanding of the essential elements of the human resource planning process in organizations. Students acquire knowledge in analyzing and programming for human resource requirements in the challenging environment of technological change, corporate repositions, rightsizing, cost containment, and pro-structuring improvements. Prerequisite: ADMN 2220H and 2230H.

» **ADMN 3280H: Motivation and Compensation Systems**

Provides the student with an understanding of the process, issues, and techniques involved in developing and administering compensation programs. Students gain knowledge of the theoretical and applied aspects of the compensation function, the linkage between the compensation function, and the overall management process. Prerequisite: ADMN 2220H and 2230H.

» **ADMN 3300H: Personal Ethics in Organizations and Business**

An introduction to personal ethics in business and organizations. Major theories of ethics are applied to case studies. Students learn to identify ethical issues, reflect on their own values, and support their ideas with rational discussion. Prerequisite: 8.0 university credits, at least 3.0 of which must be ADMN credits including ADMN 2010H.

» **ADMN-ECON-IDST 3310H: The Economics of Developing Countries (Sc) (see Economics)**

» **ADMN-SOCI 3320H: Organizational Sociology (see Sociology)**

- » **ADMN 3321H: Intermediate Financial Accounting II**  
Focuses on the liabilities and shareholder equity sections of the Balance Sheet and Off-Balance Sheet items such as complex financial instruments. The identification, discussion, and critique of measurement and disclosure issues under the International Financial Reporting Standards (IFRS) and Accounting Standards for Private Enterprises (ASPE) form an important component. Prerequisite: ADMN 2021H.
- » **ADMN-ECON-IDST 3330H: The Economics of Global Interdependence (Sc) (see Economics)**
- » **ADMN-SOCI 3340H: Sociology of Work (see Sociology)**
- » **ADMN-CAST-HIST 3390H: Creating Modern Capitalism: Cases in Global and Canadian Perspective (see History)**
- » **ADMN 3400H: Markets, Governments, and Organizations**  
Provides the theoretical framework for critically evaluating the way societies control organizations through government regulation, through the governance of the organization, and by creating the institutions that enable markets to function. Prerequisite: 3.0 ADMN credits.
- » **ADMN 3420H: Entrepreneurship**  
Focuses on issues and questions of entrepreneurship and entrepreneurs, covering issues ranging from the creation and development of business ideas and models to sociological, psychological, and economic considerations of the origin and function of entrepreneurs in business as well as non-profit and community settings. Prerequisite: 3.0 ADMN credits.
- » **ADMN 3430H: New Venture Planning and Design**  
A hands-on exercise in business planning, business design, and business management with a focus on start-up and small business contexts. Primary coursework is undertaken in the development of a feasible business plan, including structural, financial, marketing, and human resource considerations. Prerequisite: 3.0 ADMN credits including ADMN 2021H.
- » **ADMN 3440H: Introduction to the Third Sector—Non-Profit and Non-Governmental Organizations**  
An introduction to the “third sector”—organizations variously characterized as non-profit, NGO, social enterprise, and civil society. Special focus is on organizations in health, social development, environment, and international development domains. Prerequisite: 3.0 ADMN credits.
- » **ADMN 3441H: Social Enterprise and Social Innovation**  
Focuses on the emerging fields of social enterprise, social entrepreneurship and social innovation, and examines organizational and intervention models in broader social systems. Significant attention is paid to designing organizational and career solutions responding to important social and environmental needs. Prerequisite: 9.0 university credits.
- » **ADMN 3550H: Operations Management, Concepts, and Cases**  
Concerned with the way organizations transform inputs into outputs, taking a systems approach to organizations. Students learn to recognize and analyze operations of both service and manufacturing organizations, addressing the design of both types of organizations and the management of quality, inventory, and supply change issues. Prerequisite: ADMN 2021H, 2510H, and ADMN-ECON 2200H.
- » **ADMN 3560H: Organizational Analysis**  
Develops diverse skills in the analysis of complex organizational issues, and proficiency in presenting and communicating ideas within a tight timeframe. It adopts experiential learning methods in order to develop effective decision-making and critical thinking skills. It requires students to integrate theories from multiple business disciplines to real-world situations in team-level decision-making contexts. Prerequisite: 3.0 ADMN credits including ADMN 2021H.

» **ADMN 3700H: Investments**

An introduction to the fundamental principles and concepts of financial markets and instruments available in Canada. Emphasizes understanding the investment background, developments in investment theory, valuation principles and practices, and ethical investments. Prerequisite: ADMN 2021H, 3021H, and 3200H.

» **ADMN 3710H: Taxation—Individual**

Focuses on the taxation of individuals within the confines of Canadian tax legislation and the Income Tax Act. Students explore the taxation of individuals with the help of cases, blended learning, and concept questions. Emphasizes the interdisciplinary aspect of personal taxation with reference to the fields of accounting, economics, finance, and law. Prerequisite: ADMN 2021H and 3021H.

» **ADMN-COIS 3750H: Principles of Online Marketing (Sc) (see Computing & Information Systems)**

» **ADMN 3800H: Foundations of Leadership**

Designed to help students understand what it means to be an effective leader. The main emphasis is on developing self-awareness related to leadership abilities as well as the practice of leadership. Examines topics such as the nature of leadership, different perspectives on leadership, developing key leadership skills, and leading organizational change initiatives. Prerequisite: ADMN 2010H and 2220H.

» **ADMN-COIS 3850H: Fundamentals of Project Management (Sc) (see Computing & Information Systems)**

» **ADMN 4030H: Strategic Management**

Focuses on the definition and analysis of strategic problems faced by business and government organizations in adapting to changes in their internal and external environments. Students are expected to draw broadly on knowledge and skills developed over their first three years. Prerequisite: 12.0 university credits of which 5.0 must be ADMN credits including ADMN 2100H and 3200H. Excludes ADMN 4000Y.

» **ADMN 4101H: Thinking About Management**

An exploration of the intersection and interconnectedness of management theory, personal values, attitudes and beliefs, and managerial action. This guided exploration in this often invisible landscape is undertaken using a variety of material: classical and contemporary writings on management, art, literature, and film. Prerequisite: 12.0 university credits of which 5.0 must be ADMN credits. Excludes ADMN 4100Y.

» **ADMN-PHIL 4250H: Business Ethics and Corporations**

Examines a number of ethical issues raised by for-profit corporations, including whether corporations are moral agents and the purpose of corporations. Considers stakeholder theory, stockholder theory, Integrative Social Contract Theory, and CSR. Analyzes numerous case studies of corporate actions. Prerequisite: 12.0 university credits, of which 5.0 must be ADMN credits including ADMN 3300H; or both PHIL 1200H and 2110H. Excludes ADMN-PHIL 4200Y.

» **ADMN-POST-IDST 4255H: Globalization and the Politics of Work (see Political Studies)**

» **ADMN-PHIL 4260H: Ethics and Capitalism**

Examines ethical issues raised by the free-market capitalist economic system such as justice and the distribution of wealth, capitalism and democracy, and ecological sustainability. Several theories of justice are considered. Prerequisite: 12.0 university credits, of which 5.0 must be ADMN credits including ADMN 3300H; or both PHIL 1200H and 2110H. Excludes ADMN-PHIL 4200Y.

» **ADMN 4300H: Financial Management II**

Provides students with an in-depth examination of advanced financial management theories in a Canadian setting. Students will gain an understanding of complex financial management techniques, for example, raising capital, capital structure, dividend and dividend policy, net working capital, mergers and acquisitions, and risk management. Prerequisite: ADMN 3200H.

» **ADMN 4301H: Auditing**

Designed to introduce students to auditing and assurance standards and procedures. Students explore the nature and purpose of the auditing function, as well as client risk profiles, control risk, internal controls, audit planning, evidence collection, and reporting. Prerequisite: ADMN 3221H.

» **ADMN 4302H: Advanced Management Accounting**

Designed to provide an advanced understanding of management accounting concepts, the use of accounting information in decision-making, and the strategic and interdisciplinary implications therein. Explores the use of quantitative and qualitative information in management's decision-making for planning and control; designing and evaluating management control systems and corporate governance structures; and their strategic effectiveness. Prerequisite: ADMN 3021H and 3121H.

» **ADMN 4303H: Advanced Financial Accounting**

Provides students with an in-depth examination of advanced financial accounting topics in Canada. Students learn to account for intercorporate investments, business combinations, foreign currency transactions and translation, and not-for-profit organizations. Prerequisite: ADMN 3221H and 3321H.

» **ADMN 4450H: Perspectives and Practices for Organizational Sustainability**

Introduces students to the "triple bottom line" approach by defining sustainability in organizations as balanced progress toward economic performance, social justice, and environmental quality. Examines approaches and methods of the sustainability paradigm and the way they are used in various areas. Prerequisite: 12.0 university credits, of which 5.0 must be ADMN credits.

» **ADMN 4460H: Managing for Workplace Psychological Health and Wellness**

Focuses on managing for a specific type of human sustainability, that of workplace psychological health. Although psychological health concerns occurring either prior or parallel to employment are considered, this course focuses on the influence of organizational policies, processes, and dynamics on employee psychological health and wellness. Prerequisite: ADMN 2220H and 3300H.

» **ADMN-INDG 4500H: Indigenous Perspectives on Twenty-First-Century Business and Organizational Issues (ICR) (see Indigenous Studies)**

» **ADMN 4700H: Derivatives**

A comprehensive course in derivative markets and instruments (for example, forwards, futures, swaps, and options). By the end of the course, students will have good knowledge of how these products work, are priced, and how financial institutions hedge risks with the help of derivative instruments. Prerequisite: ADMN 3200H.

» **ADMN 4710H: Taxation—Corporate**

Provides students with a comprehensive understanding of the taxation of corporations in Canada, drawing from the areas of financial and managerial accounting, microeconomics, and finance. Topics include, but are not limited to, the computation of corporate taxes, corporate tax planning, reorganizations, partnerships, joint ventures, and the taxation of corporate investment income. Prerequisite: ADMN 2021H, 3021H, and 3200H.

» **ADMN 4720H: Financial Markets and Institutions**

Covers financial markets and institutions including commercial banks, insurance companies, mutual fund industries, and pension funds corporations. From the technical and practical perspective, students learn how to analyze these financial institutions' (FI) financial statement and recent trends, and analyze risks FI managers may face. Prerequisite: 12.0 university credits of which 5.0 must be ADMN credits including ADMN 3200H and 3700H.

» **ADMN 4820Y/4830H: Community-Based Research Project**

Students are placed in research projects with community organizations in the Peterborough area. Each placement is supervised jointly by a faculty member and a representative of a community organization. For details, see Community-Based Research Program ([p. 432](#) or [trentu.ca/tcrc](http://trentu.ca/tcrc)). Prerequisite: 10.0 university credits, a minimum 75% cumulative average, and approval of director of the program. Students may take only one of ADMN 4820Y or 4830H for credit.

» **ADMN 4870H: Field Placement 1**

Bridges academic theory with field-based learning. Working with local agencies in the community, students combine field experience with reflective practice. Students interview for various placements identified by the School of Business, or if approved by the School of Business, students may secure their own learning opportunity. Prerequisite: A minimum 72% cumulative average, 12.0 university credits of which 5.0 must be ADMN credits, and permission of course administrator. Excludes ADMN 3870H.

» **ADMN 4880H: Field Placement 2**

A second opportunity to bridge academic theory with field-based learning. Again, working with local agencies, students receive a real-life learning opportunity either at a new agency or by returning to the first placement host. Students interview for various placements identified by the School of Business, or if approved by the School of Business, students may secure their own learning opportunity. Prerequisite: A minimum 72% cumulative average, 12.0 university credits of which 5.0 must be ADMN credits including ADMN 4870H (or 3870H), and permission of course administrator.

» **ADMN 4900Y, 4901H, 4902H, 4903H: Reading Course**

Provides an opportunity for more intensive or broader study of a selected topic under the guidance of a faculty member. Open only to single- and joint-majors in the Business Administration program. Prerequisite: 12.0 university credits, of which 5.0 must be ADMN credits; a minimum 75% cumulative average; and permission of instructor, the director of program, and the dean prior to the opening of registration in the spring.