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

**FALL 2023 (Block 1: Sept. 5 – Oct. 15) (Block 2: Oct. 23 – Dec. 3)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
<th>Title</th>
<th>BLOCK 1 &amp; 2 Schedule</th>
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</thead>
<tbody>
<tr>
<td>MBA6295CC00</td>
<td>1.5</td>
<td>MBA Case Competition Part 1</td>
<td>Regular – In person (Block 1)</td>
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<td>Intensive + WP YR2 + WP YR 1</td>
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<tr>
<td>MBA6296CC00</td>
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<td>MBA Case Competition Part 2</td>
<td>Regular – In person (Block 2)</td>
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Exam period: October 16 – 22 (Block 1) and December 4 – 15 (Block 2)

**WINTER 2024 (Block 3: Jan. 6 – Feb. 16) (Block 4: Feb. 26 – Apr. 9)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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<th>BLOCK 3 &amp; 4 Schedule</th>
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<tbody>
<tr>
<td>ADM6394Q00</td>
<td>3</td>
<td>Advising Family Businesses</td>
<td>Regular – In person (Block 3 &amp; 4)</td>
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<tr>
<td>ADM6420C00</td>
<td>1.5</td>
<td>Digital Marketing</td>
<td>Regular - Online (Block 3)</td>
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<tr>
<td>MBA6101BV00</td>
<td>3</td>
<td>Financial Modeling</td>
<td>Regular - Online (Block 3 &amp; 4)</td>
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<td>WP YR2</td>
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<tr>
<td>MBA6240BV00</td>
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<td>Strategic Sustainable Development</td>
<td>Regular - Online (Block 4)</td>
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<td>Intensive + WP YR2 + WP YR 1</td>
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<tr>
<td>MBA6251BV00</td>
<td>1.5</td>
<td>Corporate Finance</td>
<td>Regular - Online (Block 3)</td>
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<td>WP YR2</td>
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<tr>
<td>MBA6252BV00</td>
<td>1.5</td>
<td>Portfolio Management</td>
<td>Regular - Online (Block 3)</td>
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<td>WP YR2</td>
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<tr>
<td>MBA6265BV00</td>
<td>1.5</td>
<td>Managing the Professional Services Firm</td>
<td>Regular - Online (Block 4)</td>
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<td>Introduction WP YR2</td>
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<tr>
<td>MBA6362E00</td>
<td>3</td>
<td>Project Management</td>
<td>Regular – In person (Block 3 &amp; 4)</td>
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Exam period: February 19 - 25 (Block 3) and April 10 – 19 (Block 4) (To be confirmed)

**FALL 2023**

**MBA 6295CC00 Seminar in Management I – MBA Case Competition Part 1 (1.5 unit)**
(Thurs: Sept. 7-Oct. 12)
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. 26-Nov. 30)
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 2024

ADM 6394Q00 Seminar: Advising Family Businesses (3 units)
(Wed: Jan. 10-Apr. 3)
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 6420C00 Digital Marketing (1.5 unit)
(Thurs: Jan. 11-Feb.15)
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 6101BV00 Financial Modelling (3 units)
(Mon: Jan. 8-Apr. 8)
Applications in MS Excel in corporate finance and investments. Problem-solving using spreadsheets and
functions; time value of money, NPV analysis, valuation, cost of capital, corporate financial planning, risk and
return, CAPM, optimization, option pricing.

MBA 6240BV00 Strategic Sustainable Development (1.5 unit)
(Wed: Feb. 28-Apr. 3)
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 6251BV00 Corporate Finance (1.5 unit)
(Mon: Jan. 8-Feb. 12)
Corporate investment strategies. Capital budgeting under uncertainty. Financing decisions and the cost of
capital. Agency theory. Dividend policy. Applications of derivatives to corporate risk management. Credit
management, and short-term financial decisions.

MBA 6252BV00 Portfolio Management (1.5 unit)
(Mon: Jan. 10-Feb. 14)
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 6265BV00 Managing the Professional Services Firm – Introduction (1.5 unit)
(Thurs: Feb. 29-Apr. 4)
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 6362E00 Project Management (3 units)
(Mon: Jan. 8-Apr. 8)
Introduction to project management. Project life cycle management overview (initiation, planning, execution, monitoring and control, and closure). Basic project management concepts, approaches, methods, tools and techniques. Topics covered include: identifying project needs and objectives; aligning projects with organizational strategy; managing stakeholder expectations; writing the project charter and the project plan; delivering projects; monitoring and control; understanding and measuring project success, delivering long-term and sustainable impacts.