

MBA ELECTIVES – Fall and Winter 2025-2026

N.B. Course offering and schedules subject to change.

FALL 2025 (Block 1: Sept. 2 – Oct. 12) (Block 2: Oct. 20– Nov. 30)

Course	Units	Title	BLOCK 1 & 2 Schedule
MBA6262C00	1.5 unit	Entrepreneurial Thinking in Practice	Intensive – In person (Block 2)
MBA6295CC00	1.5 unit	MBA Case Competition Part 1	Regular – In person (Block 1)
MBA6296CC00	1.5 unit	MBA Case Competition Part 2	Regular – In person (Block 2)
Exam period: October 14– 19 (Block 1) and December 1 – 12 (Block 2)			

WINTER 2026 (Block 3: Jan. 5 – Feb. 15) (Block 4: Feb. 23 – Apr. 2)

Course	Units	Title	BLOCK 3 & 4 Schedule
ADM6394Q00	3 units	Advising Family Businesses	Regular – In person (Block 3 & 4)
ADM6420CV00	1.5 unit	Digital Marketing	Regular - Online (Block 3)
MBA6240BV00	1.5 unit	Strategic Sustainable Development	Regular - Online (Block 3)
MBA6252B00	1.5 unit	Portfolio Management	Regular – In person (Block 3)
MBA6253BV00	1.5 unit	Ethics in Finance	Regular – Online (Block 3)
MBA6254BV00	1.5 unit	Sustainable Finance	Regular – Online (Block 4)
MBA6265B00	1.5 unit	Managing the Professional Services Firm – Introduction	Regular – In person (Block 4)
MBA6271BV00	1.5 unit	Cyber Security Systems and Strategies	Regular - Online (Block 3)
MBA6299B00	1.5 unit	Emerging Topics in Digital Transformation and Analytics	Regular – In person (Block 4)
MBA6499B00	3 Units	MBA Consulting Project	Irregular – In person (Block 3 & 4)
Exam period: February 17 - 22 (Block 3) and April 7 – 17 (Block 4) (To be confirmed)			

FALL 2025

MBA 6262C00 Entrepreneurial Thinking in Practice (1.5 unit)

(Sat: Nov. 1-Nov. 29)

Provides students with an opportunity to learn about, and experience first-hand, the entrepreneurial thinking process in an applied team project. Students will work towards conceiving, validating and creating a viable business model for a new venture, project or initiative. Equally applicable to traditional for-profit ventures, social enterprises, not-for-profit organizations or internal initiatives.

MBA 6295CC00 Seminar in Management I – MBA Case Competition Part 1 (1.5 unit)

(Thurs: Sept. 4-Oct. 9)

This course develops the strategic perspective and contributes to the understanding and integration of business activities by introducing new analytical tools and enabling the development of presentation/communication skills through a case study approach. The case study topics combine the various business issues of small and large enterprises (e.g. strategic direction, growth, human resources, financial issues, international business, entrepreneurship). Through an interactive methodology, this course prepares

participants to operate in high performance organizations by simulating executive level boardroom presentations.

Part I focuses on presentation skills.

MBA 6296CC00 Seminar in Management II – MBA Case Competition Part 2 (1.5 unit)

(Thurs: Oct. 23-Nov. 27)

This course develops the strategic perspective and contributes to the understanding and integration of business activities by introducing new analytical tools and enabling the development of presentation/communication skills through a case study approach. The case study topics combine the various business issues of small and large enterprises (e.g. strategic direction, growth, human resources, financial issues, international business, entrepreneurship). Through an interactive methodology, this course prepares participants to operate in high performance organizations by simulating executive level boardroom presentations. This course also prepares participants for participation in the several national and international MBA Case Competitions that Telfer competes in.

Part II focuses on preparing students for participation in the several national and international MBA Case Competitions that Telfer competes in.

WINTER 2026

ADM 6394Q00 Seminar: Advising Family Businesses (3 units)

(Wed: Jan. 7-Apr. 1)

In this MBA-BCOM cross-listed course, students will examine some of the most salient issues facing family businesses from the perspective of a professional advisor. Case studies and will be used to demonstrate how to address fundamental challenges facing family businesses (e.g. communication, governance and succession issues, family conflicts) with best practices. Moreover, guest speakers who are family business advisors or family business members will share their unique experiences relative to working with, or in, family businesses. The course will be highly interactive and student teams consisting of MBA and B.COM students will be encouraged to discuss how to best address the weaknesses of family firms while simultaneously building their strengths.

ADM 6420CV00 Digital Marketing (1.5 unit)

(Thurs: Jan. 8-Feb.12)

Fundamentals of using the Internet for marketing tasks. Strategic implications of the Internet for Marketing. Marketing models for Electronic Commerce. Customer retention, customization, value-based pricing, branding, advertising in the context of Electronic Commerce. WWW and the pricing, promotion and distribution of goods.

MBA 6240BV00 Strategic Sustainable Development (1.5 unit)

(Tues: Jan. 6-Feb. 10)

Introductory seminar on frameworks for Strategic Sustainable Development, applicable to today's business environment. Concepts covered: Gap analysis tools through a sustainability lens, strategy tools for sustainable futures, system conditions, back casting, sustainability planning, strategic prioritization within complex systems, sustainability as strategy, energy transformation, circular economy, and mobilizing capital.

MBA 6252B00 Portfolio Management (1.5 unit)

(Wed: Jan. 7-Feb. 11)

Introduction to the modern portfolio theory, the capital asset pricing model, the arbitrage pricing theory, portfolio selection, efficient markets, active portfolio management and performance measurement.

MBA 6253BV00 Ethics in Finance (1.5 unit)

(Mon: Jan. 5-Feb. 9)

Introduction to the ethical issues confronting financial professionals as well as the ethical standards, practices,

and codes of conduct involved in the finance function. The ethical roles of the financial manager and other stakeholders in the investment industry. The effect of financial crises and scandals on investors' confidence.

MBA 6254BV00 Sustainable Finance (1.5 unit)

(Mon: Feb. 23-Mar. 30)

Introduction to environmental, social, and governance (ESG) investing, sustainable lending and green bonds, corporate social responsibility, climate finance, greenhouse emissions, and their societal impact. The course uses readings, regulations and case studies from both academia and practice.

MBA 6265B00 Managing the Professional Services Firm – Introduction (1.5 unit)

(Thurs: Feb. 26-Apr. 2)

Defining the services business model. Understanding how the consulting process enables client relationship management. Models of service quality and client satisfaction. Ethics in consulting for responsible management. Approaches to developing trust and client loyalty. Managing client projects. Best practices in the professional services industry.

MBA 6271BV00 Cyber Security Systems and Strategies (1.5 unit)

(Mon: Jan. 5-Feb. 9)

User, data, and network security principles. Information systems security standards. Security risk analysis frameworks. Overview of cyber security mechanisms including authentication, access control, data encryption and integrity, and Public Key Infrastructure. Cyber security including security in the wireless, cloud and IoT environments. Payment card industry security standards and compliance.

MBA 6299B00 Emerging Topics in Digital Transformation and Analytics (1.5 unit)

(Wed: Feb. 25-Apr. 1)

The seminars focus on current issues and topics in Digital Transformation. The focus of these seminars may change from year to year.

MBA 6499B00 Management Consulting Project (3 units)

(Tues: Jan. 6-Mar. 31)

Problem definition, diagnosis, analysis, and recommendations for solution/action within a selected business organization. Normally to be completed in groups of four or five students. Supervision by MBA program faculty. Regular progress reports submitted by e-mail or Internet, or in person. Evaluation by MBA program faculty. The project proposal must be accepted by a review committee composed of the supervisor, the MBA program director, and a representative of the business organization.