



# MBA ELECTIVES GUIDE

2015/2016

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## MBA Program Dates 2015-2016

### 2015

July 15 – September 21	Fall Term Add/Drop Period
July 15 – January 5	Winter Intensive Term Add/Drop Period
July 15 – January 25	Spring Term Add/Drop Period
September 7	Labour Day, University Closed
September 8-11	Full-Time Graduating Student Recruitment Period
September 14	Fall Term Begins
September 21	Add/Drop deadline (8:30am) for Fall Term courses
October 12	Thanksgiving Day, University Closed
December 7-18	Electives Exam Period (inclusive)
December 23 – January 3	Winter Holiday Break, University Closed (inclusive)

### 2016

July 15 – January 5	Winter Intensive Term Add/Drop Period
January 5	Add/Drop deadline (8:30am) for Winter Intensive Term courses
July 15 – January 25	Spring Term Add/Drop Period
January 4 – 14	Winter Intensive Term
January TBC	International Study Tours
January 18	Spring Term Begins
January 25	Add/Drop deadline (8:30am) for Spring Term courses
February 15	Family Day, University Closed
March 25	Good Friday, University Closed
April 18-29	Electives Exam Period (inclusive)
May TBC	Study Tours

**Please note that these dates are tentative and although accurate at the time of printing, are subject to change.**

**MBA Program Services Office**  
Email: [ps@rotman.utoronto.ca](mailto:ps@rotman.utoronto.ca)  
Telephone: 416.978.1729  
Fax: 416.946.3945

**Address: Room 219, 105 St. George St, Toronto, M5S 3E6**

# Important Information

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## Email

Our primary means of communication with you is through email. Please ensure that you check your Rotman email account regularly (daily) during the Elective Course Selection Process.

## MBA Term Dates

The academic year and term dates are determined by the University of Toronto and the Rotman School of Management. For specific dates, please consult the My Program page on RWorld.

As a general guideline, term start dates are as follows:

Summer Intensive Term:	Begins first or second week in May
Summer Term:	Begins two weeks later than the Summer Intensive Term (third or fourth week in May)
Fall Term:	Begins the Monday after Labour Day
Winter Intensive Term:	Begins on the first or second Monday in January (varies according to the University Winter Break/Closure)
Spring Term:	Begins two weeks later than the Winter Intensive Term (third or fourth Monday in January)

## Enrolment Limitations

The Rotman School of Management makes every reasonable effort to plan and control enrolment to ensure that all of our students are qualified to complete the programs to which they are admitted, and to strike a practicable balance between enrolment and available instructional resources. Sometimes such a balance cannot be struck and the number of qualified students exceeds the instructional resources that we can reasonably make available while at the same time maintaining the quality of instruction. In such cases, the Rotman School reserves the right to limit enrolment in the programs, courses, or sections listed in the schedule, and to withdraw courses or sections for which enrolment and resources are insufficient.

## Changes in Courses

For each program of study offered by the University through the Rotman School of Management, the courses necessary to complete the minimum requirements of the program will be made available annually. The Rotman School, however, reserves the right to change the content of courses, instructors and instructional assignments, pre-requisites, co-requisites, grading practices, and timetables without prior notice.

## **Course Schedule**

The schedule of class meetings is published at the beginning of the academic year. On occasion, there are changes to the meeting schedule that may impact the date, time, or location of a class. The Program Services Office (PSO) will make every effort to notify students of any such changes well in advance.

## **Exam Schedules**

Exam schedules are typically posted within the first six weeks of the applicable term. Please note that the examination schedule for a given course will not necessarily mirror the course schedule (i.e. the examination may be scheduled on a different day and/or at a different time than the course normally meets). The PSO makes a concerted effort to have a final exam schedule prepared well in advance to provide students with ample time to advise employers, coordinate work schedules, and finalize personal plans.

## **Class Attendance**

### *Mandatory First Class:*

Students are required to be present for the first class meeting of any elective course at the Rotman School of Management. Students who are absent for the first class meeting, and who have not notified the instructor (and received approval), may be removed from the course to accommodate students on the wait list. Students are expected to adhere to the attendance guidelines as stated in the Course Outline and the Rotman Code of Conduct.

### *Recruiting Activities:*

As full-time job recruitment activity for graduating students begins each year in September, students must carefully balance their academic commitments with professional activities, keeping in mind that academic commitments are considered the priority within the School environment. As such, students are expected to notify instructors in advance with respect to planned absences for recruiting events or interviews, and attempt to work with the Career Centre and/or the recruiting companies directly to avoid conflicts with tests, assignment deadlines and examinations.

# Program Overview and Elective Course Requirements

The Full-Time MBA Program comprises a first-year set curriculum of core courses and a second year in which students choose from elective courses. The following chart provides an overview of the MBA Program course and credit hour requirements, according to degree program, for students who began an MBA Program in September 2014.

Degree Program	Core	Elective
Full-Time MBA	16 courses	10 courses (30 credit hours)
JD/MBA	16 courses	6 courses (18 credit hours) + Law requirements
Skoll BASc/MBA	16 courses	10 courses (30 credit hours)
MGA/MBA	16 Courses	5 courses (15 credit hours) + MGA requirements

All first-year MBA students at Rotman – regardless of academic background or program – participate in a unique core curriculum that includes the foundation areas of business from an integrated perspective.

'3' implies three credit hours for the course). A student's academic record will display course credit weight rather than credit hours. Credit hours can be translated to a credit weight as follows:

Each first-year course comprises one, two, or three credit hours. Weighting for the first-year courses is determined by the second digit of the course number (e.g. RSM1382, where

- 1 credit hour = 0.17 credit
- 2 credit hours = 0.33 credit
- 3 credit hours = 0.50 credit

## Program Overview

### Year 1

Fall Term

Foundations Term	Term 1
RSM1110 Model-Based Decision Making	1301 Strategy
RSM1111 Integrating Models & Data	1320 Accounting
RSM1160 Ethics	1331 Finance I: Capital Markets and Valuation
RSM1210 Managerial Economics	1382 Statistics

Spring Term

Term 2	Capstone Term
1310 Economic Environment of Business	1213 Model-Based Decision Making in Practice
1340 Operations Management	1222 Managerial Accounting
1350 Managing Customer Value	1232 Finance II: Corporate Finance
1360 Leading People in Organizations	1261 Managerial Negotiations



## Year 2

Fall Term	Winter Intensive Term	Spring Term
30 credit hours or 5 FTEs		

Note that most Fall and Spring Term elective courses in the MBA Program run on a 13-week term (excluding examinations). Elective courses scheduled during the Winter Intensive Term are normally scheduled over 9 or 10 days (3.5 hours per class) within a 2-week period. The first year of the Full-time MBA Program is the only program/year that runs on a four term system.

## JD/MBA Program

The JD/MBA Program is designed to permit students to obtain both the JD and MBA degrees in four full-time years of study instead of the five years that would be required to receive the two degrees separately.

### Year 1

Fall Term	Spring Term
Legal Methods (2-week long intensive course before first term) Constitutional Law (first or second term) Contract Law (first or second term) Tort Law (first or second term) Criminal Law (first or second term) Property Law (first or second term) Legal Process, Ethics and Professionalism ("LPPE") (second term only) Legal Research and Writing (first term only)	

### Year 2

Fall Term

Foundations Term	Term 1
RSM1110 Model-Based Decision Making	1301 Strategy
RSM1111 Integrating Models & Data	1320 Accounting
RSM1160 Ethics	1331 Finance I: Capital Markets and Valuation
RSM1210 Managerial Economics	1382 Statistics

Spring Term

Term 2	Capstone Term
1310 Economic Environment of Business	1213 Model-Based Decision Making in Practice
1340 Operations Management	1222 Managerial Accounting
1350 Managing Customer Value	1232 Finance II: Corporate Finance
1360 Leading People in Organizations	1261 Managerial Negotiations

## Years 3 & 4

Fall Term	Winter Intensive Term*	Spring Term
45 elective credits at the Faculty of Law Moot** Perspective Course International/Comparative /Transnational Course (ICT) Note: Cannot fulfill the Perspective course requirement and ICT requirement in the same course		
MBA Elective Courses (6 courses, equivalent to 18 credit hours = 3 FTEs)		

\* Winter Intensive Term applies to MBA Elective courses only

\*\* See JD/MBA Program Overview

## JD/MBA Academic Program Overview

### Year One: Faculty of Law

There are 8 required courses in first-year law. In addition, the Faculty provides an Academic Orientation at the beginning of first-year to acquaint first year students with the basic vocabulary of legal analysis and legal research.

### Year Two: Rotman School of Management

There are 16 required courses in the first year of the MBA program. All of these courses must be completed in the second year of the combined program.

### Years Three & Four

Students take a combination of courses in the Faculty of Law and the Rotman School of Management.

#### Rotman School of Management

- A total of 18 credit hours (6 courses) must be taken at Rotman.

#### Faculty of Law

- A total of 45 credits must be taken at the Faculty of Law. At least 10 credits of upper year law courses must be "management related" as required by the School of Graduate Studies at U of T. These courses can be identified in the Law Academic Handbook under the following areas of concentration: i) administrative law and regulation; ii) business law; iii) law and economics; and iv) labour law and social justice law.
- In addition to the academic requirements listed above, the Faculty of Law requires that all JD students successfully complete a moot, an upper year perspective course and an upper year ICT course. Details are included in the Faculty of Law Academic Handbook.

Students may take courses at Rotman and the Faculty of Law in any particular order during the final two years of the program, providing that standard requirements for pre-requisites/co-requisites are satisfied.

**Note:** Honours Standing Requirements: Combined programs must complete a minimum of 22 graded credits at the Faculty of Law in each program year or complete a minimum of 13 graded credits in one term of that year.

## JD/MBA Program Restrictions

### Course Restrictions

Students are excluded from taking courses of a combined law/management nature due to their general or introductory nature as specialists in both management and law. As such, students in the combined JD/MBA program are not eligible to enrol in the following courses:

#### Management:

RSM2211 Business Law

#### Law:

LAW422 Negotiation

LAW216 Venture Capital

### Cross-Listed Courses

Each year, there are courses which are cross-listed between the Rotman School of Management and the Faculty of Law. In such cases, students are advised that for the purposes of academic credit, these courses will count as follows:

LAW300 The Art of the Deal: counts as a Law course

## JD/MBA Students & First Year Firm Recruitment

Students in the second year of the JD/MBA Program may choose to participate in first year law firm Toronto recruitment for summer positions in law. This recruitment is governed by the Law Society of Upper Canada and provides set dates on which students may interview. The LSUC endeavours to schedule interviews, so that most Ontario law schools may benefit from the interviews occurring during Reading Weeks. These interviews have often taken place during the University of Toronto Reading Week and take place over an intensive 72 hour period (Tuesday-Thursday). For Summer 2015 positions, interview week was scheduled for February 17-20, 2015.

Students in the JD/MBA Program may experience conflicts between academic activities scheduled in the MBA Program and the recruitment period.

In the event of conflicts with examinations or the like, students should submit an application for permission to be interviewed outside of this window, in writing to the Associate Registrar for the Law Society of Upper Canada.

Students should consult the Law Society of Upper Canada for information on the petition requirements. Detailed information is available at the Law Society of Upper Canada's member resource page.

## Combined MGA/MBA Program

The Combined MGA/MBA program is designed for students interested in studying the intersections of Business and Global Affairs. The combined program permits the completion of both degrees in three years rather than the four years it would take to acquire them independently. After completing their first year of Full-Time studies, Fall and Spring Terms, at the Munk School of Global Affairs, students then undertake the Global Internship for the Summer Term. In second year, students begin their Full-Time MBA studies, and have the opportunity to participate in an MBA Internship for the following Summer Term. In the third year, students study both MBA and MGA courses.

### Year 1 – Fall & Spring Terms

Fall Term	Spring Term
Full-Time MGA, Year 1 MGA (4.0 FCEs)	

### Year 1 – Summer

Summer Term
Global Internship (Required) (0.5 FCE)

### Year 2 – Fall Term

Foundations Term	Term 1
RSM1110 Model-Based Decision Making	1301 Strategy
RSM1111 Integrating Models & Data	1320 Accounting
RSM1160 Ethics	1331 Finance I: Capital Markets and Valuation
RSM1210 Managerial Economics	1382 Statistics

### Year 2 – Spring Term

Term 2	Capstone Term
1310 Economic Environment of Business	1213 Model-Based Decision Making in Practice
1340 Operations Management	1222 Managerial Accounting
1350 Managing Customer Value	1232 Finance II: Corporate Finance
1360 Leading People in Organizations	1261 Managerial Negotiations

### Year 3 – Fall & Spring Terms

Fall Term	Winter Intensive Term*	Spring Term
MBA Elective Courses (5 courses, equivalent to 15 credit hours = 2.5 credits)		
Part-Time MGA, Year 2 Capstone Seminar (0.5 FCE) + MGA Elective (2.0 FCEs)		

\* Winter Intensive Term applies to MBA Elective Courses only.

## Morning/Evening MBA – (Class of 2016)

### Program Requirements

- 14 1000–level core courses
- 2 2000–level core courses (RSM 2607 Negotiations and RSM 2915 Business Problem Solving Practicum)
- 8 2000–level elective courses

### Elective Course Requirements

Students are required to complete the equivalent of 8 elective courses or 24 credit hours (4 full-time course equivalents - FCE) in order to meet the requirements of the degree. Each student's official academic record will display course credit weight (FCEs) rather than credit hours. The credit hours for each elective course can be translated as follows:

- 3 credit hours = 0.5 FCE

### Program Overview

Term 1 Fall 2013	Foundations of Integrative Thinking RSM 1291
	Negotiations RSM 2607
	Managerial Economics RSM 1210
	Financial Accounting RSM 1320
Term 2 Spring 2014	Leadership RSM1262
	Managing People in Organizations RSM 1263
	Finance I: Capital Markets RSM 1331
	Statistics RSM 1382
Term 3 Summer 2014	Economic Environment of Business RSM1310
	Finance II: Corporate Finance RSM 1232
	Managing Customer Value RSM 1350
Term 4 Fall 2014	Managing Customer Value RSM 1350 (continued)
	Managerial Accounting RSM 1222
	Operations Management RSM 1241
Term 5 Winter Intensive Week & Spring 2015	Strategy RSM1301
	Elective
	Elective
Term 6* Summer Intensive and Summer 2015	Business Problem-Solving Practicum RSM 2915
	Ethics RSM1160
	Elective
Term 7 Fall 2015	Elective
	Elective
Term 8 Winter Intensive and Spring 2016	Elective
	Elective
	Elective

\*Note: in addition to RSM 2915 and RSM1160, students may register for an optional elective course during the Summer Term and up to 2 electives during the Summer Intensive Term.

## Morning/Evening MBA – (Class of 2017)

### Program Requirements

- 13 1000–level core courses
- 2 2000–level core courses (RSM 2607 Negotiations and RSM 2915 Integrative Thinking Practicum)
- 8 2000–level elective courses

### Elective Course Requirements

Students are required to complete the equivalent of 8 elective courses or 24 credit hours (4 full-time course equivalents - FCE) in order to meet the requirements of the degree. Each student's official academic record will display course credit weight (FCEs) rather than credit hours. The credit hours for each elective course can be translated as follows:

- 3 credit hours = 0.5 FCE

### Program Overview

Term 1 Fall 2014	Business Problem Solving: A Model-Based Approach RSM 1291
	Negotiations RSM 2607
	Managerial Economics RSM 1210
	Financial Accounting RSM 1320
Term 2 Spring 2015	Ethics RSM1160
	Leading People in Organizations RSM 1360
	Finance I: Capital Markets RSM 1331
	Statistics RSM 1382
Term 3 Summer 2015	Finance II: Corporate Finance RSM 1232
	Managing Customer Value RSM 1350
	Economic Environment of Business RSM1310
Term 4 Fall 2015	Economic Environment of Business RSM1310 (continued)
	Managerial Accounting RSM 1222
	Operations Management RSM 1340
Term 5 Winter Intensive Week & Spring 2016	Strategy RSM1301
	Elective
	Elective
Term 6* Summer Intensive and Summer 2016	Business Problem-Solving Practicum RSM 2915
	Elective
Term 7 Fall 2016	Elective
	Elective
Term 8 Winter Intensive and Spring 2017	Elective
	Elective
	Elective

\*Note: in addition to RSM 2915, students may register for an optional elective course during the Summer Term and up to 2 electives during the Summer Intensive Term.

# Collaborative Programs

## Collaborative Program in Asia-Pacific Studies

The collaborative program in Asia-Pacific Studies is designed to provide graduates with advanced training in a particular discipline and in the historical and social science studies of modern East and Southeast Asia. The major topics of emphasis in the collaborative master's degree program are political economy, modern and contemporary social history, international relations, gender, political and social change, economic development, and cultural studies. The collaborative master's degree program in Asia-Pacific Studies contributes to the development of an integrated and interdisciplinary research community in Asia-Pacific Studies at the University of Toronto.

Students in the collaborative master's degree program in Asia-Pacific Studies are expected to meet the MBA degree requirements and the program requirements in Asia-Pacific Studies. See below for collaborative program requirements. Note that collaborative program requirements can be met concurrently with, or in addition to, the MBA requirements.

Students who successfully complete the requirements of the collaborative program will receive the notation "Completed Collaborative Program in Asia-Pacific Studies" on their transcript in addition to the MBA.

### *Program Requirements*

1. A year-long, interdisciplinary core seminar (ASI1000Y "Issues in Asia-Pacific Studies").
2. A choice between:
  - i. Master's thesis option, OR
  - ii. A Major Research Paper option, in combination/in addition to a full course equivalent on Asia-Pacific, OR
  - iii. Thesis-equivalent research paper in an independent research half-course. This option must be combined with an additional half-course on Asia-Pacific.

Every student is expected to have a working knowledge of an East or Southeast Asian language by the time of graduation.

Students may apply to the Collaborative Program in the first or second year of the MBA. For further information, consult the Asia-Pacific Studies department:

Telephone: 416-946-8832

Email: [asiapacific.ma@utoronto.ca](mailto:asiapacific.ma@utoronto.ca)

Website: <http://munkschool.utoronto.ca/ai-maps/>

## Collaborative Program in Environmental Studies

The collaborative program in Environmental Studies is offered through the School of the Environment at the University of Toronto. Graduate students admitted to a "home" department (e.g. Rotman School of Management) can apply to the collaborative program and pursue course work and research in environmental areas. The School currently has graduate students from across the disciplinary spectrum, including anthropology, social work, religious studies, law, management, geography, chemistry, biology and geology, to name a few. The School offers a unique and comprehensive program of graduate study. By utilizing the university's extensive library holdings and faculty resources, it offers one of North America's most engaging and cross-disciplinary programs in the environment.

MBA students in the Collaborative Program in Environmental Studies are expected to meet the degree requirements in combination with those of the collaborative program. See below for collaborative program requirements. Please note that collaborative program requirements must be completed concurrently with the MBA requirements before graduation. With express permission of MBA program Director, all or part of the courses taken in the Environmental Studies collaborative program can be credited towards the MBA degree requirements. Students who successfully complete the requirements of the collaborative program will receive the notation "Completed Collaborative Program in Environmental Studies" on their final transcript in addition to the MBA, as well as an official Parchment from the School of Graduate Studies.

### *Program Requirements*

In addition to the MBA coursework requirements as determined by the Rotman School of Management, master's degree students must complete the following collaborative program requirements:

- One half-credit course (ENV 1001H);
- One half-credit course elective from the School of the Environment;
- Write a research paper (ENV 5555Y) on an environmentally related topic; and
- Take an internship (ENV 4444Y).

The internship and the research paper are equivalent to two half-course electives in Management. The internship should be the equivalent of about 3 months' full-time employment. Many students do their internships in the summer. Students may also participate over the academic school year. The collection of information for the research paper may take place during the internship.

A formal proposal for the internship must be submitted to the School of the Environment by the end of the second semester in residence. *A copy of the final research paper must be submitted to the School of the Environment prior to convocation.*

For more information on the internship and research paper guidelines, please click on the links below:

<http://www.environment.utoronto.ca/Graduate/Internship%20Guidelines.aspx>

<http://www.environment.utoronto.ca/Graduate/Research%20Paper%20and%20Thesis%20Guidelines.aspx>

Students may apply to the Collaborative Program during the first or second year of the MBA.

For further information, please contact Pavel Pripa, Graduate Student Advisor, at the School of the Environment:

Telephone: 416.978.3475

Email: [pavel.pripa@utoronto.ca](mailto:pavel.pripa@utoronto.ca)

Website: [www.environment.utoronto.ca](http://www.environment.utoronto.ca)



## Eligibility for Enrolment in Elective Courses

Students who have not completed all of their required core courses may still enrol in 2000-level elective courses provided that the following conditions are met:

- the required courses outstanding are not being offered in the same term;
- the student has completed at least 10 required core courses with a minimum of a B average;
- the elective courses have either no prerequisites or the student has taken the prerequisites.
- the student receives instructor approval

## Course Sequencing

The following prerequisites must be adhered to when selecting courses:

Course	Prerequisite(s)
20XX	1301 Strategy
21XX	1210 + 1310 Managerial Economics/Economic Environment of Business
22XX	1320 Financial Accounting and 1222 Managerial Accounting
23XX	1331 + 1232 Capital Markets & Valuation + Corporate Finance
24XX	1241/1340 Operations Management (AM&PM) 1340 Operations Management (FT MBA) 1382 Statistics (FT MBA, AM&PM)
25XX	1350 Managing Customer Value
26XX	1263 Managing People in Organizations + RSM1262 Leadership/1360 Leading People in Organizations (AM&PM) 1360 Leading People in Organizations (FT MBA)

Also Note:

- RSM1291 Business Problem Solving: A Model-Based Approach, and RSM2915 Business Problem-Solving Practicum (AM&PM) or RSM1110 Model-Based Decision Making, RSM1111 Integrating Models and Data, RSM1213 Model-Based Decision Making in Practice (FT MBA) are prerequisites for any 2000-level Integrative Thinking course.

# Enrolment and Registration

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There are two processes involved in ensuring that students are prepared for the 2015-2016 academic year. First, students must enrol in courses. This process is facilitated by the Program Services Office through the Elective Course Selection Process in early summer. Second, students must pay tuition fees to become officially registered in the courses that have been selected.

Registration (i.e., course enrolment + payment of tuition fees) must be completed before a student may attend classes or otherwise make use of University facilities.

## Elective Course Selection Process

### Summer Course Selection

The summer course registration process is distinct from the Fall, Winter Intensive and Spring Term Elective Course Selection process; detailed information on the summer course registration process and course options were presented to you during the Electives Advising sessions.

Please note that elective courses offered during the Summer Intensive Term and the Summer Term are primarily for students in the Morning & Evening MBA Programs. As such, Morning & Evening MBA students will be given priority with respect to registration. Students in the Full-Time MBA Program will be permitted to register on a first-come, first-served basis, space permitting. All students taking Summer Intensive Term and Summer Term elective courses are advised to note the following:

- Points will be deducted for each Summer Intensive Term and Summer Term elective course a student is registered in.
- The amount deducted will be based on the results of the past year's minimum bid (or the average minimum bid in the case of courses with multiple sections) for the particular course. In the event that a Summer Intensive Term or Summer Term course was not offered in the previous year, no points will be deducted.
- JD/MBA students are reminded that while they may be permitted to register for Summer Intensive Term and Summer Term MBA elective courses, these courses cannot be counted towards the JD/MBA degree requirements.

### Balloting Process

All continuing students are required to complete a preliminary Ballot for elective courses. A Ballot is essentially an educated guess as to what a student plans to take the following year. The results of balloting, which provide a picture of what the entire student population is interested in, will be made available to students prior to the start of the Elective Course Selection process (bidding); the balloting results are data points to assist students in forming their own individual bidding strategy.

**Students who do not participate in the Balloting Process will receive a 100-point deduction in their Bid point allocation.**

### Bidding

To ensure equitable access to all elective courses, a bidding system is in place to allow students to indicate which courses are important to them. Students will be registered in elective courses based on the number of bid points allocated.

In early-June, course selection information will be posted on RWorld. Students will submit their course selections and bids electronically to the Program Services Office. Students will choose their elective courses, indicating preferred sections where multiple sections exist.

The Program Services Office will enrol students in courses based on points bid. In the case of bid point ties, each student will be assigned a random number for each course assignment. Students who bid for a course but are not successful in obtaining a space will be placed on a wait list (a) in order of the points bid and (b) by random number in the case of a tie on points bid. For further information about the Elective Course Selection process, please refer to General Elective Course Selection Guidelines section of this Guide.

Note that any other departments/faculties that provide a guaranteed number of Rotman MBA seats for a course will be included in the Rotman bidding process.

## **Bid Points**

The number of bid points allocated will depend on the number of MBA elective courses required by the students' program of study, based on a typical allocation of 100 points per elective course requirement:

### **Full-Time MBA and Skoll BAsC/MBA Program**

- Full-Time MBA and Skoll BAsC/MBA students are required to complete 10 electives (30 credit hours/5 FTEs) over the course of the 2015-2016 academic year
- Full-Time MBA and Skoll BAsC/MBA students will be allocated 1000 points for the 2015-2016 academic year

### **Morning & Evening MBA Program**

- Morning & Evening MBA students are required to complete 8 electives (24 credit hours/4 FTEs) over two academic years (note that the ninth and tenth 2000 – level courses are fulfilled through RSM2607 – Negotiations and RSM2915 – Business Problem-Solving Practicum)
- Morning & Evening MBA students will be allocated 900 points over two academic years
- Any bid points that are not used during 2<sup>nd</sup> year (including points allocated to courses that are subsequently dropped) will be available for course selection in the 3<sup>rd</sup> year

### **JD/MBA Program**

- All JD/MBA students are required to take a total of 6 MBA electives (18 credit hours/3 FTEs) over two academic years.
- JD/MBA students will be allocated 1000 points for their 3<sup>rd</sup> year, and will use any remaining points or the points allocated to “dropped” courses for their 4<sup>th</sup> year.
- Students will bid for up to 10 courses in the 3<sup>rd</sup> year and then drop courses not desired as soon as their Law course schedule is available.
- Students will bid for up to 6 courses in the 4<sup>th</sup> year and then drop courses not desired as soon as their Law course schedule is available.

### **MGA/MBA Program**

- All MGA/MBA students are required to take a total of 5 MBA electives (15 credit hours/2.5 FTEs) over the course of the 2015-2016 academic year.
- MGA/MBA students will be allocated 500 points for the 2015-2016 academic year.

### **Students Participating in an International Exchange Program**

- Students participating in the International Exchange Program are expected to take the equivalent of a full-time course load while abroad (equivalent to 5 Rotman electives or 15 credit hours/2.5 FTEs). Students in the Full-Time program must continue to take 5 electives (or 15 credit hours/2.5 FTEs) during their study term at Rotman, while Morning & Evening students may resume their normal course load upon return.

- Students who are limited to the equivalent of 4 courses (12 credit hours) abroad are expected to consider taking a Summer Intensive course, Summer elective course, Winter Intensive course, complete an Independent Study, or overload during their remaining term at Rotman in order to meet the degree requirements.
- Full-Time MBA students participating in an exchange will be allocated 500 points for the study term at Rotman.
- Morning/Evening MBA students participating in an exchange will be allocated 500 points for the study term at Rotman. Points will be deducted for electives taken in the previous year.
- If a student participating in the International Exchange Program registers for summer term courses, points will be deducted for each Summer Intensive Term and Summer Term elective course a student is registered in.

## **Students Taking Courses in Other Faculties During Fall/Spring Terms**

- All MBA students are permitted to take up to 5 (2.5 FCEs) graduate level courses in another department/faculty at the University of Toronto or another University. Senior level undergraduate courses in the Faculty of Law are also permitted.
- There will be no reduction in total point allocations for courses other than courses from other faculties that have reserved MBA seats.

## **Taking PhD Courses at Rotman**

MBA students may, with the permission of the instructor, take a doctoral-level course through the Rotman PhD Program. PhD courses are offered in the following areas:

- Accounting
- Finance
- Marketing
- Organizational Behaviour & Human Resources Management
- Operations Management
- Strategic Management
- Business Economics

Some courses may be better suited to the academic needs and abilities of MBA students than others; ultimately, the instructor will assess an applicant's candidacy, with further consideration of space availability. A comprehensive list of 2015-2016 PhD course offerings will be available in mid-July. Please contact the PhD Program for further information: [phdprog@rotman.utoronto.ca](mailto:phdprog@rotman.utoronto.ca).

To take a PhD course at Rotman, obtain a COURSE ADD/DROP FORM from the Program Services Office. Complete the COURSE ADD/DROP FORM and submit both a course outline and brief rationale for taking the course to the Registrar, Academic Services, Masters Programs. Forms must be submitted by the deadline to add a course (consult the MBA Program Dates for 2015-2016).

## **Independent Study/Research Project Courses**

Independent Study or Research Project opportunities typically arise from one of three avenues;

1. An external organization offers a project that requires some type of individual or group assessment of their business plan or strategy. Any such opportunities are advertised to the student population at the beginning of each academic term. The Program Services Office typically makes arrangements for an Academic Supervisor for these types of projects.
2. A Rotman faculty member has the need for an individual or group of MBAs to do academic research on a specific topic. Any such opportunities are typically handled between an individual faculty member and a student who has indicated an interest in that area. The faculty member acts as the Academic Supervisor for these types of projects.

3. A student has an interest in a particular area that is not covered by the elective course offerings and seeks out a faculty member to provide academic guidance for a mutually defined project. In such cases, it is the responsibility of the student to find an Academic Supervisor.

Registration for an Independent Study or Research Project requires submission of the completed Independent Study/Research Project Proposal form to the Program Services Office. Note that approved projects may not substantially overlap another course. Independent Study courses can be worth either 0.5 or 1.0 FCE (full course equivalent - a regular MBA elective is worth 0.5 FCE). Experience has shown that Independent Studies/Research Project for 1.0 FCEs is not readily manageable in a single term. Unless there are exceptional circumstances, a 1.0 FCE independent study should cover two academic terms. Students are eligible to complete a maximum of 1.0 FCE of Independent Study coursework towards the MBA degree. Students seeking permission to exceed 1.0 FCE worth of Independent Study are advised to contact the Registrar, Academic Services, Masters Programs. Note that these courses appear on the U of T Transcript as either RSM 2002 Research Project (for 1.0 FCE) or RSM 2003 Research Project (for 0.5 FCE).

**The deadline for submitting the completed form is the same as the deadline for adding a course in the MBA Program.** The due date for submission of grade by the Academic Supervisor is 5 working days after the last day of classes in the term. The deadline for dropping the Independent Study project is the same as the deadline for dropping elective courses in the MBA Program.

Students intending to pursue Independent Study/Research Project opportunities should still bid for a full slate of electives. Registration in Independent Study/Research Project courses is dependent upon identifying a suitable/available academic supervisor, which may not happen until late summer/early fall for the Fall Term, or later for the Spring term. Upon confirming Independent Study/Research Project details, students may then drop one or two of their confirmed electives (as appropriate).

## Regular Course Load Per Term

The MBA Program has been designed with a set number of required core and elective courses. Furthermore, when defining a regular course load per term, general work-life balance, as well as academic demands are considered. The following is considered a regular course load per term:

### **Full-time MBA (including JD/MBA, MGA/MBA and Skoll BAsC/MBA)**

- Fall Term: 5 electives
- Winter Intensive Term\*: 2 electives
- Spring Term: 5 electives

### **Morning & Evening MBA**

- Fall Term: 2 electives
- Winter Intensive Term\*: 2 electives
- Spring Term: 2 electives
- Summer Intensive Term\*: 2 electives
- Summer Term: 2 electives

*\*The Winter Intensive Term is scheduled for the first two weeks of January after the Winter Break. Similarly, the Summer Intensive Term is scheduled in the first two weeks of May. These are optional terms and students are not required to enrol in elective courses. Generally, an Intensive Term elective meets once a day for 3 to 3.5 hours, over two weeks. The intensive schedule means that at most, a student may only enrol in two elective courses within the intensive term. If a student is enrolled in two elective courses during the Winter or Summer Intensive Term, the assumption is that the student will*

spend approximately 8-12 plus hours each day doing course work (e.g. class time, group meetings, assignments, etc.) for the entire two weeks.

Note: the elective courses that run for the entire academic year are counted as Spring Term courses (for bidding purposes) as the course deliverables are largely due towards the end of the course.

## Intensive Format Courses

During the regular Fall and Spring terms, Intensive format courses may be offered. A typical schedule is four full days throughout the term (approximately six hours per day). Be advised that these courses are intensive both in terms of delivery and also in preparation outside of class time. In pursuing an intensive course, you should be prepared to commit a significant amount of out-of-class time to the readings, daily deliverables, etc. Please consider all of your other commitments and make appropriate decisions about your ability to be fully engaged in this type of course. Should you anticipate any absences, you should make alternate arrangements and drop the course by the applicable add/drop deadlines for each term.

## Extra Course Requests

Students are permitted to take Extra Courses during the Electives phase of the Program (courses above those required to meet their degree requirements) providing there is space available in the course. There are no additional fees for Extra Courses taken up to the point where degree requirements have been met. Students wishing to take an Extra Course should complete the **Overload/Extra Course Request Form** and submit it to the Program Services Office prior to the Add/Drop deadline for each term. Students are permitted to take an Extra Course a maximum of once in any term. Regular electives, Independent Study and International Study Tour courses can be listed as extra courses should the student so desire.

Extra Course requests for electives can be submitted at any time up to the deadline to add a course, however, note that they will be reviewed (in order of date received) on the final date of the MBA Elective Add/Drop period for the term in question.

Due to the fact that some students take Summer or Winter Intensive Term elective courses, a request to take an Extra Course does not necessarily mean that the course is an Overload.

**Important Note:** When considering an extra course or courses, please be aware of the following School of Graduate Studies policy with regards to degree completion:

***When all requirements for a graduate degree program have been fulfilled, the graduate unit is required to submit a degree recommendation to the School of Graduate Studies indicating that the program has been satisfactorily completed by the student.***

In other words, if an extra course or courses accelerates the completion of your program requirements, you will be put forward for graduation immediately following the term in which those requirements have been met; further registration will not be permitted without additional fees being incurred.

**See also, "Balance of Degree Fee" in the Student Handbook.**

## Overload Requests

Students are permitted to overload (i.e. take more than the regular course load per term) providing they have obtained a B+ average in all first year courses and there is space available in the course. Students wishing to overload should complete the OVERLOAD/EXTRA COURSE REQUEST FORM and submit to the PSO prior to the Add/Drop deadline for each term.

Overload requests may be submitted as of the first day of the Add/Drop Period and at any time up to the deadline to add a course. However, note that they will be reviewed (in order of date received) on the final date of the MBA Elective Add/Drop period only for the term in question.

Note that an Overload may also be considered an Extra Course.

## Auditing Courses

MBA students may audit graduate classes, providing space is available, no wait list exists, and the consent of the instructor has been obtained. Auditing permits attendance at classes only. No work will be evaluated and no record kept of such courses on the academic transcript. Students are eligible to audit a maximum of one elective course per term. **Students are not able to take for credit any courses that they have previously audited and must attend a minimum of 70% of all lectures.**

Students wishing to audit a course must complete the following steps;

1. Check to see if there are seats available in the course. Students may not audit a course that has a wait list or has reached enrolment capacity.
2. Complete the MBA COURSE AUDITING FORM and obtain the written permission (signature) of the instructor. Note that not all courses are suitable for auditors. Typically permission is granted for lecture style classes only.
3. Return the completed, signed MBA COURSE AUDITING FORM to the Program Services Office for final approval.

MBA Audit requests can be submitted at any time up to the deadline to add a course. However, note that they will be reviewed on the final date of the MBA Elective Add/Drop period only for the term in question. Requests will be reviewed on a first-come first-served basis, providing the steps above have been followed.

Note that there are no additional tuition fees for Extra, Overload or Audit courses provided that they are completed during, or prior to, the student's final required term of study.

# General Elective Course Selection Guidelines

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## Bidding System

The number of bid points required to gain admission to specific course(s) and/or sections is relative and can vary from year to year depending on the courses offered and the number of students interested in the course(s). Depending on demand, some courses may require a higher number of bid points for admission, while others may not require any bid points.

In considering their course selection, students must keep in mind that their point allocation may differ and that points must be distributed across the number of elective courses that they need to complete the degree requirements. For example, most Full-Time students will bid for 10 preferred courses (over the course of the Fall, Winter Intensive, and Spring terms) indicating the number of points for each course. However, a Full-Time student who is participating in an International Exchange will only bid for 5 Rotman courses, using the bid points allocated to them. Detailed historical data on Balloting and Bidding from the 2014-2015 academic year will be available in mid-June prior to the start of the course selection process for 2015-2016, along with the elective course schedule. This information can be considered by students to determine historical interest and bid point value for specific courses. That being said, it is important to note that this information changes from year to year and should not be the sole basis on which a student's bid strategy is built. The Balloting results from 2015-2016 will be provided and is considered a reliable data point of current demands; this should be used in conjunction with the historical data. When developing a bid strategy, students should give consideration to the courses and sections (i.e. time of day, instructor) that they are bidding for.

The bidding process consists of two rounds. In the first round, students are given their total allocation of bid points to select their required number of courses for the academic year. Based on point allocations, the bidding system will assign students to courses, ensuring that the corresponding course schedules are conflict-free. Students who are 100% successful after the first round of bidding (i.e. who are assigned to all of their preferred courses), will not proceed to the second round. Students who, after the first round of bidding, do not have a full slate of courses, will advance to the second round. The bid points which were allocated unsuccessfully in round one will be refunded and students will bid for the remaining number of required elective courses. In the second round, the bidding system will attempt to enrol students in as many elective courses as possible. This may result in some course schedule conflicts at the end of the bidding process (see Conflict-Free Schedule and Course Add/Drop below on how to resolve course conflicts).

## Wait Lists

Wait lists are established once the bidding process is complete. Unsuccessful bids from both the first and second rounds are placed on wait lists. Wait lists are used for courses where demand for the course exceeds the capacity. Students will be automatically placed on wait lists for any preferred courses and sections that they bid for, but for which they were unsuccessful in obtaining a space (either due to space constraint or course scheduling conflict). Wait lists will be ordered by bid points with random numbers assigned in the event of ties.

## Results of the Elective Course Selection Process

An e-mail announcement will be sent to students' Rotman accounts in early-July when the results of the course selection are available.



## Course Selection – Important Dates

Electives Fair	April 8, 2015
Summer Course Selection Period	April 09 – April 13, 2015 (starts and ends at 1:00pm)
Balloting	May 14 – 21, 2015 (starts and ends at 1:00pm)
Bidding Round 1	June 15 – 22, 2015 (starts and ends at 1:00pm)
Bidding Round 2	June 25 – 30, 2015 (starts and ends at 1:00pm)
Add/Drop Period - 2015 Summer Intensive	April 16 – May 5, 2015 (ends at 8:30am)
Add/Drop Period - 2015 Summer Term	April 16 – May 25, 2015 (ends at 5:00pm)
Add/Drop Period - 2015 Fall Term	July 15 – September 21, 2015 (ends at 8:30am)
Add/Drop Period - 2016 Winter Intensive	July 15, 2015 – January 5, 2016 (ends at 8:30am)
Add/Drop Period - 2016 Spring Term	July 15, 2015 – January 25, 2016 (ends at 8:30am)

## Conflict-Free Schedule

Students are required to create a conflict-free course schedule based on their preferred course selections. The bidding system will assist students when making their course selection. Note that in cases where students are assigned to courses or sections that have a conflicting schedule, the Program Services Office will work with the student in an attempt to resolve the conflict during the Add/Drop Period. Students may be required to add or drop courses in order to resolve the conflict.

## Course Add/Drop

Students may request to make changes to their courses during the Add/Drop periods set out for each term (see dates below). Adding and Dropping of courses is done through the Add/Drop Request & Wait List Site on RWorld and it is the responsibility of each student to manage their requests through the site.

The following outlines the most common requests a student may make during the Add/Drop period:

1. Adding & Dropping Courses – Students may request to add courses for which space is available and no wait list exists. With the exception of students who are short the requisite number of courses, **any request to add must be accompanied by a corresponding request to drop a course** in which the student is currently registered.
2. Adding to a Wait List – Students who request to add courses that are fully-subscribed will be placed at the end of the wait list, based on the time the request is submitted. When a request is made to be added to a wait list, **the request must be accompanied by a drop request that will be processed automatically only in the event that a space opens up in the requested course.**
3. Dropping Courses Without an Add – Students may request to drop a course without adding (e.g. if approved for an independent study/research project). Note that if dropping a course, it is the student's responsibility to ensure they have sufficient courses/credits to meet their degree requirements.
4. Adding a Course Without a Drop – If a student (who already has enough courses/credits to meet the degree requirements) is requesting to add a course without a corresponding drop (i.e. overload or extra course), note that this cannot be done through the Add/Drop Site. Applications for overload and/or extra courses must be submitted separately to the Program Services Office (see Overload/Extra Course Requests section in this Guide). Students who do not already have enough courses/credits to meet the degree

requirements can submit “Add Only” requests up to the equivalent of the course/credit shortfall.

5. Adding an Independent Study/Research Project – If a student is requesting to add an Independent Study or Research Project, this cannot be done through the Add/Drop Site. Applications for Independent Studies/Research Projects must be submitted separately to the Program Services Office (see Independent Study/Research Project section in this Guide). If the application is approved, the student will be asked to submit a “Drop Only” request via the Add/Drop Site.
6. Adding an International Study Tour or Exchange Program or related program for academic credit – if a student has been selected to participate in one of our international programs, this cannot be done through the Add/Drop Site. The International Programs & Services Office, in conjunction with the Program Services Office, will facilitate registration in the appropriate courses.

Adding and dropping is not based on bid points. If a student chooses to drop a course, their bid points will not be refunded (Morning & Evening MBA and JD/MBA students are excluded). This means:

- If adding a course, students will only be able to add a course where spaces are available;
- If adding to a wait list that they were not already on as a result of the bidding process, the student will be added to the end of the wait list.

## Managing Requests on the Add/Drop Request & Wait List Site

It is the responsibility of each student to manage their requests through the Add/Drop Request & Wait List Site on RWorld. Add/Drop requests will be processed automatically based on the input students have provided on the Add/Drop Request & Wait List Site. Requests for adding and dropping that are not completed correctly may result in requests that cannot be processed. Students should keep the following in mind when managing their Add/Drop requests:

1. The Add/Drop Request & Wait List Site handles only courses that fall within the degree requirements for the academic year. **Requests such as Overload, Extra, Audit or Independent Study/Research Project must be requested separately.**
2. Adding Courses – Requests to add a course must have a corresponding request to drop a course in which the student is currently registered. If space is available in the class to be added, the request will be processed automatically. If a corresponding drop request has not been made, or made for a course the student is not registered in, the request will not be processed. Consequently, an ‘Action Required’ status will be flagged for this request.
3. Adding to a Wait List – When a request is made to be added to a wait list, the request must be accompanied by a drop request that will be automatically processed in the event that a space opens up in the course. If a drop request has not been made, or made for a course the student is not registered in, the request will not be valid and the spot in the class will automatically be given to the next student on the wait list. And consequently, an ‘Action Required’ status will be flagged for this request.

Please note that students are able to access the Add/Drop Request & Wait List Site and make changes to any requests at any time, up until the point that the request has been processed.

## Processing of Add/Drop Requests

Any requests made through the Add/Drop Request & Wait List Site will be processed on a continual basis, as spaces in courses permits. Students will be notified by the Program Services Office once an

add/drop request has been processed, or if an action is required on the part of the student. It is the student's responsibility to review and update their requests on an ongoing basis.

Students will be able to access the Add/Drop Site to make changes to their schedule during the following timeframes:

**Fall Term**

OPEN Wednesday July 15; CLOSE Monday, September 21 (8:30 a.m.)

**Winter Intensive Term**

OPEN Wednesday July 15; CLOSE Tuesday, January 5 (8:30 a.m.)

**Spring Term**

OPEN Wednesday July 15; CLOSE Monday, January 25 (8:30 a.m.)

Students who wish to drop MBA courses after the deadlines above are required to obtain the permission of the Registrar, Academic Services, Masters Programs. **No student may add an MBA course after the deadline.**

## Taking Courses Outside of Rotman

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Rotman MBA Students may take up to the equivalent of five elective courses (2.5 FCEs):

1. From other departments in the School of Graduate Studies at the University of Toronto;
2. At an approved international exchange partner school; or
3. Through the Ontario Visiting Graduate Student Program (note limit of 2 courses or 1 FCE)
4. Graduate Exchange Program

Many MBA students take graduate courses in the department of Economics, Information Studies, Industrial Relations and senior level undergraduate courses in the Faculty of Law. Students are advised to contact the department or faculty of interest regarding course offerings for 2015-2016. Visit <http://www.sgs.utoronto.ca> for details and contact information for each graduate department at U of T. Visit <http://www.law.utoronto.ca/> for information on courses offered in the Faculty of Law.

Courses are reviewed on the basis of the following:

- Credit value (must be 3 credit hours/0.5 FCE each)
- Appropriate level (graduate level courses, with the exception of senior level undergraduate courses in the Faculty of Law, University of Toronto)
- Suitability (fit with a student's goals for the MBA program)
- Content (ensuring no duplication of coursework relative to MBA courses taken/to be taken)

To take a course at another department/Faculty at the University of Toronto or another university, students must request permission in writing from the Registrar, Academic Services, Masters Programs:

- 1) Obtain a COURSE ADD/DROP FORM from the Program Services Office.
- 2) Complete the Course Add/Drop Form and submit a course outline and a brief rationale for taking the course to the Registrar, Academic Services, Masters Programs first and then the Graduate Coordinator of the host Department for signatures. The request should include the course outline, the Faculty, department and campus, and a rationale as to why the course is desired.
- 3) Return the form to the Program Services Office addressed to the attention of the Registrar, Academic Services, Masters Programs by the deadline to add a course (keep in mind both Rotman deadlines and those of other faculties).

## Ontario Visiting Graduate Student Exchange Program

Students wishing to take a course at another university in Ontario must complete an Ontario Visiting Graduate Student form, which can be obtained from the Program Services Office. The student must also include a description and detailed course outline of the course. Forms must be submitted to the Registrar, Academic Services, Masters Programs for approval. Normally, approval is given only if an equivalent course at the Rotman School of Management or other department at the University of Toronto will not be given during the academic year following the request. Note that a maximum of two courses may be taken under this program. If a student wishes to take more than the two maximum courses allowed at a university in Ontario, he/she should secure approval for the particular course from the Registrar, Academic Services, Masters Programs and obtain a letter of permission to take the course(s).

## Graduate Exchange Agreement

This agreement is between McGill University and the University of Toronto. Each university, whenever feasible, will allow a graduate student in good standing from one university to register as an exchange graduate student at the other university without paying fees at the institution being visited, except for student activity fees. Courses taken will be credited at the home institution and for Rotman School students, may amount to a maximum of five courses (equivalent to 2.5 FCEs).

# International Programs

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## Rotman International Study Tours

The International Study Tours are designed to provide a framework with which to understand the opportunities and risks associated with the emergence of major new markets in the world economy. The trips include stopovers in major cities where students will learn firsthand what it is like to do business in those regions. Participants will also have the opportunity to partake in cultural and tourist activities. Site visits to local, international and Canadian companies provide students with a well-rounded overview of the specific country.

While the final list of destinations for the upcoming IST program has not yet been finalized, the following Study Tours were offered during the 2014–2015 academic year:

- China – January and May
- Latin America (Brazil, Peru) – January
- Middle East (Qatar, United Arab Emirates) - May

At the time of printing, the structure of the 2015-2016 International Study Tour program had not been finalized, however, please note the following:

- Study Tour destinations depend on faculty availability and involvement;
- Space in the International Study Tours will be limited and all candidates will be considered for participation on the basis of a detailed application that includes an MBA resume, statement of purpose, and an updated academic transcript; students who meet the minimum requirements and pass this initial screening process will be invited to an interview with the selection committee;
- The application and selection process is generally held in late September/early October for January Tours and in November for May Tours;
- IST participants will complete the tours for academic credit, equivalent to one elective course (0.5 FCE); details of deliverables and deadlines will be determined by the Academic Director;

- Students should bid for a full complement of elective courses during the Balloting and Bidding Processes; successful participants may be able to drop a Winter Intensive or Spring Term elective course upon confirmation of acceptance.
- Full participation in all pre-tour classes, the pre-departure session and in-country programming is required in order to be accepted into the International Study Tour program.

## **European Union Study Tour**

The European Union Study Tour offers a unique opportunity to learn and experience the European market firsthand during a 3-week tour held in May of each year. This is a non-Rotman run tour where a select group of 3-4 Rotman students are chosen to join students from universities across the country to travel the continent and attend briefing sessions at such bodies as European Investment Bank, European Court of Justice, Directorate General of Economics and Finance among others. Led by Honorary Commissioner, Dr. Alexandre Berlin, students will benefit from the extensive network he developed during his 35 years of working in the EU, getting an inside look at the issues present in the EU and the role that Canada plays in facing them.

Please note that the EU Study Tour is primarily focused on international relations and political science issues and visits. While some visits to companies may be included, students looking for a “business focused” tour should opt for the Rotman run Europe Study Tour.

Participants will complete the tour for an academic credit equivalent to one elective course (0.5 FCE) and be evaluated on their class and tour participation in addition to the completion of an independent study project (subject to the approval of the Academic Director). It is important to note that students who participate in the EU Study Tour during their final year of study will not be able to convocate in May.

## **International Exchange Program - Overview**

The International Exchange Program at the Rotman School provides a unique opportunity for MBA students to immerse themselves in a new academic and social culture, and to enhance their ability to think and learn in a multicultural and international business environment. International Exchange Program participants spend one term studying abroad, developing friendships and business networks, all while learning about international management and earning academic credit towards the Rotman MBA program. Participants will work with the International Programs & Services staff on issues relating to enrolment, registration and course selection abroad. Courses taken abroad will be credited towards the MBA degree upon successful completion of the approved courses at the host university on a CR/NCR basis. Courses taken while on exchange can be used towards the declaration of a functional specialty or major. Rotman students selected to participate in the International Exchange Program should register in Rotman MBA elective courses for the term in which they will be studying at Rotman and work with the Coordinator, International Programs & Services on appropriate courses for the term abroad. Details about the International Exchange Program can be found on the Rotman website and the My International tab on RWorld.

## **International Consulting Projects**

The International Consulting Project (ICP) is a program for which the Program Services Office (PSO) has partnered with a variety of companies and organizations both in Canada and overseas to develop an internationally focused independent study project. Under the supervision of a Rotman faculty member, Rotman students will work on and deliver a project outlined by the partner. Projects are an in-depth study of a specific country or region and, in some cases, require international travel. ICPs offer students a chance to gain real time experience and contribute to companies abroad.

Registration for International Consulting Projects is generally limited to upper year students. The application process is competitive and requires submission of an MBA resume, cover letter, and

online application to the PSO. Note that approved projects may not substantially overlap another course. International Consulting Projects are worth 3 credit hours. Note that these courses appear on the U of T Transcript as RSM 2003 Research Project (0.5 FCE).

Students intending to pursue International Consulting Project opportunities should still bid for a full slate of electives as the application process is competitive and participation cannot be guaranteed. The call for applications will occur throughout the year as projects are approved.

## **Doing Business Internationally (DBI) Intensive Program**

The DBI offers a hybrid international experience pulling aspects from both the International Exchange Program and the International Study Tours. Based at one of Rotman's international partner schools, the DBI is an intensive course that focuses on how to do business in a specific country. The academic component of the program is overseen entirely by the partner school (in much the same way as the International Exchange Program) but does take place over the course of 1-2 weeks. Like the International Study Tours, the program includes activities outside of the classroom including company presentations, tours and roundtables table discussions, but these are truly secondary to the in-class component.

At the time of printing, the structure of the 2015-2016 Doing Business Internationally (DBI) Intensive Program had not been finalized, however, please note the following:

- DBI is dependent on availability and involvement of partner schools;
- Space in the DBI program is generally limited to upper year students and all candidates will be considered for participation on the basis of a detailed application that includes an MBA resume, cover letter, and online application; students who meet the minimum requirements and pass this initial screening process will be invited to an interview with the selection committee;
- The application and selection process is generally held in mid-February/early March;
- DBI participants will complete the 2-week intensive at a partner school for academic credit, one exchange course credit equivalent to one elective course (0.5 FCE); details of deliverables and deadlines will be determined by the partner institution;
- Students should bid for a full complement of elective courses during the Balloting and online Bidding Processes; successful participants may be able to drop a Winter Intensive or Spring Term elective course upon confirmation of acceptance.
- Upper year students who participant in the DBI program during their final year of study will not be able to convocate in May/June.

## **Course Material & Information**

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Please note that students are required to pay for all elective course packages, materials and textbooks.

Course packages will be available for purchase approximately two weeks before the start of each term. Note that students are required to purchase course packages and textbooks; photocopies of course packages are not permitted in class or in exams.

Copies of course packages will be available for reference in the BIC. Note that unauthorized photocopies of copyrighted material/textbooks are not acceptable material at the Rotman School or the University of Toronto.

## Course Descriptions and Outlines

- Course descriptions (Fact Sheets) for all elective courses are available on RWorld under “Elective Course Info & Resources”. These have been prepared by individual faculty based on their tentative plans for their courses next year. Faculty may of course, change their plans as they get closer to the course offering, but students can rely reasonably well on these descriptions. Some courses may not be offered if a) there is insufficient demand for them or b) there are changes in faculty assignments to courses.
- Detailed course outlines are available through RWorld at My Program/Elective Courses Info & Resources

# Majors & Area Specializations

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Many students find it helpful to select courses from a subset of courses offered in a given functional area to enhance their skills and present potential employers with specific functional expertise (e.g. Marketing Specialization), while others are interested in developing skills from a set of courses that are traditionally associated with a specific career path (e.g. Investment Banking Major). All students are able to choose courses from either the core and/or recommended set of courses for a particular Major (see below), or from any functional area (see Fact Sheets on RWorld). There are no quotas associated with either functional specializations or majors and therefore, access to all courses is dependent upon the bidding process and space availability (note: most elective courses have a maximum enrolment of 40 students per section). Courses with less than 15 students may be cancelled due to low enrolment.

Note that neither the U of T transcript nor the actual MBA degree makes reference to a given functional specialization or major. Students are encouraged to select from the menu of courses available to enhance skills and expertise, and use the resume and/or transcript of courses taken to provide potential employers with an indication of suitability for a given employment opportunity. Majors or Double Majors are possible given that up to 4 courses in each functional area or major define a level of specialization. This will allow students maximum flexibility in terms of learning and positioning for future career opportunities.

## Experimental Courses

Throughout this Guide, courses marked with an asterisk (\*) are designated as Experimental Courses. Each new course must be offered as an experimental course for two terms prior to becoming a permanent course at the Rotman School of Management.

## Majors

In order to assist students in selecting appropriate courses for the upper year(s) of the program, the guidelines for the Majors have been developed by the faculty. Please note that not all courses listed here are offered each year. Course Fact Sheets will be posted on RWorld under 'Elective Courses Info & Resources' and provides a good indication of what will be offered in the upcoming academic year.

- Brand Management (Offered by the Marketing Area)
- Business Design (Offered by the Marketing Area)
- Consulting (Offered by the Strategy Area)
- Financial Reporting and Analysis (Offered by the Accounting Area)
- Funds Management (Offered by the Finance Area)
- Global Management (Offered by the Business Economics Area)
- Health Sector Management (Offered by the Strategy Area)
- Innovation and Entrepreneurship (Offered by the Business Economics and Strategy Areas)
- Investment Banking (Offered by the Finance Area)
- Leadership and Change Management (Offered by the Organizational Behaviour/Human Resource Management Area)
- Process and Supply Chain Management (Offered by the Operations Management & Statistics Area)
- Real Estate (Offered by Business Economics)
- Risk Management and Financial Engineering (Offered by the Finance Area)
- Sustainability (Offered by the Strategy Area)



# Brand Management

**Major Coordinator:** Dilip Soman (416.946.0195 – [dilip.soman@rotman.utoronto.ca](mailto:dilip.soman@rotman.utoronto.ca))

## Topics Covered

The key to effective marketing is understanding customers and delivering what they want, when they want it, at a price they want to pay. This requires you to analyze both hard numbers and less structured qualitative information, to have insight into the reasons behind customer behaviour, and to develop strategy based on this analysis and insight.

Specific topics include analyzing customers and understanding why they buy, gathering and analyzing customer and market data and developing successful programs for communications and distribution. In the process you will develop an understanding of how customers make decisions and how to influence them, how to analyze markets and the strategies of competitors, how to develop successful advertising and promotional strategies, and how to successfully develop and manage a brand.

## Career Paths for Brand Management Major

This major develops the skills required to be an effective marketer in a wide range of businesses, including consumer markets, business to business, financial services, technology, healthcare and the not-for-profit sector.

## Requirements to Complete the Major

You must successfully complete 4 of the following core courses:

### Core Courses

RSM 2500	Marketing Strategy
RSM 2504	Consumer Behaviour
RSM 2505	Integrated Marketing Communications
RSM 2506	Marketing Research
RSM 2507	Marketing Analysis & Decision Making
RSM 2508	Sales Management
RSM 2512	Branding
RSM 2513	Pricing
RSM 2521	Marketing Using Information Technology

It is also recommended that students in this major choose other courses from the following selection:

RSM 2021	Corporate Strategy
RSM 2056	Game Theory and Competitive Strategy
RSM 2301	Financial Management

# Business Design

**Major Coordinator:** Mengze Shi (416.946.7963 – [mshi@rotman.utoronto.ca](mailto:mshi@rotman.utoronto.ca))

## Description

Students will learn how to find new 'whitespace' opportunities that could lead to new product and service innovations, integrated business strategies and creative ways to solve problems. The major is built around user-centric business design and three pillars that facilitate bringing a design from concept to reality in the marketplace. The three pillars that facilitate bringing the design to reality are i) Empathy and User Understanding, ii) Lensing and Problem Solving and iii) Change Management.

## Career Paths

The topics covered in this major will be useful in helping students develop their Business Design and Innovation skills. These can be applied to any innovation related role that can benefit from a greater consumer / human understanding and the ability to create new growth opportunities. Marketing, New product development, Management, Consulting and Entrepreneurship being the most prevalent.

## Requirements to Complete the Major

Students pursuing the Business Design major are required to take **RSM 2524 Design Practicum** and at least one course from each of the three pillars that form the foundation of the major.

**User Centred Business Design:** How might we design solutions that delight customers and create competitive advantage?

RSM 2524 Design Practicum (Mandatory)

**Empathy & User Understanding:** How might we better understand our customers and what they really need?

RSM 2504 Consumer Behavior

RSM 2506 Marketing Research

RSM 2522 Marketing Behavioral Economics

**Lensing & Problem Solving:** How might we reframe problems to design better answers?

RSM 2019 Corporation 360

RSM 2022 Competition & Strategy in Creative Industries

RSM 2922 Opposable Mind

RSM 2517 Innovation, Foresight and Business Design

**Change Management:** How might we embed new ideas and ways of thinking and practice?

RSM 2083 Managing Innovation

RSM 2023 Strategic Change and Implementation

RSM 2615 Leading Social Innovation

RSM 2500 Marketing Strategy

# Consulting

**Major Coordinator:** Joshua Gans (416.978.3243 – [joshua.gans@rotman.utoronto.ca](mailto:joshua.gans@rotman.utoronto.ca))

## Description

You will learn how to analyze cross-functional business problems and to justify your recommendations, applying appropriate frameworks and a diverse set of quantitative and qualitative tools.

## Topics Covered

Specific topics covered are the consulting industry, problem solving methodologies, the management of change in organizations, advanced issues in strategic management, and the development and presentation of proposals and reports.

## Career Paths for Consulting Major

The topics covered in this major are critical for entry into the consulting profession whether with a large, medium, or small consulting firm, as a sole proprietor or as an internal consultant in a large company. The skills will apply in both the for-profit and not-for-profit sectors. In addition, the topics covered will be useful for managers who will work with or manage outside consultants.

## Requirements to Complete the Major

Choose at least one course from the core category and at least two from the elective categories. A minimum of 4 courses is required.

## Core Courses

RSM 2052 Management Consulting  
RSM 2059 Healthcare Consulting  
RSM 2062 Management Consulting Practicum  
RSM 2023 Strategic Change and Implementation

## Elective Courses

RSM 2019 Corporation 360°  
RSM 2056 Game Theory and Competitive Strategy  
RSM 2058 Case Analysis and Presentation  
RSM 2063 Catastrophic Failure in Organizations  
RSM 2209 Financial Statement Analysis  
RSM 2212 Business Analysis and Valuation  
RSM 2021 Corporate Strategy  
RSM 2405 Supply Chain Management  
RSM 2406 Operations Management Strategy  
RSM 2601 Organization Design  
RSM 2609 Aligning People and Strategy

# Financial Reporting and Analysis

**Major Coordinator:** Ramy Elitzur (416.978.3827 – [elitzu@rotman.utoronto.ca](mailto:elitzu@rotman.utoronto.ca))

## Topics Covered

In this major, you will learn how to interpret and analyze financial information in order to use this information in formulating business decisions. Specific topics covered include analyzing and interpreting financial statements; understanding the discretion involved in disclosure; the various incentives and pressures impacting on financial reporting decisions; advanced financial accounting topics; risk management; developing business valuation techniques; forecasting earnings and firm value; identifying tax implications associated with various business and investment activities; and formulating decisions and recommendations based on financial analysis. During your course work in this major, you will learn the key drivers of reporting behavior, develop your understanding of financial statements, and obtain skills to make informed decisions using financial information.

## Career Paths for Financial Reporting and Analysis

Students pursuing a career where one needs to analyze and make decisions based on financial information will find this major to be beneficial. Specific career paths include financial analyst, equity research (buy-side and sell-side), treasury, consulting, corporate finance, investment banking, general management, or internal audit.

## Requirements to Complete the Major

You must successfully complete at least 3 of the following core courses:

### Core Courses

RSM 2203 Current Issues in Financial Reporting & Disclosure

RSM 2204 Taxation and Decision Making

RSM 2209 Financial Statement Analysis

RSM 2210 Financial Distress & Insolvency

RSM 2212 Business Analysis and Valuation

It is also recommended that students in this major choose other courses from the following selection:

RSM 2021 Corporate Strategy

RSM 2123 International Business in the World Economy

RSM 2300 Corporate Financing

RSM 2301 Financial Management

RSM 2304 Financial Institutions & Capital Markets

# Funds Management

**Major Coordinator:** Susan Christoffersen (416.946.5647 – [susan.christoffersen@rotman.utoronto.ca](mailto:susan.christoffersen@rotman.utoronto.ca))

## Topics Covered

RSM 2302 covers theories and techniques that underlie the construction and management of optimal investment portfolios, emphasizing the risk-return tradeoffs that are appropriate for different types of investors. It explores key elements of the investment management process, including development of objectives and constraints and implementation and management of equity, bond, and balanced portfolios. RSM 2312 focuses on the fundamental value-based approach to investing, e.g., finding undervalued companies based on their estimated intrinsic values. RSM 2310 focuses on fixed income securities. It provides the tools to analyze and understand various bond structures, yield curve strategies and different fixed income products across the credit spectrum. RSM 2303 uses cases to simulate the risks and opportunities associated with particular securities or strategies to allow students to learn how to make good investment and risk management decisions when faced with uncertainty and quantifiable risks. RSM 2304 provides students with an understanding of how financial institutions and capital markets function.

## Career Paths for Funds Management Major

The funds management major is designed to prepare students for careers in the funds management industry. The major players in this industry are pension funds, insurance companies, and mutual funds. In each case the investment decisions are shaped by the objectives of the firm or industry. Our objective is to teach the students to both understand the mechanics of how investing is done and to understand the relation between the investment strategy and the underlying needs of the industry. Students interested in a career in the investment industry will find the following courses helpful.

## Requirements to Complete the Major

You must successfully complete 3 of the following core courses:

### Core Courses

RSM 2302	Security Analysis & Portfolio Management
RSM 2303	Risk Modelling & Financial Trading Strategies
RSM 2304	Financial Institutions & Capital Markets
RSM 2310	Analysis & Management of Fixed Income Securities
RSM 2312	Value Investing

It is also recommended that students in this major choose other courses from the following selection:

RSM 2203	Current Issues in Financial Reporting & Disclosure
RSM 2306	Options & Futures Markets

# Global Management

**Major Coordinator:** Ig Horstmann (416.978.1888 – [ihorstmann@rotman.utoronto.ca](mailto:ihorstmann@rotman.utoronto.ca))

## Topics Covered

While international markets offer valuable opportunities for business expansion and growth, they also come with a unique set of challenges. To compete globally, businesses must be able both to take advantage of the opportunities that the global market place provides and to deal effectively with the challenges it offers. The Global Management major is specially designed to provide managers and entrepreneurs with the knowledge and skills to take on the challenges of the international market place and to compete effectively in a global economy.

At the core of the major are courses in international business management and economics. These courses focus on the development of effective business strategies for entering and competing in international markets and for effective management in diverse cultural and political settings. Additional courses focus on specific challenges for marketing and finance that international business operations create.

## Career Paths for Global Management Major

This major is relevant for those students who expect to be managing in or operating companies that have a significant international business presence. This presence may range from only selling in foreign markets to having actual foreign operations or joint business ventures.

## Requirements to Complete the Major

You must successfully complete 3 of the following core courses:

### Core Courses

RSM 2011	International Business
RSM 2123	International Business in the World Economy
RSM 2127	Economic Environment of International Business
RSM 2305	International Financial Management
RSM 2501	Global Marketing

It is also recommended that students in this major choose other courses from the following selection:

RSM 2010	Business Government Relations
RSM 2109	International Study Tours
RSM 2123	International Business in the World Economy
RSM 2405	Supply Chain Management
RSM 2612	Managing Talent for Global Operations
	Doing Business Internationally <sup>†</sup>
	International Exchange Program <sup>†</sup>

*Note that if an insufficient number of core courses are offered, a recommended course may be used in its place.*

<sup>†</sup>For more information please contact the International Programs & Services Office at: [mbainternational@rotman.utoronto.ca](mailto:mbainternational@rotman.utoronto.ca)

# Health Sector Management

**Major Coordinator:** Brian Golden (416.946.8519 – [brian.golden@rotman.utoronto.ca](mailto:brian.golden@rotman.utoronto.ca))

## Topics Covered

Health care, (1) represents a huge and growing sector in all industrialized economies; (2) is representative of the service and knowledge-oriented focus of the 21st century economy, and; (3) has significant management challenges that have not been adequately addressed. With this in mind, the Health Sector Management major will focus on management in health care delivery systems, pharmaceutical and device strategy. The major will also introduce students to various regulatory bodies and procedures in the health sector.

## Career Paths for Health Sector Management Major

This major is relevant for those students who expect to be managing in or operating for-profit or not-for-profit organizations in the health care sector. This may include positions in hospital administration, government, medical devices, bio-pharma, insurance, new ventures, and venture capital and finance.

## Requirements to Complete the Major

You must successfully complete 3 of the following core courses:

### Core Courses

RSM 2020	Health Sector Strategy & Organization
RSM 2017	Pharmaceutical Strategy
RSM 2059	Healthcare Consulting
RSM 2120	Health Economics and Policy
RSM 2xxx*	Commercialization in the Life Sciences (expected offering Fall 2015, to be confirmed)

It is also recommended that students in this major choose other courses from the following selection+:

RSM 2010	Business Government Relations
RSM 2012	Entrepreneurship
RSM 2027	Not For Profit Consulting
RSM 2054	Technology Strategy
RSM 2057	Venture Capital
RSM 2131	Economics of Innovation and Intellectual Property
RSM 2301	Financial Management
RSM 2407	Service Operations Management
ICP	An Interdisciplinary Approach to Global Challenges
GCP	Global to Local (Seattle) – see “My International” tab for project description

Recommended courses offered by other University of Toronto Faculties:

HAD 5010	Canada's Health System and Health Policy Part 1
HAD 5020	Canada's Health System and Health Policy Part 2
BTC 2030HS	Management of Technological Innovation ++
MMI 1070H	Economics of Business Strategy+++
MMI 1090H	Technology, Strategy & Policy+++
MIE 561H1	Health Care Systems (in Faculty of Applied Science and Engineering)

### \*Experimental Course

+If student would like a course in this list to count toward the major in Health Sector Management (i.e. replace a Core Course) approval is needed by the Major Coordinator; course projects must be in the Health Sector

++Part of UofT Mississauga Masters in Biotechnology Program

+++Part of UofT Mississauga Master of Management of Innovation program

# Innovation and Entrepreneurship

**Major Coordinator:** Becky Reuber (reuber@rotman.utoronto.ca)

Innovation is pervasive in today's economy. The most successful managers understand innovation: how to recognize, manage and create value for sustained competitive advantage.

This major will be useful to students interested in launching their own entrepreneurial venture, consulting to or investing in entrepreneurial ventures, and managing a technology-based business. Students interested in public policy concerning economic growth and technological change will also benefit from this major.

## Topics Covered

In this major, you will learn about creating economic value through starting a company or innovating in an existing organization. The emphasis is on recognizing and creating value from new ideas and bringing new products to market.

Specific topics covered are: the nature of innovation and entrepreneurial activity, the characteristics of successful entrepreneurs, how to create and protect intellectual property, how to develop and evaluate business plans, and how to create new business models and secure financing for new ideas. Courses are drawn from Business Economics, Finance, Strategy, Organizational Behaviour and Marketing to reflect the integrative nature of innovation and entrepreneurship.

## Requirements to Complete the Major

You must successfully complete 4 of the following core courses:

### Core Courses

RSM 2012	Entrepreneurship
RSM 2018	Business Strategy by Firms Based in Emerging Market Economies
RSM 2022	Competition & Strategy in Creative Industries (not offered in 2015-2016)
RSM 2054	Technology Strategy
RSM 2055	Cooperative Strategy (not offered in 2015-2016)
RSM 2056	Game Theory & Competitive Strategy
RSM 2057	Venture Capital (not offered in 2015-2016)
RSM 2060	Network and Digital Market Strategy
RSM 2061	Leveraging Strategic Networks
RSM 2081	Entrepreneurship for Social Ventures
RSM 2083	Managing Innovation (not offered in 2015-2016)
RSM 2098	Creative Destruction Lab - Entrepreneurship
RSM 2099	Creative Destruction Lab - Strategy
RSM 2125	Game Theory and Applications for Management
RSM 2131	Economics of Innovation and Intellectual Property
RSM 2524	Design Practicum
RSM 2923	Business Problem Solving – An Integrated Approach (offered in 2015 Summer Term only)



# Investment Banking

**Major Coordinator:** Professor Alexander Dyck (416.946.0819 – [adyck@rotman.utoronto.ca](mailto:adyck@rotman.utoronto.ca))

## Topics Covered

The courses in this major develop skillsets in financial analysis and deepen institutional understanding of financial instruments and institutions. With this knowledge, you are positioned to help firm management to create value as they explore investment proposals, financing options, consider alternative ways to manage cash and dividends, and consider acquisitions and divestitures. Specific topics include the process for issuing and underwriting new debt and equity securities to support strategic and financial buyers. You will also learn key legal and regulatory constraints on corporate activity and deepen your understanding of financial statements.

## Career Paths for Investment Banking Major

There are at least four career paths. A first career is as an investment banker, advising firms and financial buyers and structuring large and complex financial transactions, such as debt issuances, equity issuances and major acquisitions and divestitures. A second career is as a private equity professional, in venture capital or leveraged buyout firms. A third career is management of non-financial corporations, including C-suite roles, corporate treasurers and controllers, and corporate development and strategy. A fourth career is as a consultant, providing services to firms and financial buyers, as they consider alternative strategies for value creation that involve and large and complex financial transactions.

## Requirements to Complete the Major

You must successfully complete 3 of the following 4 core courses:

### Core Courses

RSM 2300	Corporate Financing
RSM 2301	Financial Management
RSM 2309	Mergers & Acquisitions
RSM 2314	Private Equity and Entrepreneurial Finance

It is also recommended that students in this major complete the fourth core course and choose other courses from the following selection:

RSM 2021	Corporate Strategy
RSM 2203	Current Issues in Financial Reporting & Disclosure
RSM 2304	Financial Institutions & Capital Markets
RSM 2305	International Financial Management
RSM 2306	Options & Futures Markets
RSM 2316	Hedge Funds and Broker Dealers
RSM 2212	Business Analysis and Valuation

# Leadership and Change Management

**Major Coordinator:** (Geoffrey Leonardelli 416.946.0731 – [geoffrey.leonardelli@rotman.utoronto.ca](mailto:geoffrey.leonardelli@rotman.utoronto.ca))

## Topics Covered

Your career trajectory will involve numerous leadership positions, in which you must use every resource at your disposal to position the organization at a competitive advantage. This major will focus on the development of an important skill set, leadership. Leadership involves a myriad of skills, including how to monitor and effect organizational change, increase individual and organizational performance, resolve conflict, negotiate with stakeholders, and influence. In essence, you will learn behavioural skills and systems that are designed to facilitate leadership and change management within the organization.

## Career Paths for Leadership and Change Management Major

A typical career path for many graduates is to assume leadership roles in their respective organizational areas of expertise or as consultants. Your individual leadership style will emerge over time. Nevertheless, developing a skill set during your MBA will prepare you to assume these leadership roles early on, as the transition to being a leader does not take place overnight. Whether you are interested in entering consulting, entrepreneurial ventures, or organizational functions such as quality management, finance, accounting, operations, strategic management, or human resource management, leadership and your ability to bring about change will play an important role in your careers.

## Requirements to Complete the Major

You must successfully complete at least 4 of the following core courses:

### Core Courses

RSM 2023	Strategic Change & Implementation
RSM 2061	Leveraging Strategic Networks
RSM 2601	Organization Design
RSM 2603	Advanced Negotiations and Conflict Management
RSM 2609	Aligning People and Strategy
RSM 2612	Managing Talent for Global Operations
RSM 2615	Leading Social Innovation
RSM 2619	Power & Influence in Organizations
RSM 2620	Leading Teams
RSM 2621	Effective Leadership

It is also recommended that students in this major choose other courses from the following selection:

RSM 2011	International Business
RSM 2019	Corporation 360°
RSM 2021	Corporate Strategy

# Process and Supply Chain Management

**Major Coordinator:** Opher Baron (416.978.4164 – [opher.baron@rotman.utoronto.ca](mailto:opher.baron@rotman.utoronto.ca))

## Topics Covered

The ability of firms to successfully match supply with demand stems to a large extent from understanding the trade-offs they must make in organizing their internal processes and external supply chains. The Process and Supply Chain Management major is designed to provide students with a broad array of tools that are necessary to make reasoned decisions in this context. Typically, these process decisions are made in the face of uncertainty and operations frictions. Each of the courses in the major discusses both tools and applications. RSM2405 focuses on how firms should organize and operate their supply chains. As such the focus is on external decisions. RSM2406 focuses on how firms make internal strategic decisions to optimize their processes, given a position within a supply chain. RSM2407 considers service processes and service supply chains such as healthcare. RSM2408 discusses how to structure, analyze and solve business decisions that involve uncertainty and risk. This business-analytics course provides tools managers can use in improving their processes.

## Career Paths for Process and Supply Chain Major

This major develops the skills required to be an effective operations manager in a wide range of businesses, including in the healthcare, global supply chain, manufacturing, and general services sectors.

## Requirements to Complete the Major

You must successfully complete 3 of the following core courses:

### Core Courses

RSM 2405	Supply Chain Management
RSM 2406	Operations Management Strategy
RSM 2407	Services Operations Management
RSM 2408	The Art of Modeling with Spreadsheets
RSM 2415	Predictive Analytics for Effective Business Decisions*
RSM 2125	Game Theory and Applications for Management

It is also recommended that students in this major choose other courses from the following selection:

RSM 2016	Causal Modeling for Integrative Business Strategies*
RSM 2612	Managing Talent for Global Operations
MIE 561	Healthcare Systems (in Faculty of Applied Science and Engineering)

\*Experimental Course

# Real Estate

**Major Coordinator:** William Strange (416.978.1949 – [wstrange@rotman.utoronto.ca](mailto:wstrange@rotman.utoronto.ca))

## Topics Covered

The goal of the major is to develop students' capacities to think about a wide range of real estate issues. It is meant to cover the financial, economic, and entrepreneurial aspects of real estate careers. In addition, the classes in the major will develop student modeling skills across various functional areas. The major is intended to fit within the Rotman brand of model based problem solving.

## Career Paths for Real Estate Major

The real estate major is designed to prepare students for careers in real estate investment, real estate management, and real estate development. In addition, a background in real estate can be useful to students in banking and asset management. A background in real estate can also be useful to general managers to the extent that they deal with location decisions and because firms in other lines of business frequently own or rent significant real estate, and are therefore accidentally in the real estate business.

## Requirements to Complete the Major

You must successfully complete 3 of the following core courses:

### Core Courses

RSM 2126	Real Estate Development
RSM 2128	Real Estate Economics
RSM 2130	Real Estate Investment

It is recommended that students choose electives that are broadly relevant to real estate. The following classes all develop modes of thinking that are relevant to real estate, and thus are deemed to satisfy the "broadly relevant" guideline:

RSM 2012	Entrepreneurship
RSM 2125	Game Theory and Applications for Management
RSM 2129	Forecasting Models and Econometric Methods
RSM 2209	Financial Statement Analysis
RSM 2211	Business Law
RSM 2306	Options and Futures Markets
RSM 2309	Mergers and Acquisitions
RSM 2408	The Art of Modeling with Spreadsheets
RSM 2506	Marketing Research

*Note that if an insufficient number of core courses are offered, a recommended course may be used in its place.*

# Risk Management and Financial Engineering

**Major Coordinator:** John Hull (416.978.8615 – [hull@rotman.utoronto.ca](mailto:hull@rotman.utoronto.ca))

## Topics Covered

In this major you will learn about derivatives markets and how instruments such as futures and options can be used for risk management. You will learn about risk management from a) the perspective of a corporate treasurer who is interested in hedging his or her exposure to interest rates, exchange rates, commodity prices etc. b) the perspective of a fund manager who wants to change the nature of his or her exposure to financial markets, and c) the perspective of a financial institution that trades derivatives and is faced with an increasingly complex regulatory environment. You will also learn how to price a wide range of derivatives instruments. While the major will not convert you into a "rocket scientist" it will provide you with the tools to successfully manage rocket scientists and understand their ideas and conjectures.

## Career Paths for Risk Management and Financial Engineering Major

Many banks have recruited large numbers of "quants" in recent years but have not developed the managerial infrastructure to use those quants effectively. The risk management and financial engineering major will equip you well to be part of that managerial infrastructure. It will also give you the tools necessary to join groups concerned with structuring complex products that meet the needs of particular clients. Some past MBAs are now involved in the sales and trading of specific derivatives products. Regulators are requiring banks to use increasingly complex models to evaluate market risk, credit risk and operational risk. The risk management and financial engineering major will enable you to understand these models and play a key role in the development of a bank's strategy for minimizing its regulatory capital requirements. More generally, it is true that derivatives markets (particularly the over-the-counter derivatives markets) are becoming increasingly important to everyone who works in finance. Even if you do not plan to work in a risk management/derivatives function you will find the material you learn from this major useful.

## Requirements to Complete the Major

You must successfully complete the following core courses:

### Core Courses

RSM 2306	Options & Futures Markets
RSM 2307	Advanced Derivatives
RSM 2308	Financial Risk Management

It is also recommended that students in this major choose other courses from the following selection:

RSM 2302	Security Analysis & Portfolio Management
RSM 2303	Risk Modelling & Financial Trading Strategies
RSM 2304	Financial Institutions and Capital Markets
RSM 2310	Analysis & Management of Fixed Income Securities
RSM 2317	How Banks Work: Management in a New Regulatory Age

# Sustainability

**Major Coordinator:** Laura Doering (416.978.8627 – [laura.doering@rotman.utoronto.ca](mailto:laura.doering@rotman.utoronto.ca))

This year, Rotman introduces a new major in Sustainability. You might consider pursuing this major if you're interested in:

- Environmental, social and governance (ESG) issues in business
- Corporate social responsibility or corporate citizenship strategy and programs
- Social entrepreneurship or social innovation
- Responsible investment or social finance

## Requirements to Complete the Major

You must successfully complete 3 of the following sustainability-related elective courses:

RSM 2603	Advanced Negotiation
RSM 2010	Business Government Relations
RSM 2018	Business Strategy by Firms Based in Emerging Market Economies
RSM 2080	Business Sustainability Strategy*
RSM 2063	Catastrophic Failure in Organizations*
RSM 2019	Corporation 360°
RSM 2081	Entrepreneurship for Social Ventures*
RSM 2123	International Business in the World Economy
RSM 2615	Leading Social Innovation*
RSM 2612	Managing Talent for Global Operations
RSM 2522	Marketing and Behavioural Economics
RSM 2619	Power and Influence in Organizations
RSM 2023	Strategic Change and Implementation
RSM 2920	Top Manager's Perspective
RSM 2087	Corporate Citizenship Strategy*
RSM 2027	Not For Profit Consulting

Courses offered by other University of Toronto Faculties:

APS 510	Innovative Technologies and Organizations in Global Energy Systems (Engineering)
ENV 1005H	Business and Environmental Politics (Environment)
IES 1707	Environmental Finance and Sustainable Investing: Risk Mitigation and Emerging Opportunities (Environment)
SSM 2010H	Marketing in Sustainability Management (University of Toronto Mississauga)
SSM 2020H	Sustainability Ethics (University of Toronto Mississauga)
SSM 2030H	Advanced Sustainability Management (University of Toronto Mississauga)
SSM 2040H	Applied Sustainability Management (University of Toronto Mississauga)
ENV 1707H	Environmental Finance and Sustainable Investing (University of Toronto Mississauga)
EES 1124H	Environmental Project Management (University of Toronto Mississauga)
ECO 2908H	Environmental and Resource Economics (University of Toronto Mississauga)

\*Experimental Course

*Note that other courses offered at Rotman or elsewhere at the University of Toronto may be considered, but must be approved by the major coordinator.*

## Co-curricular activities

You should also consider participating in the many related co-curricular activities and research centres available at Rotman, including; Rotman Net Impact, sustainability-related Rotman events, and access our related research by faculty members. You may also wish to subscribe to our LinkedIn group Sustainability at Rotman.

# Area Specializations

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Students taking four or more electives in a given functional area should be well positioned to declare this a specialization to the external community. The term “area” refers to the academic divisions within the Rotman School of Management. There are 7 academic areas as follows;

- Accounting
- Business Economics
- Finance
- Marketing
- Operations Management & Statistics
- Organizational Behaviour/Human Resource Management
- Strategy

Integrative Thinking (offered by the Desautels Centre for Integrative Thinking)

Please note that not all courses are offered each year. Course Fact Sheets will be posted on RWorld under ‘Elective Courses Info & Resources.’

## 2015-2016 Course Offerings by Functional Area (Tentative)

The following lists indicate what courses we expect to offer in each functional area. Please note that these lists are subject to change.

### Accounting

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**Area Coordinator:** Wally Smieliauskas (416.978-1454 – [wally.smieliauskas@rotman.utoronto.ca](mailto:wally.smieliauskas@rotman.utoronto.ca))

RSM2203H	Current Issues in Financial Reporting & Disclosure
RSM2204H	Taxation and Decision Making
RSM2209H	Financial Statement Analysis
RSM2210H	Financial Distress & Insolvency
RSM2211H	Business Law
RSM2212H	Business Analysis and Valuation

### Business Economics

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**Area Coordinator:** Matt Mitchell (416.946.3149 – [matthew.mitchell@rotman.utoronto.ca](mailto:matthew.mitchell@rotman.utoronto.ca))

RSM2115H	Creative Regional Strategies* (not offered in 2015-2016)
RSM2116H	Sports Analytics and Economics*
RSM2120H	Health Policy and Health Care Markets (not offered in 2015-2016)
RSM2122H	Business and the Regulatory Environment (not offered in 2015-2016)
RSM2123H	International Business in the World Economy
RSM2125H	Game Theory & Applications for Management
RSM2126H	Real Estate Development
RSM2127H	Economic Environment of International Business
RSM2128H	Real Estate Economics
RSM2129H	Forecasting Models & Econometric Methods
RSM2130H	Real Estate Investment
RSM2131H	Economics of Innovation and Intellectual Property

## Finance

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**Area Coordinator:** Craig Doidge (416.946.8598 – [cdoidge@rotman.utoronto.ca](mailto:cdoidge@rotman.utoronto.ca))

RSM2300H	Corporate Financing
RSM2301H	Financial Management
RSM2302H	Security Analysis & Portfolio Management
RSM2303H	Risk Modeling & Financial Trading Strategies
RSM2304H	Financial Institutions & Capital Markets
RSM2305H	International Financial Management
RSM2306H	Options & Futures Markets
RSM2307H	Advanced Derivatives
RSM2308H	Financial Risk Management
RSM2309H	Mergers & Acquisitions
RSM2310H	Analysis & Management of Fixed Income Securities
RSM2312H	Value Investing
RSM2314H	Private Equity & Entrepreneurial Finance
RSM2315H	The Management of Private Wealth
RSM2316H	Introduction to Hedge Funds and Broker Dealers
RSM2317H	How Banks Work: Management in a New Regulatory Age*
RSM2319H	The Revolution in Finance: Markets, Institutions and Organizations*
RSM2320H	The Canadian and American Financial Systems – Comparisons and Contrasts*
RSM2321H	Islamic Finance in Canada

\* Experimental Course

## Marketing

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**Area Coordinator:** David Soberman (416.978.5445 – [david.soberman@rotman.utoronto.ca](mailto:david.soberman@rotman.utoronto.ca))

Dilip Soman (416.946.0195 – [dilip.soman@rotman.utoronto.ca](mailto:dilip.soman@rotman.utoronto.ca))

RSM2500H	Marketing Strategy
RSM2504H	Consumer Behaviour
RSM2505H	Strategic Marketing Communication
RSM2506H	Marketing Research
RSM2507H	Marketing Analysis & Decision Making (not offered in 2015-2016)
RSM2508H	Sales Management
RSM2511H	Marketing Financial Services
RSM2512H	Branding
RSM2513H	Pricing
RSM2516H	Deep Customer Insight: Qualitative Research Practicum*
RSM2517H	Innovation, Foresight and Business Design
RSM2521H	Marketing Using Information Technology
RSM2522H	Marketing and Behavioural Economics
RSM2524H	Design Practicum

\* Experimental Course



## Operations Management & Statistics

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**Area Coordinator:** Joseph Milner (416.978.5552 – [joseph.milner@rotman.utoronto.ca](mailto:joseph.milner@rotman.utoronto.ca))

RSM2405H Supply Chain Management  
RSM2406H Operations Management Strategy  
RSM2407H Service Operations Management (offered in 2015 Summer Term)  
RSM2408H The Art of Modeling with Spreadsheets  
RSM2415H Predictive Analytics for Effective Business Decisions\*  
\*Experimental Course

## Organizational Behaviour / Human Resources Management

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**Area Coordinator:** Glen Whyte (416.978.4369 – [whyte@rotman.utoronto.ca](mailto:whyte@rotman.utoronto.ca))

RSM2601H Organization Design  
RSM2603H Advanced Negotiations & Conflict Management  
RSM2609H Aligning People and Strategy (tentative for 2015-2016)  
RSM2612H Managing Talent for Global Operations (offered in 2015 Summer Term)  
RSM2615H Leading Social Innovation\*  
RSM2616H Managing Gender and Diversity in Organizations\* (not offered in 2015-2016)  
RSM2618H The Socially Intelligent Manager\*  
RSM2619H Power & Influence in Organizations  
RSM2620H Leading Teams  
RSM2621H Effective Leadership (offered in 2015 Summer Term)  
\*Experimental Course

## Strategic Management

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**Area Coordinator:** Joshua Gans (416.978.3243 – [joshua.gans@rotman.utoronto.ca](mailto:joshua.gans@rotman.utoronto.ca))

RSM2010H Business Government Relations  
RSM2011H International Business  
RSM2012H Entrepreneurship  
RSM2015H Advanced Strategic Analysis\* (not offered in 2015-2016)  
RSM2016H Causal Modeling for Integrative Business Strategies\*  
RSM2017H Pharmaceutical Strategy  
RSM2018H Business Strategy by Firms Based in Emerging Market Economies  
RSM2019H Corporation 360° (tentative for 2015-2016)  
RSM2020H Health Sector Strategy & Organizations (offered in 2015 Summer Term)  
RSM2021H Corporate Strategy  
RSM2022H Competition & Strategy in Creative Industries (not offered in 2015-16)  
RSM2023H Strategic Change and Implementation  
RSM2027H Not For Profit Consulting (not offered in 2015-2016)  
RSM2030H Canadian Business History in a Global Context  
RSM2052H Management Consulting (offered in 2015 Summer Term)  
RSM2054H Technology Strategy  
RSM2056H Game Theory and Competitive Strategy  
RSM2057H Venture Capital (not offered in 2015-2016)  
RSM2058H Case Analysis and Presentation

RSM2059H	Health Care Consulting
RSM2060H	Network & Digital Market Strategy
RSM2061H	Leveraging Strategic Networks
RSM2062H	Management Consulting Practicum
RSM2063H	Catastrophic Failure in Organizations*
RSM2080H	Business Sustainability Strategy*
RSM2081H	Entrepreneurship for Social Ventures*
RSM2083H	Managing Innovation (not offered in 2015-2016)
RSM2084H	Healthcare Transformation (not offered in 2015-2016)
RSM2087H	Corporate Citizenship Strategy (not offered in 2015-2016)
RSM2098H	Creative Destruction Lab Course – Entrepreneurship*
RSM2099H	Creative Destruction Lab Course - Strategy*
RSM20XXH	Medical Devices Strategy* (not offered in 2015-2016)
RSM20XXH	Strategy and Competitive Advantage* (not offered in 2015-2016)

\*Experimental Course

## Desautels Centre for Integrative Thinking

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**Area Coordinator:** Mihnea Moldoveanu (416.978.7700 – [micamo@rotman.utoronto.ca](mailto:micamo@rotman.utoronto.ca))

RSM2913H	GettingItDone®
RSM2916H	Leadership from the Inside Out: Building Relationship Skills that Work
RSM2918H	Business Intelligence*
RSM2920H	Top Manager's Perspective
RSM2922H	The Opposable Mind
RSM2923H	Business Problem Solving - An Integrated Approach (offered in the 2015 Summer Term)

\*Experimental Course