

## School of Business

Dunton Tower 1209

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### The Department

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*Director of the School:*

D.R. Thomas

*Supervisor of Graduate Studies:*

Vinod Kumar

The School of Business offers a program of study and research leading to a Master of Management Studies degree.

The focus of the M.M.S. program is applied research directed toward the management of technology, productivity and innovation. The program of studies will develop in students the conceptual and methodological skills required to manage, plan, develop and implement technological capabilities for the purpose of attaining the strategic and operational goals of organizations.

The main areas of specialization within the program are:

- Business Information Systems
- Finance
- International Business
- Management
- Marketing
- Production and Operations
- Research and Development Administration

Graduate students in the School of Business are governed by the section of this calendar entitled General Regulations, and by the regulations stated in that section.

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### Master of Management Studies

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#### Admission Requirements

Admission into the program is judged primarily on the applicant's ability to undertake successfully advanced studies and research in business, his/her prospects for completion of the program, experience, and achievement.

Applicants are required to have the equivalent of an honors bachelor's degree, with a minimum of high honors standing. Applicants are expected to have had credits in mathematics and the following core courses in functional areas of business described below or their equivalents:

- Business 42.210\*: Management and Organizational Behavior
- Business 42.228\*: Introduction to Marketing
- Business 42.230\*: Introduction to Management Science
- Business 42.240\*: Business Information Systems
- Business 42.250\*: Introduction to Business Finance
- Economics 43.220: Statistical Methods in the Social Sciences

In addition, applicants are expected to have had an upper-level course sequence in their proposed area of business specialization, and to have an adequate grounding in at least one supporting fundamental discipline such as economics, psychology, sociology, mathematics, anthropology or computer science.

The school requires that all applicants submit scores obtained in the Graduate Management Admission Test offered by the Educational Testing Services of Princeton, New Jersey. A superior GMAT score will be required for admission. All applicants whose native tongue is not English must take the TOEFL test and obtain a minimum score of 550.

The school's admission policy is governed by the availability of graduate student space. Possession of the minimum admission requirements does not, in itself, guarantee acceptance. Advanced standing may be granted for required courses only if previous work is judged to be equivalent to courses required in the program.

Advanced standing and transfer of credit must be determined on an individual basis in consultation with the supervisor of graduate studies and must also be approved at the time of admission by the dean of the Faculty of Graduate Studies and Research. In general, a grade of B- or better is required in equivalent courses to obtain advanced standing.

#### Program Requirements

The requirement for the Master of Management Studies degree is the equivalent of five full courses of which at least four must be at the 500 level or above. Students must complete one and one-half full-course credits of required business courses, one full-course credit from a selection of

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\* At the undergraduate level, denotes a half-credit course.

advanced seminars, one full-course credit of approved options and a thesis equivalent to one and one-half full-course credits as indicated below.

All master's students are required to complete:

*Required Business Courses*

- Business 42.592: Business Research Methods
- Business 42.595: Directed Research in Business Studies
- Business 42.597: M.M.S. Thesis Tutorial

*Advanced Seminars*

One full-course credit from the following list of half courses:

- Business 42.510: Seminar in Management and Administration
- Business 42.520: Seminar in Marketing
- Business 42.530: Managing the Multinational Enterprise
- Business 42.540: Seminar in Information Systems Management
- Business 42.550: Seminar in Finance
- Business 42.560: Strategic Management of Manufacturing Technology and Productivity
- Business 42.570: Management of Research and Development

*Approved Options*

The equivalent of one full-course credit of approved courses which may be selected from among those offered by the school and in related disciplines.

*Thesis*

- Business 42.599 M.M.S. Thesis

The M.M.S. thesis is equivalent to one and one-half full-course credits. The thesis would normally relate to issues that are relevant to producers and users of technology.

The thesis must represent the result of the candidate's independent research undertaken after being admitted to graduate studies at Carleton University's School of Business. Previous work of the candidate may be used only as introductory or background material for the thesis.

A candidate may carry on research work related to the thesis off campus provided that the work is approved in advance and arrangements have been made for regular supervision of thesis research activities with the school's supervisor of graduate studies.

All students require the school's approval for their proposed thesis topic. Each candidate submitting a thesis will be required to take an oral examination on the subject of the thesis.

## Academic Standing

A grade of B- or better must normally be obtained in each course counted towards the degree. A candidate may, with the recommendation of the school and the approval of the dean of the Faculty of Graduate Studies and

Research, be allowed a grade of C+ in one full course or each of two half courses.

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## Graduate Courses\*

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Enrollment in graduate courses requires the permission of the school through the supervisor of graduate studies.

- Business 42.510F1

*Seminar in Management and Administration*

A critical examination of research on decision-making and problem-solving behavior in organizations. Particular attention will be given to the use of information and management techniques for decision making in technology-driven organizations, and to management strategies of problem solving in unpredictable circumstances.

- Business 42.511W1

*Seminar in Organizational Design*

This course examines alternative concepts and forms of organizational design at both the administrative and operational levels. The emphasis will be on a critical analysis of design implications of high rates of environmental and technological change. Management structures, processes and technologies, which enhance productivity and innovation will be evaluated with special reference to comparisons between Canada and other industrialized countries.

- Business 42.520F1

*Seminar in Marketing*

This course examines issues in productivity and innovation as they relate to marketing. The course assumes the viewpoint of product portfolio management, and addresses problems such as market assessment, marketing audits and policy, new products, existing product management, and product line profitability.

Particular emphasis is placed on marketing of technology-based products and the effect of technological developments on marketing practices.

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\*F,W,S indicates term of offering. Courses offered in the fall and winter will be followed by T.

The number following the letter indicates the credit weight of the course: 1 denotes a half-course credit, 2 denotes a full-course credit, etc.

- Business 42.521W1

#### Contemporary Marketing Thought

This course examines the state of the art in marketing thought, and prepares the student to cope with an ever changing environment. Topics include the development of paradigms in marketing, recent advances in consumer behavior, the acquisition of data and information from the external environment, the influence of societal and environmental developments upon marketing, and new directions in marketing theory and practice.

- Business 42.530F1

#### Managing the Multinational Enterprise

This course examines issues in the management of multinational enterprises, e.g. optimizing productivity in multi-site environments, the dispersion of innovative products and ideas across national boundaries, and the management of cultural differences and their impact on the basic managerial functions of communication, planning, decision making and integration. The course will examine both Canadian-based multinational firms and externally-based firms with interests in Canada.

- Business 42.531W1

#### Seminar in International Business Management

This course examines specific topics in the area of international business management. Areas of interest include management in inter-cultural environment, issues in international financing, and business negotiations, international inter-firm alliances including joint ventures, etc. Students will be expected to make significant contribution to the discussion.

- Business 42.540F1

#### Seminar in Information Systems Management

This course is concerned with major issues in the managing of information technology. It covers the following major topics: organization of information services; planning, management and administration of information resources; assimilation and diffusion of information technology; integration of information services; and current opportunities and concerns in information services. The implications of these issues for managers are examined by the use of cases and projects.

- Business 42.541W1

#### Current Topics in Business Information Systems

This course examines trends and issues associated with business information systems within organizations. It covers topics such as analysis and design of information systems, end-user computing, databases, distributed systems, teleprocessing, office automation, data communications. Other topics may include modern technologies such as knowledge based systems and artificial intelligence.

- Business 42.550F1

#### Seminar in Finance

An analysis of contemporary theory of finance. This analysis includes: the examination of innovations in corporate financing; financial planning; financing strategies; valuation of contingent claims; implications of agency theory, etc. Particular emphasis is placed on financial decision of technology-based firms.

- Business 42.551W1

#### Seminar in Financial Research

This course examines research and empirical issues in investments, portfolio management, corporate finance, and capital markets. Particular emphasis will be placed on innovative research methods and financial innovations.

- Business 42.560F1

#### Strategic Management of Manufacturing Technology and Productivity

This is a case-analysis course intended for students interested in strategy, productivity, and technology in manufacturing operations. The course focuses on articulating and executing the manufacturing strategies related to structural kinds of changes in facilities, locations, production technologies, and sourcing arrangements and the infrastructural kinds of changes, in management policies and practices. Other topics include adoption and implementation of new technologies and interaction between research and development, engineering and operations.

*Prerequisite:* Graduate standing with 42.337\* or equivalent.

- Business 42.561W1

#### Production and Operations Management

This is an introduction to the philosophies, methods and techniques of modern production and operations management. It discusses long run design issues involving products, plants, equipment, layout, work organization, and their interrelations. It also looks into medium and short term operational questions involving the planning and control of production, inventories and product quality. The theoretical material will be grounded in problems, cases and project work.

*Prerequisite:* Graduate standing with 42.337\* or equivalent.

- Business 42.570F1

#### Management of Research and Development

Examines the mission of research and development and the management of research and development groups. The focus is on the creation of technology and its deployment. Topics include specific managerial problems around the manage-

ment of design and development activities and the basic and applied research which support these activities.

*Prerequisite:* Graduate standing with 42.337\* or equivalent.

- Business 42.571W1

Seminar in Research and Development and Innovation Diffusion

The course deals with the concepts, theories and methods of efficiently managing the technological innovation cycle, the innovation monitoring system incorporating the critical factors that signal the possible success or failure of a developing project, theories of adoption of an innovation in a firm, and the models of the diffusion of an innovation. Other topics relevant to research and development and innovation diffusion include the role technology monitoring and forecasting play in long-range planning decisions and the methodologies to perform these activities, transfer of technology, and the role of government supporting the innovation.

- Business 42.590T1 or T2

Tutorials/Directed Studies in Business

Tutorials or directed readings in selected areas of business, involving presentation of papers as the basis for discussion with the tutor. A requirement for the course may be participation in an advanced business course at the undergraduate level.

- Business 42.592F1

Business Research Methods

A consideration of the basic issues of scientific research as applied to business problems. The course includes a discussion of the logic of scientific research, proof and verification, hypothesis testing, the logic of statistical inference, and research design.

- Business 42.595F1

Directed Research in Business Studies

This course focuses on the integration of technology and strategy, the designing of a technological strategy, the development of new products and new businesses, and the design and management of innovative systems.

- Business 42.597W1, S1

M.M.S. Thesis Tutorial

A seminar designed to help the student formulate and evaluate specific research topics. The successful submission of a thesis proposal is necessary for the completion of the course.

- Business 42.599F3, W3, S3

M.M.S. Thesis Research

*Prerequisite:* Business 42.597.