



UNIVERSITY
CANADA WEST

Graduate Calendar 2007-2008

September 2007

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WELCOME TO UNIVERSITY CANADA WEST

I think you will find a world of difference with us, in how you learn and how you're treated.

We believe that students who have successfully completed a degree at any university that is recognized by UCW as providing quality education can be successful in Master's level studies. We make every effort to recognize related coursework as progress toward our Master's degree in Business Administration. We also believe that the knowledge and skills gained through life's challenges and experiences have value. That's why we provide "prior learning assessment and recognition" opportunities for those who may not have completed a Bachelor's degree but have completed studies at the diploma level and have learned through experience.

We believe that the goal of a successful university education is a successful life. That's why our programs are designed to be focused, practical, responsive and flexible. In fact, you may choose from three options in deciding how to get your UCW MBA degree, allowing letting you complete it in one year or two. Although our responsiveness and flexibility may be new, we maintain the same stringent standards as found in Canada's other universities.

Our Authority to grant degrees comes from the British Columbia Minister of Advanced Education. Our academic programs are assessed and monitored by the Minister's Degree Quality Assessment Board, and we have our own internal assessments of courses, teaching, and degrees, to ensure that they meet rigorous standards of quality and excellence. Our professors are devoted to teaching and to your success.

Please browse our website for details, and I look forward to seeing you at UCW.

Sincerely,

David Strong, *PhD, LLD, DSC, FRSC*
President

Terms, Conditions and Definitions

Calendar 2007-2008

The term “university” is used under the written consent of the Minister of Advanced Education, Government of British Columbia, Canada, effective August 9, 2004, having undergone a quality assessment process and been found to meet the criteria established by the provincial minister.

This Calendar is applicable for the UCW academic year that begins on September 1, 2007 and extends to August 31, 2008. Any changes to Calendar information during that period will be published on the UCW web site.

Calendar Changes

The University reserves the right to revise or cancel any rule or regulation published in the Calendar or its supplements, at any time. Students will be notified of any changes before the beginning of the relevant term. However, where such changes have the potential to affect a student negatively, regulations under which the student entered a program shall apply. Students are urged to pay close attention to regular announcements on the UCW web site and in “MyUCW.”

Protection of Privacy

Students are responsible for the completeness and accuracy of their registrations and for determining the requirements of their programs at UCW. All applicants are advised that all registration information they provide and any other information placed into their student records will be protected and used in compliance with the BC Freedom of Information and Protection of Privacy Act (1992).

Limit of University Responsibility

UCW accepts no responsibility for the interruption or continuance of any class or course of instruction because of an act of God, fire, riot, strike, or any cause beyond the control of the University.

Identity Cards

All students require a current UCW photo Identification Card. The card is the property of UCW and must be presented upon request as proof of identity at University functions and activities. Photo ID cards are provided in September. To qualify for an Identity Card, a student must be officially admitted to a course of study by the registrar’s office.

Categories of Students

To maintain full-time status, a graduate student must be able to complete sixty-seven percent of their courses within the program design template.

Credits

Each MBA course has equivalent value except MBA 500 Team-Based Leadership, which is a half course with half credit value and MBA 097 and 098, which are non-credit courses.

University's Right to Limit Enrolments

The University reserves the right to limit enrolment, to limit the registration in, or to cancel or revise the curricula and/or any of the courses listed. However, every effort will be made to accommodate students already enrolled in a program. Internet and classroom course sections may be combined into Internet course delivery to satisfy minimum enrolment size.

Eligibility for Admission

Students wishing to enrol in the UCW MBA program may qualify for admission based on meeting one or more of the following conditions:

- Have completed a Bachelor's degree program in business at a recognized university in order to enter the fast track MBA program; or,
- Have completed a Bachelor's degree program at a recognized university in order to enter the two year MBA program; or,
- Have completed a diploma or certificate program of studies in business and have senior level management experience.

English Proficiency

English is our language of instruction and communication. If your first language is not English, you will need to provide evidence of competency in English. This may include any of the following:

- TOEFL: 575 (paper based) or 233 (computer based) or 86 (Internet based).
- CanTEST: 4.5 in reading and listening, 4.0 in writing;
- Carleton English Language Test: 60 overall, with 60 in writing proficiency;
- Michigan English Language Assessment Battery: 82;
- International English Language Testing Service (IELTS): 6.5 overall with no score less than 6;
- York English Language Test: 5;
- Language Proficiency Index: 5 or better.

Please note that international students may be required to be tested for English Language proficiency and to take English Language classes or tutorials through University Canada West, if the need is indicated.

Withdrawal From A Course or Program

A graduate student who, after registration, decides to withdraw from UCW or from a course, must notify the Registrar's office in writing. The student must obtain clearance from UCW, to the satisfaction of the Registrar's Office, before being recommended for a fee refund, where applicable.

In general, if a student withdraws from a seven week course before the end of the second (2nd) week of classes (Friday), there will be no penalty and a full refund. If the student withdraws before the end of the third (3rd) week (Friday), the student will receive a 50% refund and no penalty on the student record. However, if the student withdraws any time during the 4th week (or later), there will be no refund and "N" (equal to F) will be placed on the student's academic record.

The MBA program has two types of Residency experience - a four day BASIC Residency, or a sixteen day FULL Residency. **Tuition refund deadlines** are as follows:
Four Day Basic Residency - If the student withdraws before the morning of the second day, there will be no penalty and a full refund. If the student withdraws before the end of the second day, there will be a 50% refund. After the second day, there will be no refund and N (equal to F) on the student transcript.
Sixteen Day Residency – Up to the end of the 3rd day there will be no penalty and a full refund. To the end of the 5th day, there will be a 50% refund. After 5 days, there will be no refund and N (equal to F) on the student transcript.

General Information

University Canada West believes that all students are active partners in learning. At the Master's level, we jointly share responsibility for learning with our students through offering a learning contract. As an equal partner, UCW is committed to providing environments that enable student success.

Based on this commitment, we offer a graduation guarantee for any student accepted into our MBA Program. This guarantee is based on two principles:

- We believe that all successful applicants are committed to self-improvement in order to gain an edge in the real business world.
- We are confident in our curriculum and delivery systems and committed to provide the resources necessary to ensure graduation for every successful applicant.

Our guarantee encourages success. Students need only be highly motivated to achieve their educational goals. In fact, the university is adamant that any applicant that meets the entrance requirements and follows the conditions laid out in the guarantee, including signing and meeting the terms and conditions of the learning contract, will graduate.

Academic Terms

For new students, the UCW academic year begins with a FULL residency for all students. Students are required to arrange to be in Victoria for the full period of the residency, attending all classes and meetings during the residency period. The residency commences on a Friday and continues through the first weekend then runs for the following two complete weeks, ending on the Saturday of the second week with a final exam. Some portion of the weekend in the middle of the residency will also involve learning activities. The rest of the academic year is divided into six (6) eight week terms. Each course in each term is seven (7) weeks in duration and is followed by a one week learning break, with additional breaks occurring after Residency; around the Christmas season; and, in early October. Each learning term ends on a Saturday, to accommodate final examinations. If students wish to start their MBA program after the FULL Residency by joining a program already underway, they may take up to three courses before they have to take the next available January or May four-day BASIC residency. They would continue to take courses and then attend the final two weeks of the next available August FULL Residency.

Students in a two-year program of study would take six (6) additional terms in their second year. The second year may commence with a weekend residency.

Graduate Admission

The University welcomes applications from Canadian and international students. New students must apply and receive confirmation of admission to the University before registering in courses.

Applicants for UCW MBAs should normally possess a Bachelor's degree with a B or better average in the last year of their program. Our one-year and two-year Internet/Residency MBA programs require work experience as well as a Bachelor's degree. Work experience is NOT a requirement for the On Campus, Full-time, MBA program.

Applicants for the Accelerated MBA for University business graduates should have a BCom, B. Mgt. or BBA with a B or better average in the last year of their program.

We do not generally require a GMAT when students have a Bachelor's degree from a recognized university.

We accept credit for experience. Such entry is normally limited to those with senior experience managing people or projects. For most of these applications, a GMAT is required and is used as a diagnostic rather than as a limiting tool. Additionally, a combination of experience, college diplomas in business, in-house training, service club, and charitable activities, are just a few of the things that can be used as elements of the assessment process.

Grading

The official grading system used by instructors in arriving at final assessments of student performance is given below. Instructors are not permitted to release final grades informally to students in their classes. Only the Registrar's Office can release final grades. Student records are confidential. Instructors may release other grades only to the student concerned, unless they have the student's permission to release the grades to a third party. Students' grades are available to them through the MyUCW website.

University Canada West MBA Grading System

GRADES AND GRADE POINTS			
Descriptor	Percentage	Letter Grade	Numeric Value
Excellent	90% - 100%	A+	4.33
	85% - 89%	A	4.00
	80% - 84%	A-	3.67
Good to Satisfactory	75% - 79%	B+	3.33
	70% - 74%	B	3.00
	65% - 69%	B-	2.75
Failure	60% - 64%	C+	2.33
	55% - 59%	C	2.00
	50% - 54%	D	1.00
	0% - 49%	F	0.00
		N*	0
		IP**	0

* Did not complete course requirements (Equivalent to F)

** In Progress

Reviews of final grades are governed by the following regulations taken together with any specific regulations of an individual faculty:

- A student considering a request for a review should first discuss the assigned grade with the instructor.
- Normally, a request to review a final grade, including the grade review fee (\$50), must be submitted to the Registrar's Office within 14 days after the release of grades.
- The applicant must state clearly in writing the grounds for believing that the grade awarded should be raised.
- Students should keep all written work returned to them by the instructor during the term and make available any work that forms part of the grade to be reviewed.
- Every effort will be made to complete the review within 21 days of receipt of the application for review.

- The grade determined by means of a review will be recorded as the final official grade, whether the same, higher or lower than the original.

Mathematical marking errors will be corrected without involving the review procedures. Requests for review or other consideration based on compassionate grounds such as illness are governed by separate regulations.

Students considering a review request should note that examination papers graded E or F are automatically read at least a second time before the grades are recorded. For that reason, an applicant eligible for a supplemental examination should prepare for the examination in case a change in grade is not available before the time of the supplemental examination. During the term quarter, students who believe that a grade awarded for term work is unfair should discuss the matter informally with the instructor concerned. If discussion with the instructor does not resolve the matter, the student may take it up with the Dean of the Faculty.

Transcript of Academic Record

When requested in writing by a student, a certified transcript of the student's academic record can be sent by the Registrar's Office directly to the institution or agency indicated in the request. Each transcript will include the student's complete record at UCW to date. Since standing is determined by the results of all final grades in a term, transcripts showing official grades are not available until the end of the term. A student's record is confidential and a transcript is issued only at the student's request. All transcript requests must be accompanied by payment of \$20.00. A transcript will be issued within five working days after a request and payment is received by the Registrar's Office. A transcript will not be issued until all financial obligations to UCW have been cleared. A student who requires proof of degree completion prior to convocation can request a letter from the Registrar's Office.

Graduation

Application for Graduation: Candidates for a degree must submit a formal application for graduation when registering in the final term before their anticipated graduation. Application forms for graduation are available from the Office of the Registrar or the web site of the Registrar. The graduation fee is \$50. Applications for Graduation must be submitted by the deadline posted on the website and MyUCW.

Minimum Degree Requirements for Graduation: Each candidate for a master's degree is required to have satisfied the University requirement by completing all the courses set out for their program with a minimum of a B- grade in each course and a B average or better.

Deans' Awards for Outstanding Performance: One student in each of the Master of Business Administration Program, the Bachelor of Commerce Program, and the Bachelor of Arts Program who has the highest average of all graduating students in each program will each receive the Dean's Award for Outstanding Performance. He or she will receive a certificate noting the accomplishment and will be honoured with a picture and brief biography on our website.

Rules:

- To be eligible, a graduating student must have successfully completed, at University Canada West, at least 50% of the courses in their total degree program
- A student's average for this award competition will normally be the average grade achieved on his or her best 20 courses taken at University Canada West for the BA and BCom, or the average of all courses for the MBA.
- The students eligible to be considered for the award will be all students graduating in each graduation ceremony.
- There will normally be one MBA student, one B.Com student, and one BA student recognized in each graduating group.
- The averages will be calculated based on final marks posted in MyUCW.
- Students are not required to have taken their courses within any defined period of time.
- The Dean reserves the right to make no award, or to make multiple awards, at any Convocation.

Program Planning

UCW Graduate Programs are highly flexible and can be accessed via the Internet or on Campus. With the exception of the Residency, students may elect to take a given course over the Internet or in face to face class room instruction. Subject to enrolment, program courses will be offered several times throughout the year. See page 24 of this calendar for the course schedule. If enrolment for a given face to face course at any point in the schedule is too low for classroom instruction to be effective, students may be directed to complete the course via the Internet.

A Partnership in Learning

UCW supports a learning-centered model wherein students become active partners in the university process. This model engages students at the beginning of the learning process to ensure that each is prepared, ready and able to participate fully and actively. Where appropriate, students may be required to sign a Learning Contract that will assist progress.

Appeals

Students who have grounds for believing themselves unjustly treated within the University are encouraged to seek all appropriate avenues of redress or appeal open to them.

- A student, after first consulting with the instructor involved, may then consult with the Dean of the Faculty. If still dissatisfied, the student may consult with the Vice President of Student Services, who will advise on the appropriate procedures. A student dissatisfied with the decision reached through these procedures may then appeal to the Academic Council.
- Appeals to the Academic Council must be submitted in writing to the Secretary of Academic Council, including a clear, precise statement of the decision or act or treatment being appealed. In addition to the name of the person or body whose decision, act or treatment is being appealed, the reasons the student believes the appeal should be allowed as well as the remedy or relief the student is seeking, should be stated.

The decision made by the Academic Council will be final, with no further appeal unless new evidence is brought forward.

Intellectual Property

Students will own the intellectual property rights to creations, discoveries or inventions arising out of their sole research and scholarly activity, unless developed during employment by UCW, or otherwise agreed in advance as conditions of participation in a particular project or program provided by UCW.

Programs Offered

The University Canada West MBA programs are designed for both business and non-business university graduates and may be completed both on-campus and on-line.

Our MBA degrees are designed to satisfy different types of needs. If you are already working and don't want to take time away from your career to upgrade your education, then you can earn while you learn, by doing a combination of Internet course work and short residencies. You will only need to be away from work for two weeks at a time to fulfill your residency requirement. If you want to fast-track your MBA, you can complete your course requirements through a twelve-month, intensive program taught on campus at UCW.

MBA for University Business Graduates

This MBA is for university graduates who have a Bachelor of Commerce, Bachelor of Management, or Bachelor of Business Administration degree. Depending on your course load, you may graduate in as little as one year. You will attend one 16 day residency at the beginning of the program. We will provide study materials about a month before the residency begins so that you are prepared. Your course work will be delivered on-line or on-campus at eight-week intervals, and you will complete a Consulting Project which can take up to nine months to complete, depending on your ability to focus on completion of the project. Applicants are expected to have work experience.

MBA for Non-Business Graduates

If you have a non-business degree, this program will allow you to graduate with an MBA in one or two years, depending on your course load. It combines a residency requirement with either Internet course work or attendance in campus based courses. We will provide study materials about a month before the residency begins so that you are prepared. Your course work will be delivered on-line or on-campus at eight-week intervals, and you will complete a major Consulting Project, which can take up to nine months to complete, depending on your ability to focus on completion of the assignment. Other than the Residency requirement, students can chose to take their program as a campus based program, an on-line distance learning program or a combination of both. Applicants are expected to have work experience.

The UCW MBA

We will customize an MBA program to meet your individual needs and goals and recognize your unique career and academic background. You will save time and money, because you will be learning exactly what you need in your specific situation. Contact us for more information about this unique MBA option. A customized MBA takes time to develop. If this is the option that a student chooses, the student should request this at least two months before he/she plans to begin.

Program Elements

Our programs have five particular characteristics:

1. The Residency component
2. Use of learning teams during your program of study
3. The Consulting Assignment or Research project
4. Face to Face learning with Internet enhancement and/or Distance Learning
Internet based courses

Residency

The MBA program generally begins with a FULL two-week (16 day) Residency which consists of three courses including skills-oriented sessions in teamwork, leadership and job analysis. The Residency also includes workshops in case analysis, presentation skills, and Using Excel for Statistical Analysis.

We will send you study materials about a month before the Residency begins, so you can be prepared to participate. When you arrive we will provide an orientation to our Internet system, and create effective learning strategies to work in a team environment. You will also meet the University Canada West support team whose goal is to assure your success.

The FULL Residency is offered in August. If students join a program that is already underway, they can take up to three courses before they have to take the next available BASIC Residency, which will be offered in January and May. A BASIC Residency is four days in duration and includes MBA 500 Team Based Leadership, plus workshops in Case Analysis, Presentation Skills and Using Excel for Statistical Analysis.

Residencies may be held on the University Canada West campus or at various venues, chosen for their appeal. The Residence courses are taught by respected, senior faculty with extensive real-world experience in business and management.

Learning Teams

During your residency each year, we may establish learning teams for the duration of the residency. Most MBA courses will require students to work in teams on some major assignment in the course. These will be virtual teams in the case of on-line courses. MBA 500 and MBA 501 provide concepts and skills appropriate for building effective work teams. Students are expected to take these courses as early as possible in their program of studies.

Research Project or Consulting Assignment

Depending on your particular program, you will either be expected to complete a Research Project or a consulting assignment. Such a project will be assisted by your participation in a course on research methodology and consultancy. In addition, your work will be supervised by a specific mentor.

Generally, your Consulting Assignment is an individual consulting project that can relate to the organization you are working with, or another organization, such as a not-for-profit agency. It will integrate and consolidate all your learning in a practical application. If you are to complete a research project, you are expected to apply basic principles of qualitative or quantitative research to a topic developed from your own interests.

You will be expected to present a proposal as to your intended area of study and your planned method of research and/or consultation for approval by the Dean and an ethics committee. This approval must be obtained prior to engaging in the actual research or consultation. The proposal is generally prepared following completion of MBA 506 Consulting Practice.

Internet Enhancement

All MBA courses are enhanced with materials available online through the MyUCW web portal. Many of the courses can be delivered to you over the Internet. In on-line courses, you will be presented with materials for self study to help you direct your engagement with the material. You will participate in discussions of the material via on-line chats and threaded discussions.

Internet and Campus Course Work

Internet and campus courses are delivered at eight-week intervals after your residency each year. Each course lasts seven weeks, and there is a week-long break between each course.

MBA Specializations

The UCW program is a general studies MBA. However all UCW MBA degree programs provide an opportunity for you to focus on a particular area of interest, - through course work and your choice of topic during your Consulting Assignment or Research Project.

Choosing a Specialization

Your choice of specialization will depend on your personal learning interests. You may wish to integrate your study emphasis with the interests of your organization in potential research and/or consulting project topics.

Schedule of Classes

The schedule of MBA classes accommodates three annual intakes – the full intake in August and two shorter intakes in January and May.. Course offerings are subject to confirmation of Intake. Internet and classroom course sections may be combined to accommodate minimum enrolment size. A student may start the program at any time subject to the rule of taking the next available Residency once started.

A Preparatory Course

Students who have not taken a course in mathematics for some time, or who have not had any courses on basic accounting principles, have the option of taking MBA 097 Preparation for Business Math and MBA 098 Introduction to Basic Accounting Principles. These courses are highly recommended for any student entering the MBA program without a B.Com or BBA degree.

Course Schedules

The specific schedule of courses in each program option is outlined below.

Recommended Sequence of Courses

Recommended Course Schedule for Students With Business Degree	
MBA 500 Team Based Leadership	Residency
MBA 501 Human Interface	Residency
MBA 502 Business Environment	Residency
MBA 509 Digital Universe	
MBA 514 Global Leadership*	
MBA 506 Consulting Practice	Pre-requisite to MBA 522
MBA 522 Consulting/Research Project	Involves nine month project
MBA 513 Change Management	
MBA 504 Strategic Leadership	

*B.Com/BBA students may opt to select one course from a selection of four courses (MBA 510 Operations Management, MBA 511 Project Management, MBA 512 Entrepreneurship, and MBA 513 Global Leadership.) A student would not generally select a course that they have previously taken during their bachelor degree program. Such selection may affect their finish date.

Recommended Course Schedule for Students with Non-Business Degree (2 Year Completion)	
MBA 097 Intro to Business Math/Accounting	On-line self paced study
MBA 098 Introduction to Basic Accounting Principles	On-line self paced study
MBA 500 Team Based Leadership	Residency
MBA 501 Human Interface	Residency
MBA 502 Business Environment	Residency
MBA 505 Numerical Analysis	
MBA 508 Financial Management	
MBA 503 Marketing Management	
MBA 510 Operations Management	
MBA 507 Management Accounting	
MBA 513 Change Management	
MBA 512 Entrepreneurship	
MBA 509 Digital Universe	
MBA 514 Global Leadership	
MBA 506 Consulting Practice	Pre-requisite to MBA 522
MBA 522 Consulting/Research Project	Involves nine month project
MBA 511 Project Management	
MBA 504 Strategic Leadership	

Recommended Course Schedule for Students with Non-Business Degree (1 Year Intensive on Campus Completion)	
MBA 097 Preparation for Business Math	On-line self paced study
MBA 098 Introduction to Basic Accounting Principles	On-line self paced study
MBA 500 Team Based Leadership	Residency
MBA 501 Human Interface	Residency
MBA 502 Business Environment	Residency
<i>Complete Two Courses Per Term For Remainder of Program</i>	
MBA 505 Numerical Analysis	MBA 509 Digital Universe
MBA 508 Financial Management	MBA 514 Global Leadership
MBA 503 Marketing Management	MBA 506 Consulting Practice (Prerequisite to MBA 522)
MBA 510 Operations Management	MBA 513 Change Management
MBA 522 Consulting/Research Project	Involves nine month project
MBA 507 Management Accounting	MBA 511 Project Management
MBA 512 Entrepreneurship	MBA 504 Strategic Leadership

Important Course Sequence Information

Students who wish to begin their studies after the August Full MBA Residency may take up to three courses in one term but must attend the next available short residency for MBA 500 and the associated workshops, and then attend the next available August MBA 501/502 Residency.

Students have the option of completing MBA 097 Preparation for Business Math and/or MBA 098 Introduction to Basic Accounting Principles. These are self paced diagnostic and instructional courses that are not a required part of the program but were designed to help students get prepared for their MBA studies if they have not been studying business or math courses for some time.

A student can elect to take one or two courses per term as long as they meet the prerequisites for any course.

MBA 506 Consulting Practice is a prerequisite course for students registering in MBA 522 Consulting/Research Project. The project for MBA 522 is expected to be completed within nine months. However, up to two 3 month extensions can be purchased for \$750 per extension. Students are recommended to only register for MBA 522 when they are ready to start that project, as per what suggested in MBA 506 for what readiness would entail.

B.Com students are eligible to take the combined set of MBA 506 and 522 at anytime after completion of the short Residency or the full Residency.

It is highly recommended that Non-B.Com/BBA students successfully complete MBA 500, 501 and 502 and at least eight of 503, 505, 507, 508, 509, 510, 511, 512, 513, 514 before taking the combined set of MBA 506 and 522. A student wishing to make an exception should obtain the prior approval of the Dean.

It is generally advised that a student plan on starting MBA 522 as soon as possible after completing MBA 506.

Course Descriptions

MBA 097 Preparation for Business Math

An on-line, self managed and self paced diagnosis, review and testing of basic math skills appropriate for business math calculations; and of basic accounting principles in preparation for MBA 505 Numerical Analysis, MBA 508 Financial Management and MBA 522 Consulting/Research Project.

MBA 098 Introduction to Basic Accounting Principles

An on-line self-managed and self-paced diagnosis, review and testing of understanding of basic accounting principles in preparation for MBA 507 Management Accounting, MBA 508 Financial Management and MBA 512 Entrepreneurship.

MBA 500 Team-Based Leadership

This course is based on a number of concepts relating to the use of teams in management. It includes coaching as well as project team models. You will study team dynamics and styles and how to use them appropriately. You will receive feedback about your personal goals and managerial skills including: management style, visioning, career goals, decision styles, strategic openness and feedback processes. The course will help you build and maintain an effective Learning Team.

MBA 501 Human Interfaces

Focus is on the importance of understanding human dynamics in an organizational context, including individual, group and organization-wide interactions. Tensions found at the boundaries of subsystems will be analyzed and strategies devised to minimize those that are unproductive, while harnessing the positive energy that can result when goals conflict.

MBA 502 The Business Environment

This is an investigation of the effects of social, technical, economic and political activities on organizational success. The underlying variables at the root of these dynamics anchor the discussion. Examines core best business practices worldwide.

MBA 503 Marketing Management

Marketing principles that will help students implement a marketing strategy for an organization. Included are: the marketing environment, segmentation, positioning, consumer behaviour, customer care, marketing research, branding, pricing, distribution and innovation. Emphasis is placed on an analysis of changes in the marketplace that affect an organization's future.

MBA 504 Strategic Leadership

Strategic leadership skills and processes including: defining the organization's mission, strategy formulation, the implementation of guiding principles, and establishing clear direction and purpose. Includes a study of environmental factors, industry and country analysis, organizational assessment, strategic formulation, implementation, and control. You will learn the relationship between rarity, value, substitutability and organizational capacity within the context of financial and leadership control. You will develop enhanced strategic thinking, analysis and judgment abilities.

MBA 505 Numerical Skills

Focuses on the gathering, analysis and interpretation of numerical information, and on common analytical tools and techniques that will allow you to present numbers in a valid and meaningful way. Includes: statistical interpretation and decision trees, principles of economy engineering based on net present value, aspects of marketing research and data gathering techniques. Some basic economic and statistical measures will be studied.

MBA 506 Consulting Practice

This course is designed to develop skills regarding relationships with internal and external clients. Includes: contracts, requests for proposals, client attachment, role expectations, intervention models, process consultation, organizational learning, detachment, and related concepts. A foundation course for your required consulting assignment.

MBA 507 Managerial Accounting

This course investigates the use of accounting information in the decisions made by management during the process of planning and controlling. Includes: systems that measure the cost and profitability of products and services, implications of change in investment, cost reduction strategies, and financial reporting guidelines, both formal and informal requirements, and their effect on managerial judgment. In particular, the focus will be on internal control mechanisms. This will include the implication of changes in accounting policy on investing, operating and financing choices.

MBA 508 Financial Management

This course looks at the impact of financial decisions internal to, and external to the organization. It will introduce the topic of financial markets, and how financial information is related to the success of the firm, especially regarding the ability to raise capital. Included will be a discussion of the different instruments and institutions used during the process. Some strategies for evaluating and minimizing risk will be presented. Underlying much of the analysis will be the concept of the time value theory of money. The role and expectation of shareholders will be presented. Ultimately, it will become clear that most decisions within an organization have important financial implications, explicit or otherwise. These should be well understood and managed.

MBA 509 Digital Universe

Examination of how digital technology has changed the ways that business does business; and the longer term examination of how rapid growth in the capability of technology is changing both the human experience and business models.

MBA 510 Operations Management

Operations management seeks to implement and monitor processes to help assure that quality products and services are delivered in a timely and cost effective way to customers. Included in the course are computer and decision support systems using Production and Operations Management software. Statistical methods and cutting edge concepts are discussed as part of comprehensive management practices.

MBA 511 Project Management

Increasingly, organizations are using project teams as a core process of operation. This is the result of a growing internal and external complexity. Examines the need for more and deeper involvement of teams in the operation of organizations, and the requirement to understand how teams operate and different forms of related structures and reward systems. This course investigates the role of project teams and their management.

MBA 512 Entrepreneurship

This course examines traditional entrepreneurship and newer forms of enterprise, or intrapreneurship. Includes: the study of new ventures, from conception to creation, business plans, financing alternatives and small business concepts and support mechanisms. Public and private sector implications are examined.

MBA 513 Change Management

Technology is changing at an ever-increasing pace. This course focuses on understanding and managing change in today's world, including: motivating employees to act and react more quickly, leadership factors, and proactive mechanisms for change.

MBA 514 Global Leadership

Leadership is a critical element in the success of any company. However, the significance of this role is manifold in organizations with mandates that cross borders. Understanding the economic realities of trading internationally requires a breadth of knowledge beyond the scope of managers whose operations are national in characteristic. Awareness of cultural sensitivities and the political realities of doing business are fundamental to this senior leadership, so a study of world leaders and governments will frame this course. Ethical issues, political risk, international mergers, government intervention, and crisis management are some of the important topics covered.

MBA 522 Consulting/Research Project

The Consulting/Research Project is the principal focus of the UCW MBA. It is a substantive effort of synthesis and application of the material covered during your course work. The project is expected to be completed within nine months of your project start date.

The focus of this course will be on the completion of either a consulting project or a research project and the production of a significant document. This document will be important not only to your learning at UCW, but also to your sponsor organization, whether that is your own workplace or another organization. It will be a substantial piece of practical research that is fully documented and open for scrutiny by both the university and the sponsor organization. You will need to complete a literature search to support the long-term value of your findings. You will complete: a project proposal; organizational action research, results presentation and final written report. We encourage you to become involved in implementing your project recommendations wherever possible.

If you do not have related business experience, we will require less primary data for your project.

Courses Under Development

There are courses planned for future development. At the moment, these courses are not available but may come available during your program of studies.

MBA 520 Management Information Systems

This course introduces the student to the managerial implications of information systems in organizations. Implicit is the importance of such systems benefiting decision-making and providing the tools for competitive advantage. An overview of information systems technology, systems development, data management, rapid development, and maintenance will be provided. Issues surrounding the human resources implications of the introduction of computer systems will be investigated.

MBA 521 Networks and Security

This course focuses on Local Area Networks (LANs) including technology and related architecture and connectivity. Management issues include implementation and associated costs and benefits. A knowledge base of underlying issues is expected to facilitate the selection and integration of networks. Other topics include: hardware and software elements, topologies, standards, and the convergence of voice, data and images. Underlying this study area is the importance of, and advances in, security.

MBA 525 Systems Design

The processes and tools necessary for computerized systems are at the core of this course. Topics cover a broad spectrum of issues surrounding system planning, analysis and design. Implementation strategies are looked at in detail. An overview of current subject matter includes: information engineering, process and data modeling, object-oriented methods and rapid development. Students are expected to understand and manage the entire systems design process.

MBA 528 Electronic Commerce

E-Commerce uses computer-mediated networks to engage in enterprise. Although the course includes analysis of Local Area Networks and internal customer oriented systems, it will focus on external customers and the Internet. Evaluation of new models of Business to Business and Business to Consumer processes will be emphasized as will associated supply chain challenges. Trends in advertising and marketing for this medium will be assessed. A thorough evaluation of the impact on traditional organizational structures will be undertaken. Predictions about the evolution of the industry will be discussed.

MBA 529 Knowledge Management

The use of data collection and analysis is considered one of the most important tasks of any organization in the search for competitive advantage. The translation of data into information, information into knowledge, and knowledge into wisdom is not a trivial matter. Both invasive and non-invasive approaches to data collection will be discussed. The implications of data mining will be investigated, particularly as related to its integration within corporate strategy. Methods of harnessing the aggregate intelligence of

employees will be discussed. The objective is to increase the organizational IQ making the fine-tuning of target markets more effective and powerful.

MBA 530 Internet Strategies

The rapidly emerging, important role of e-commerce requires specific application of traditional and newer management theory to corporate strategy. Elements that define the foundation of this trading mechanism and that drive a powerful web presence include: legal issues (copyright and intellectual property regulation), search engines, security encryption, electronic payment methods, virus control, local area networks, and server management. Underlying this focus is an awareness of unique opportunities that are transforming not only businesses, but also entire industries. Hence, not only technological infrastructure is evaluated, but also its applications to real situations will be examined through case studies. Current topics will be identified in academic and trade journals.

MBA 537 International Institutions

Increasingly, especially though not limited to developing countries, the globalization of trade is causing many national and transnational institutions to have a significant impact on organizations that seek to do business on an international scale. These special interest groups and organizations comprise a broad range of style and presence. They include, for example, the United Nations, the World Bank, the International Monetary Fund, the World Trade Organization, Non-Governmental Organizations, radical groups, and governments (elected and rogue states), whose interventions in the marketplace make necessary an understanding of the implications of political dynamics. This course will investigate these forces, and propose strategies on how to manage associated risks.

MBA 538 Global Markets

This course will develop an understanding of the dynamics of managing locally while operating globally. A focus will be on recognizing cultural diversity as a critical element of economic development and success. Investigation of the unique characteristics of global competition including the macro-economic environment, marketplace interaction, international financial institutions, Non Governmental Organizations and government policy will be undertaken.

MBA 2007/2008 Schedule of Campus Courses – Victoria

Subject to change as required by UCW

Course Schedule

MBA 500 Team Based Leadership	January 3 to 5, 2008 – Residency (Victoria)
MBA 503 Marketing Management	January 14 to March 1, 2008
MBA 506 Consulting Practice	January 14 to March 1, 2008
MBA 511 Project Management	March 10 to April 26, 2008
MBA 513 Change Management	March 10 to April 26, 2008
MBA 500 Team Based Leadership	May 1 to 4, 2008 – Residency (Victoria)
MBA 507 Management Accounting	May 5 to June 21, 2008
MBA 504 Strategic Leadership	May 5 to June 21, 2008
MBA 510 Operations Management	June 30 to August 16, 2008
MBA 512 Entrepreneurship	June 30 to August 16, 2008
MBA 522 Consulting/Research Project	Starts when the student registers with a nine month deadline
MBA 500 Team Based Leadership	Aug 15 to 17, 2008 – Residency (Victoria)
MBA 501 Human Interface	Aug 18 to 30, 2008 – Residency (Victoria)
MBA 502 Business Environment	Aug 18 to 30, 2008 – Residency (Victoria)
MBA 505 Numerical Analysis	September 8 to October 25, 2008
MBA 509 Digital Universe	September 8 to October 25, 2008
MBA 508 Financial Management	November 3 to December 20, 2008
MBA 514 Global Leadership	November 3 to December 20, 2008
MBA 500 Team Based Leadership	January 2 to 4, 2009 – Residency (Victoria)
MBA 503 Marketing Management	January 05 to February 21, 2009
MBA 506 Consulting Practice	January 05 to February 21, 2009
MBA 511 Project Management	March 02 to April 18, 2009
MBA 513 Change Management	March 02 to April 18, 2009
MBA 500 Team Based Leadership	April 23 to 25, 2009 – Residency (Victoria)
MBA 504 Strategic Leadership	April 27 to June 13, 2009
MBA 507 Management Accounting	April 27 to June 13, 2009
MBA 512 Entrepreneurship	June 22 to August 08, 2009
MBA 510 Operations Management	June 22 to August 08, 2009

MBA 522 Consulting/Research Project	Starts when the student registers with a nine month deadline
MBA 500 Team Based Leadership	Aug 14 to 16, 2009 – Residency (Victoria)
MBA 501 Human Interface	Aug 17 to 29, 2009 – Residency (Victoria)
MBA 502 Business Environment	Aug 17 to 29, 2009 – Residency (Victoria)
MBA 505 Numerical Analysis	September 07 to October 24, 2009
MBA 509 Digital Universe	September 07 to October 24, 2009
MBA 508 Financial Management	November 02 to December 19, 2009
MBA 514 Global Leadership	November 02 to December 19, 2009

MBA 2007/2008 Schedule of Campus Courses - Vancouver

Subject to change as required by UCW

Course Schedule

MBA 510 Operations Management	January 7 to Feb 23, 2008
MBA 509 Digital Universe	January 7 to Feb 23, 2008
MBA 500 Team Based Leadership	January 25 to 27, 2008 - Residency
MBA 507 Management Accounting	March 10 to April 26, 2008
MBA 503 Marketing Management	March 10 to April 26, 2008
MBA 506 Consulting Practice	May 5 to June 21, 2008
MBA 511 Project Management	May 5 to June 21, 2008
MBA 512 Entrepreneurship	June 30 to August 16, 2008
MBA 504 Strategic Leadership	June 30 to August 16, 2008
MBA 522 Consulting/Research Project	Starts when the student registers with a nine month deadline
MBA 500 Team Based Leadership	Aug 08 to 10, 2008 – Residency (in Vancouver)
MBA 501 Human Interface	Aug 19 to 31, 2008 – Residency (in Vancouver)
MBA 502 Business Environment	Aug 19 to 31, 2008 – Residency (in Vancouver)
MBA 505 Numerical Analysis	September 8 to October 25, 2008
MBA 509 Digital Universe	September 8 to October 25, 2008
MBA 508 Financial Management	November 3 to December 20, 2008
MBA 514 Global Leadership	November 3 to December 20, 2008

MBA 500 Team Based Leadership	January 23 to 25, 2009 – Residency (in Vancouver)
MBA 503 Marketing Management	January 05 to February 21, 2009
MBA 506 Consulting Practice	January 05 to February 21, 2009
MBA 510 Operations Management	March 02 to April 18, 2009
MBA 513 Change Management	March 02 to April 18, 2009
MBA 507 Management Accounting	April 27 to June 13, 2009
MBA 511 Project Management	April 27 to June 13, 2009
MBA 512 Entrepreneurship	June 22 to August 08, 2009
MBA 504 Strategic Leadership	June 22 to August 08, 2009
MBA 522 Consulting/Research Project	Starts when the student registers with a nine month deadline
MBA 500 Team Based Leadership	Aug 07 to 09, 2009 – Residency (in Vancouver)
MBA 501 Human Interface	Aug 17 to 29, 2009 – Residency (in Vancouver)
MBA 502 Business Environment	Aug 17 to 29, 2009 – Residency (in Vancouver)
MBA 505 Numerical Analysis	September 07 to October 24, 2009
MBA 509 Digital Universe	September 07 to October 24, 2009
MBA 508 Financial Management	November 02 to December 19, 2009
MBA 514 Global Leadership	November 02 to December 19, 2009

*** May only be offered on-line May 5 to June 21, 2008 depending on enrollment numbers

**** May only be offered on-line January 14 to March 01, 2008 depending on enrollment numbers

MBA 2007/2008 Schedule of On-line Courses

Subject to change as required by UCW

Course Schedule

MBA 097 Preparation for Business Math	Self Paced Elective (intended to be available fall 2007)
MBA 098 Intro to Basic Accounting Principles	Self Paced Elective (intended to be available fall 2007)
MBA 503 Marketing Management	January 14 to March 1, 2008
MBA 506 Consulting Practice	January 14 to March 1, 2008
MBA 511 Project Management	March 10 to April 26, 2008
MBA 513 Change Management	March 10 to April 26, 2008
MBA 507 Management Accounting	May 5 to June 21, 2008
MBA 504 Strategic Leadership	May 5 to June 21, 2008
MBA 512 Entrepreneurship	June 30 to August 16, 2008
MBA 510 Operations Management	June 30 to August 16, 2008
MBA 522 Consulting/Research Project	Starts when the student registers with a nine month deadline
MBA 505 Numerical Analysis	September 8 to October 25, 2008
MBA 509 Digital Universe	September 8 to October 25, 2008
MBA 508 Financial Management	November 3 to December 20, 2008
MBA 514 Global Leadership	November 3 to December 20, 2008
MBA 503 Marketing Management	January 05 to February 21, 2009
MBA 506 Consulting Practice	January 05 to February 21, 2009
MBA 511 Project Management	March 02 to April 18, 2009
MBA 513 Change Management	March 02 to April 18, 2009
MBA 507 Management Accounting	April 27 to June 13, 2009
MBA 504 Strategic Leadership	April 27 to June 13, 2009
MBA 512 Entrepreneurship	June 22 to August 08, 2009
MBA 510 Operations Management	June 22 to August 08, 2009
MBA 522 Consulting/Research Project	Starts when the student registers with a nine month deadline
MBA 505 Numerical Analysis	September 07 to October 24, 2009
MBA 509 Digital Universe	September 07 to October 24, 2009
MBA 508 Financial Management	November 02 to December 19, 2009

