

Major Modifications to Existing Programs Definitions and Proposal Template

Several types of curriculum initiatives fall under the category of Major Modifications to Existing Programs; a full listing is articulated in Section 5.1 of the *York University Quality Assurance Procedures*.

The attached Major Modification Guidelines are applicable for following types of Major Modifications:

Significant changes to program requirements (i.e., comprising approximately one-third of the major requirements, core requirements and/or the degree program).

Addition of a new major or specialization where a similar major or specialization currently exists at the undergraduate level.

Addition of a new option (e.g. location where program is offered; new specialization) within an existing graduate program.

Introduction or deletion of a major research paper or thesis, course-only, co-op, internship or practicum option to a Master's program.

Merger of two or more programs.

Change to the requirements for graduate program candidacy examinations or residence requirements.

Significant changes to the learning outcomes of an existing program

Significant changes to the faculty complement delivering an existing program.

Change to the essential resources of a program that impair its delivery.

Note: *Separate templates exist for the remaining types of Major Modifications, specifically:*

New undergraduate certificates

Closure of undergraduate certificates (*see Program Closure template*)

Policies related to bridging programs:

<http://secretariat-policies.info.yorku.ca/policies/bridging-courses-policy-and-guidelines/>

<http://secretariat-policies.info.yorku.ca/policies/bridging-programs-at-york-university-policy-and-guidelines/>

Major Modifications Proposal Guidelines

1. Program: [Bachelor of Commerce Honours](#)
2. Degree Designation: Bachelor of Commerce Specialized Honours Business Technology Management Stream
3. Type of Modification: (Example: deletion of or change to a field; changes to program requirements / content that affects the learning outcomes.)

[Adding a new stream on "Business Technology Management"](#)

4. Effective Date: [Fall 2020](#)
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5. Provide a general description of the proposed changes to the program.

[This is a proposal to establish a new stream \(33Cr\) in the Bachelor of Commerce Honours. The new stream will be designed in line with Information Technology Association of Canada \(ITAC\) business technology management accreditation standards.](#)

6. Provide the rationale for the proposed changes.

[The professional association ITAC approached York University and proposed the development of a program that would comprise a right mix of business and technology skills. The purpose is to immerse business students in the realm of technology management.](#)

[Consultation about the attractiveness of the stream in the degree was conducted with the office of the Associate Vice-president of academics and the dean's office. A meeting with a representative of ITAC took place in November 2018 at York. Mrs. Gina van Dalen, Executive Director, ITAC Talent met with SAS director, Prof. Solis, SAS UPD, Prof. Porporato, SAS Markham Campus Coordinator, Prof. Rusetsky, and two members of the MIS area, Profs. Sanchez-Rodriguez and Sepideh Ebrahimi.](#)

7. Comment on the alignment between the program changes with Faculty and/or University academic plans.

[Alignment with the university's academic plan \(UAP\) 2015-2020:](#)

[Priority 1: Innovative, Quality Programs for Academic Excellence: UAP states that increasing comprehensiveness requires an expansion in several areas including business. In addition, UAP proposes "developing innovative degree programs in business, \[...\], that excel in curricular design and delivery, and align with societal needs as appropriate for our campuses". To address this high priority of university, the School of Administrative Studies is proposing a new stream in business technology management as technology plays a pivotal role in the success of today's businesses. In addition, as reported by IT World Canada, Canada needs 182,000 people to fill IT positions by 2019.](#)

8. Provide a detailed outline of the changes to the program and the associated learning outcomes, including how the proposed requirements will support the achievement of program learning objectives (i.e., the mapping of the requirements to the program learning outcomes).

Business Technology Stream:

(i) The required Honours standard core 45 credits.

(ii) 33 additional credits as follows:

- AP/ADMS 2521 3.00 Data and Information Management (New course)
- AP/ADMS 3521 3.00 Management of e-commerce Systems
- AP/ADMS 3X31 3.00 Systems Analysis and Design (New course)
- AP/ADMS 3X41 3.00 Business Process Management (New course)
- AP/ADMS 3353 3.00 Project Management
- AP/ADMS 4511 3.00 Management of Strategic Information Systems
- AP/ADMS 4591 3.00 Business Technology Management Capstone Course (New course)
- Six additional credits from AP/ADMS or AP/DEMS 3000 or 4000 level courses;

Six credits to be selected from:

- AP/ADMS 3502 3.00 Introduction to Enterprise Resource Planning Systems
- AP/ADMS 3511 3.00 Business Analytics (New)
- AP/ ADMS 4245 Digital Marketing
- AP/ADMS 4552 3.00 Information Systems Auditing

9. Summarize the consultation undertaken with relevant academic units, including commentary on the impact of the proposed changes on other programs. Provide individual statements from the relevant program(s) confirming consultation and their support.

Informal conversations with the director of the School of Information Technology have taken place informing them about this proposal. The proposed program might have a potential impact on The BCom-ITEC Business Systems Analysis stream. Both Schools are committed to undertake a comprehensive review of the BCom ITEC in its three streams to better serve students with a range of non-competing programs that range from the BA ITEC to the BCOM with the BCom ITEC as an option in between.

At York the only similar program might be the BCom ITEC but unlike it, the BTM stream is

not focused on coding or programming which is one of the objectives and learning outcomes of the BCom ITEC. The BCom ITEC is an information technology program with heavy weight of computing and data-based courses while the BTM stream relies on information technology and communications theory, decision and management sciences with case-based and hands-on learning without coding.

To the best of our knowledge the Schulich School of Business was in initial conversations with ITAC but after an initial mapping no stream or degree was developed. The Faculty of Liberal Arts and Professional Studies sees value on this option and the School of Administrative Studies is committing resources to achieve York and ITAC desired results.

10. Are changes to the program's admission requirements being proposed coincident with the program change(s)? If so, outline the admission changes, and comment on the appropriateness of the revised requirements to the achievement of the program learning outcomes.

No

11. Describe any resource implications and how they are being addressed (e.g., through a reallocation of existing resources). If new/additional resources are required, provide a statement from the relevant Dean(s)/Principal confirming resources will be in place to implement the changes.

The proposed program will make use of the available physical spaces provided to the School of Administrative Studies and therefore, will not need allocation of extra spaces. Regarding human resources, the School currently has three full time professors fully embedded in the discipline that have been working in management information systems.

The proposed program might require hiring of one/two new faculty member(s) to teach the proposed new courses. Additionally, if enrolments increase dramatically above 200 students in the major, new full-time faculty members will be needed.

12. Is the mode of delivery of the program changing? If so, comment on the appropriateness of the revised mode(s) of delivery to the achievement of the program learning outcomes.

No

13. Is the assessment of teaching and learning within the program changing? If so, comment on the appropriateness of the revised forms of assessment to the achievement of the program learning outcomes.

No

14. Provide a summary of how students currently enrolled in the program will be accommodated.

No changes will take place in regard to accommodation provided to students.

15. Provide as an appendix a side-by-side comparison of the existing and proposed program requirements as they will appear in the Undergraduate or Graduate Calendar.

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

Degree-Level Expectation (part I):

Bachelor of Commerce Ordinary

This degree is awarded to students who have demonstrated a grasp of theory, law and technically based skills relevant to core and support areas such as business environment, marketing, finance, operations, accounting, human resources management, information systems and commercial law, and management studies including strategic management and organizational behavior.

Program Learning Outcomes	BCom Core Courses: 39 Cr														Honours 6 Cr		Ordinary 3 Cr	Option CHRP
BCom Core Honours (45 Cr) and Ordinary (42 Cr)	ECON 1000	ECON 1010	ADMS 1000	ADMS 1010	ADMS 2200	ADMS 2320	ADMS 2400	ADMS 2500	ADMS 2510	ADMS 2511	ADMS 2610	ADMS 3351	ADMS 3530	ADMS 3660	ADMS 4900	ADMS3900 or ADMS3930	HRM3430 / ADMS3430	
Depth and Breadth of Knowledge:																		
1. Show a basic understanding of subject matter related to marketing, statistics, financial accounting, management accounting, finance, economics, information systems, strategic management, and organizational behaviour	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	2	2	
2. Show an understanding and ability to apply the subject matter in hypothetical situations	1	1	1	2	1	1	2	1	2	2	1	1	1	3	3	3	2	
3. Quote information with theoretical application	1	1	1	1	1	1	1	1	1	1	1	1	1	2	1	1	1	
4. Discuss information with practical application			2	2	2	1	2	1	2	2	1	2	2	2	3	2	2	
5. Identify issues, evaluate strengths and weaknesses of alternative solutions, and make recommendations in business policy decisions				1	1		2	1	2	2	1	2	2	3	3	3	2	

Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)
Level 2 (2) = Application (ability to use learned material in new situations)
Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

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Program Learning Outcomes	BCom Core Courses: 39 Cr														Honours 6 Cr		Ordinary 3 Cr	Option CHRP
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6. Demonstrate a basic understanding of business practices	1	1	1	1	1	1	2	1	2	2	1	3	2	2	3	3	2	
Knowledge of Methodologies:																		
1. Show an understanding and ability to apply the subject matter in real life and simulated situations.	1	1	2	2	3	2	3	2	3	3	2	3	2	3	3	3	2	
2. Assess and evaluate the experience and learn from it.			1	1	2		1			1					2	1		
3. Show an awareness of theories.	2	2	2	2	2	2	3	2	2	2	2	2	2	3	2	2	2	
4. Show an understanding of the syntheses and integration of practical concepts into life and work.				1	1		1		1	1				1	1	1		
5. Demonstrate an understanding of the visible application of theory in everyday situations.	1	1	2	2	3	2	3	2	2	3	2	2	2	3	3	3	2	
Application of Knowledge:																		
1. Show a basic understanding of critical-thinking frameworks. ¹			1	2			1		2		1	2	1	2	3	3		
2. Demonstrate critical thinking in most situations.			1	2			1		2		1	2	1	2	3	3		

¹ Critical thinkers seek information and read and listen carefully. They ask good questions and analyze, critique, evaluate, synthesize evidence objectively before developing alternatives and making conclusions. People who consistently think critically try to be innovative and make a difference. They try to live rationally, reasonably and empathically and work diligently to develop the virtues of integrity, humility, civility, empathy, and justice.

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3. Provide and exhibit critical thinking skills to complex tasks and multi-faceted projects.					1				1	1				1	2	2		
4. Use knowledge and personal impact to create change.					1					1					2	2		
Communication Skills:																		
1. Work creatively in a team environment, demonstrating team commitment, communicating constructively, listening actively, sharing willingly, and showing flexibility and influencing other team members to do the same.					3		2								3	2		
2. Demonstrates peer-to-peer learning and collaboration					3		2			1					3	2		
3. Perform in a formal team leadership role, beyond work responsibilities, in the community.								1							1	1		
4. Exhibit basic written and interpersonal competencies.	1	1	3	3	3	1	2	1	2	2	1	1	2	3	3	3	2	
5. Show competent, consistent performance in communication.			2	2	2		2	2	2	2				2	3	3		
6. Use computers and communications media appropriately at a basic level.	1	1	1	1	2	2	1	2	3	3	1	2	2	1	2	2	1	
7. Recognize the implications of cyberspace use.										3				2	1	1		
8. Employ complex and innovative electronic media capacities to					2	2		1	2	3		1	2		2	2		

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invent novel applications of in business and commercial settings.																	
9. Inspire and encourage others in business and commercial to use and develop applications					1	1		1	2	2		1	1		2	2	
Awareness of Limits of Knowledge:																	
1. Demonstrate an awareness of their own adaptability.			2				2	1	1	1		1			2	2	
2. Demonstrate an awareness of situation and context adaptability.			1	1	2		2	1	1	1					1	1	
3. Exhibit problem-solving, leading to a list of actions.	1	1	1	1	3	2	3	3	3	3	2	3	3	3	3	3	2
4. Make responsible choices among alternatives.	1	1	1	1	2		2	2	2	2		1		3	2	2	
5. React promptly to received continuous feedback and monitoring.						1		1	1				1		2	2	
6. Exhibit an understanding of the importance of continuous professional development			1	2	1		3	1	1	1		1	1		3	3	
Autonomy and Professional Capacity:																	
1. Show basic planning, organizing and project management skills.	1	1	1	1	3	1	1	2	1	2		1	1		3	3	
2. Successfully plan personal business and a system to remain accountable about it.			1	1	1		2	2	2	1		2	1	3	3	3	
3. Provide leadership to others.					2		2								3	3	
4. Plan and organize large groups.					3		2								3	3	

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5. Exhibit exemplary planning and organizing skills.					3			1	1	1					3	3		
Professionalism:																		
1. Show an understanding of problem-solving frameworks.	1	1		1	2	1			2	2		2			3	3		
2. Exhibit personal use of problem-solving approaches.	1	1		1	3	1			2	2		2	1		3	3		
3. Provide appropriate organizational input into problem-solving.					2										2	2		
4. Provide leadership.					2										3	3		
5. Show basic sound judgment and business behaviour.				1	3		3	2	2	2	1	2	2	3	3	3		
6. Apply knowledge of business environment, organizational structure and interests at stake in a conscious way	1	1	2	2	3		2	1	1	1	1	1	1	3	2	2		
7. Demonstrate the appropriate wielding of authority and knowledge of structural capacities when working in organizations that are trying to achieve a certain goal.					2					1		1			2	2		
8. Apply ethical and policy considerations in business and commercial spheres.				1				1			1		1	3	2	2		
9. Exhibit sound, adept and advanced business and commercial practices based on structural and ethical foundations				1				1			1		1	3	2	2		

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Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

Degree-Level Expectation (Part II):

Bachelor of Commerce Specialized Honours - **Learning Outcome**

BCom Honours - Accounting

This degree is awarded to students who have demonstrated knowledge at two levels:

- 1) BCom core: a grasp of theory, law, technically based skills and ethical perspectives relevant to core business areas, including marketing, statistics, financial accounting, management accounting, finance, economics, information systems, strategic management and organizational behaviour.
- 2) BCom stream: an in-depth understanding and ability to apply and communicate theory, law, technically based skills and ethical perspectives in courses that meet the educational requirements of the professional bodies offering the CPA and CFP designations. Students shall demonstrate ethical values, global awareness and technological skills in identifying problems and issues as well as in making decisions related to business problems. Also, students recognize that the body of knowledge in the field of accounting and business is continually evolving, as is the legal and regulatory environment within which accounting is performed.

BCom Honors – Business Research

This degree is awarded to students who have demonstrated knowledge at two levels:

- 1) BCom core: a grasp of theory, law, technically based skills and ethical perspectives relevant to core business areas, including marketing, statistics, financial accounting, management accounting, finance, economics, information systems, strategic management and organizational behaviour.
- 2) BCom stream: solid foundation in general business and management practices, including the specialized knowledge in survey design, data collection and interpretation, and quantitative measure, as well as market and decision analysis.

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Program Learning Outcomes BCom	Accounting Stream: 33 Cr									Business Research Stream: 33 Cr							
BCom Honours (33 Cr in the stream)	ADMS 3510	ADMS 3520	ADMS 3585	ADMS 3595	ADMS 4520	ADMS 4551	ADMS 4561	ADMS 4590	9 Cr from: 4510, 4540 4552,4553,4560,4570	ADMS 3300	ADMS 3352	ADMS 4250	ADMS 4260	ADMS 4265	ADMS 4300	ADMS 4370	12 Cr any ADMS
Depth and Breadth of Knowledge:																	
Show a basic understanding of subject matter related to marketing, statistics, financial accounting, management accounting, finance, economics, information systems, strategic management, and organizational behaviour	2	2	2	2	2	2	2	3	2	2	2	3	2	2	3	2	2
Show an understanding and ability to apply the subject matter in hypothetical situations	2	2	2	2	3	3	3	3	3	2	2	3	3	3	3	3	2
Quote information with theoretical application	3	3	3	3	2	2	2	2	3	3	3	2	2	2	3	3	2
Discuss information with practical application	3	3	3	3	3	3	3	3	3	2	2	3	3	3	3	3	2
Identify issues, evaluate strengths and weaknesses of alternative solutions, and make recommendations in business policy decisions	2	1	2	2	2	2	2	3	2	2	2	3	3	3	2	3	2
Apply the subject matter in real situations.	2	2	2	2	2	3	3	3	3	2	2	3	3	3	3	3	2
Assess the subject matter critically and analytically.	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Develop their own principles and models useful in business.	2					2	2	3	2	3		2	2			2	2
Knowledge of Methodologies:																	
Apply the subject matter in real-life complex situations.	2	2	2	2	2	3	3	3	3	2	2	3	3	3	3	3	2

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Monitor and assess organizational impacts and changes and show ongoing personal theoretical development.	3	3	3	3	2	2	2	2	3	3	3	2	2	2	3	3	2
Exhibit involvement in organizational change.	3	3	2	3	3	3	3	3	2	3	2	3	3	3	3	3	2
Show an understanding of the syntheses and integration of practical concepts into life and work.	2	2	2	2	2	3	3	3	3	2	2	3	3	3	3	3	2
Demonstrate an understanding of the visible application of theory in everyday situations.	2	2	2	2	3	3	3	3	3	2	2	3	3	3	3	3	3
Application of Knowledge:																	
Provide a leadership role in coaching others.								2				2	2				
Demonstrate critical thinking in most situations.	2	2	2	2	2	2	2	3	2	2	2	3	2	2	2	2	2
Provide and exhibit critical thinking skills to complex tasks and multi-faceted projects.	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Use knowledge and personal impact to create change.	2	2	2	2	2	2	3	3	2	2	2	3	3	2	2	2	2
Communication Skills:																	
Work creatively in a team environment, demonstrating team commitment, communicating constructively, listening actively, sharing willingly, and showing	1	1	1	1	1	1	1	3	2	1	1	3	3	3	1	1	2

Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)
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flexibility and influencing other team members to do the same.																	
Demonstrates peer-to-peer learning and collaboration	1	1	2	1	1	2	2	3	2	1	1	3	3	2	2	2	2
Perform in a formal team leadership role, beyond work responsibilities, in the community.	1	2	1	1	1	1	2	2	2	1	1	3	3	2	1	2	2
Show exemplary communication patterns	2	3	2	2	2	3	3	3	3	2	2	3	3	3	3	3	2
Provide leadership in coaching, training and supporting others.								2				2	2				
Show an ability to influence people or organizations in relation to business policy.	2					2	2	3	2	2	2	3	3	2	2	2	2
Use computers and communications media appropriately at a basic level.	3	2	2	2	2	3	2	3	2	3	3	2	2	2	3	3	2
Recognize the implications of electronic media use.		1						1	1			1					1
Employ complex and innovative electronic media capacities. Propose and invent novel applications of in business and commercial settings.	3					2		2		2	2		1		2	2	
Inspire and encourage others in business and commercial to use and develop applications	2					1		1		1	1				1	1	
Awareness of Limits of Knowledge:																	
Demonstrate an awareness of their own adaptability.	2	2	2	2	3	3	3	3	3	2	2	3	3	3	3	3	2

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Demonstrate an awareness of situation and context adaptability.	3	2	2	2	2	3	3	3	2	2	2	3	3	3	3	3	2
Exhibit problem-solving, leading to a list of actions.	3	2	2	2	2	3	3	3	2	2	2	3	3	2	2	3	2
Make responsible choices among alternatives.	3	3	2	2	2	3	3	3	2	2	2	3	3	3	3	3	2
React promptly to received continuous feedback and monitoring.	2	2	2	2	3	3	3	3	2	2	2	3	3	3	3	3	2
Demonstrate an awareness of ethical issues that relevant professional code of ethics address and the strengths and weaknesses of the code.	1	2	1	1	1	2	2	3	2	1	1	2	2	2	1	1	2
Exhibit an understanding of the importance of continuous professional development	2	2	2	2	2	3	3	3	2	2	2	3	3	3	3	3	2
Autonomy and Professional Capacity:																	
Exhibit problem-solving, leading to a list of actions.	2	2	2	2	2	3	2	3	2	2	2	2	2	2	2	2	2
Provide continuous feedback and monitoring.						2		2				2	2				
Provide leadership to others in similar capacities of a project manager.								2	2			2	2				2
Exhibit exemplary planning and organizing skills both professionally and personally.	1	1	1	1	2	2	2	3	2	1	1	3	3	2	2	2	2

Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)

Level 2 (2) = Application (ability to use learned material in new situations)

Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

Program Learning Outcomes BCom	Accounting Stream: 33 Cr									Business Research Stream: 33 Cr							
BCom Honours (33 Cr in the stream)	ADMS 3510	ADMS 3520	ADMS 3585	ADMS 3595	ADMS 4520	ADMS 4551	ADMS 4561	ADMS 4590	9 Cr from: 4510, 4540 4552,4553,4560,4570	ADMS 3300	ADMS 3352	ADMS 4250	ADMS 4260	ADMS 4265	ADMS 4300	ADMS 4370	12 Cr any ADMS
Make responsible choices among alternatives.	3	1	1	1	1	2	2	3	2	3	3	3	3	2	2	3	2
Demonstrate an awareness of situation, context and their own creativity.	2	2	2	2	2	3	3	3	3	2	2	3	3	3	3	3	2
Professionalism:																	
Recall basic principles of organizational structure and functions when working in organizations.	3	2	2	2	2	2	2	3	2	3	3	3	3	3	3	3	2
Assume and/or accept leadership roles appropriately.								2				2	2				
Apply knowledge of organizational structure and management to accomplish business and commercial goals.	3	3	1	1	1	2	2	3	2	1	1	3	2	2	2	2	2
Show leadership and management capacity in some situations.	2	3	2	2	2	3	3	3	3	2	2	3	2	2	2	2	2
Lead or coach others in problem-solving and decision-making when working in organizations	3	1				2		3	2			3	2				

Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)
Level 2 (2) = Application (ability to use learned material in new situations)
Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

BCom Honors - Finance

This degree is awarded to students who have demonstrated knowledge at two levels:

- 1) BCom core: a grasp of theory, law, technically based skills and ethical perspectives relevant to core business areas, including marketing, statistics, financial accounting, management accounting, finance, economics, information systems, strategic management and organizational behaviour.
- 2) BCom stream: an in-depth understanding of technical and quantitative aspects of wealth management and financial services, including the study of financial markets, financial instruments and investment decision-making, as well as the analysis of alternative methods employed by institutions and individuals to obtain, manage and use capital. Also, students shall demonstrate an in-depth understanding of the educational and professional requirement of the CFA and CFP professional associations.

BCom Honours – Human Resources Management

This degree is awarded to students who have demonstrated knowledge at two levels:

- 1) BCom core: a grasp of theory, law, technically based skills and ethical perspectives relevant to core business areas, including marketing, statistics, financial accounting, management accounting, finance, economics, information systems, strategic management and organizational behaviour.
- 2) BCom stream: an in-depth understanding of meso, and micro aspects of management. Exhibit clear understanding of ethical and global issues in human resources management, and of the influence of political, social, legal, regulatory, environmental and technological issues on organizations and individuals. Demonstrate in-depth understanding of organizational behaviour and the effective management of people in organizations, including issues pertaining to diversity, motivation and leadership, amongst others.

BCom Honours - Management

This degree is awarded to students who have demonstrated knowledge at two levels:

- 3) BCom core: a grasp of theory, law, technically based skills and ethical perspectives relevant to core business areas, including marketing, statistics, financial accounting, management accounting, finance, economics, information systems, strategic management and organizational behaviour.
- 4) BCom stream: an in-depth understanding of macro, meso, and micro aspects of management. Exhibit clear understanding of ethical and global issues in management, and of the influence of political, social, legal, regulatory, environmental and technological issues on organizations. Demonstrate in-depth understanding of organizational behaviour and the effective management of people in organizations, including issues pertaining to diversity, motivation and leadership, amongst others. Exhibit entry-level management skills to plan, organize, direct, and control the functions and processes of an organization.

Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)
Level 2 (2) = Application (ability to use learned material in new situations)
Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

Program Learning Outcomes BCom	Finance stream: 33 Cr					Human Resources Management Stream: 33 Cr							Management Stream: 33 Cr				
BCom Honours (33 Cr in the stream)	ADMS 3531	ADMS 3541	3Cr option 4501,4540	12 Cr finance	12Cr any ADMS	ADMS 2600	ADMS 3400	ADMS 3410	ADMS 3422	ADMS 3470	ADMS 3490	15 Cr any ADMS	ADMS 3930	ADMS 4010	ADMS 4910	9 Cr Mgmt	15Cr any ADMS
Depth and Breadth of Knowledge:																	
Show a basic understanding of subject matter related to marketing, statistics, financial accounting, management accounting, finance, economics, information systems, strategic management, and organizational behaviour	2	2	3	3	2	1	2	2	2	2	2	2	2	3	3	3	2
Show an understanding and ability to apply the subject matter in hypothetical situations	2	2	3	3	2	1	2	2	2	2	2	2	2	3	3	3	2
Quote information with theoretical application	3	3	2	3	2	2	3	3	3	3	3	2	3	2	2	2	2
Discuss information with practical application	2	2	3	3	2	2	2	2	2	3	3	2	2	3	3	3	2
Identify issues, evaluate strengths and weaknesses of alternative solutions, and make recommendations in business policy decisions	2	2	3	3	2	1	2	2	2	2	2	2	2	3	3	3	2
Apply the subject matter in real situations.	2	2	3	3	2	2	3	3	3	3	3	2	2	3	3	3	2
Assess the subject matter critically and analytically.	2	2	3	3	2	1	2	2	2	2	2	2	2	3	3	3	2
Develop their own principles and models useful in business.			2	2	2		2				2	2	2	3	3	2	2
Knowledge of Methodologies:																	
Apply the subject matter in real-life complex situations.	2	2	3	3	2	1	2	2	2	2	2	2	2	3	3	3	2
Monitor and assess organizational impacts and changes and show	2	2	3	3	2	1	2	2	2	2	2	2	2	3	3	3	2

Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)

Level 2 (2) = Application (ability to use learned material in new situations)

Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

Program Learning Outcomes BCom	Finance stream: 33 Cr					Human Resources Management Stream: 33 Cr							Management Stream: 33 Cr				
BCom Honours (33 Cr in the stream)	ADMS 3531	ADMS 3541	3Cr option 4501,4540	12 Cr finance	12Cr any ADMS	ADMS 2600	ADMS 3400	ADMS 3410	ADMS 3422	ADMS 3470	ADMS 3490	15 Cr any ADMS	ADMS 3930	ADMS 4010	ADMS 4910	9 Cr Mgmt	15Cr any ADMS
ongoing personal theoretical development.																	
Exhibit involvement in organizational change.	3	3	2	3	2	2	3	3	3	3	3	2	3	2	2	3	2
Show an understanding of the syntheses and integration of practical concepts into life and work.	2	2	3	3	2	2	3	3	3	3	3	2	2	3	3	3	2
Demonstrate an understanding of the visible application of theory in everyday situations.	2	2	3	3	2	2	3	3	3	3	3	2	2	3	3	3	2
Application of Knowledge:																	
Provide a leadership role in coaching others.	2	2	3	3	2	2	3	3	3	3	3	2	2	3	3	3	2
Demonstrate critical thinking in most situations.	2	2	3	2	2	2	2	2	3	3	3	2	2	3	3	2	2
Provide and exhibit critical thinking skills to complex tasks and multi-faceted projects.	2	2	3	3	2	1	2	2	2	2	2	2	2	3	3	3	2
Use knowledge and personal impact to create change.			2	2						2	2				2		
Communication Skills:																	
Work creatively in a team environment, demonstrating team commitment, communicating constructively, listening actively, sharing willingly, and showing flexibility and influencing other team members to do the same.			2		2		2	2	2	2	3		2	2	3	2	

Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)

Level 2 (2) = Application (ability to use learned material in new situations)

Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

Program Learning Outcomes BCom	Finance stream: 33 Cr					Human Resources Management Stream: 33 Cr							Management Stream: 33 Cr				
	ADMS 3531	ADMS 3541	3Cr option 4501,4540	12 Cr finance	12Cr any ADMS	ADMS 2600	ADMS 3400	ADMS 3410	ADMS 3422	ADMS 3470	ADMS 3490	15 Cr any ADMS	ADMS 3930	ADMS 4010	ADMS 4910	9 Cr Mgmt	15Cr any ADMS
Demonstrates peer-to-peer learning and collaboration	1	1	2	2		1	2	2	2	2	2		1	2	2		
Perform in a formal team leadership role, beyond work responsibilities, in the community.			1	1			1	1	1	1	1			1	1		
Show exemplary communication patterns	2	2	3	3	2	1	2	2	2	3	3	2	2	3	3	3	2
Provide leadership in coaching, training and supporting others.	2	2	3	3	2	2	2	2	2	3	3	2	2	3	3	3	2
Show an ability to influence people or organizations in relation to business policy.			2				2	2	2	2	2		2	3	3	2	
Use computers and communications media appropriately at a basic level.	1	1	2	2	1							1	1				1
Recognize the implications of electronic media use.					1							1					1
Employ complex and innovative electronic media capacities. Propose and invent novel applications of in business and commercial settings.			2	2													
Inspire and encourage others in business and commercial to use and develop applications			1	1													
Awareness of Limits of Knowledge:																	
Demonstrate an awareness of their own adaptability.	1	1	2	2	1		1	1	1	1	1	1	1	2	2	2	1
Demonstrate an awareness of situation and context adaptability.	1	1	2	2	1		2	2	2	2	2	1	1	2	2	2	1

- Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)
- Level 2 (2) = Application (ability to use learned material in new situations)
- Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

Program Learning Outcomes BCom	Finance stream: 33 Cr					Human Resources Management Stream: 33 Cr							Management Stream: 33 Cr				
	ADMS 3531	ADMS 3541	3Cr option 4501,4540	12 Cr finance	12Cr any ADMS	ADMS 2600	ADMS 3400	ADMS 3410	ADMS 3422	ADMS 3470	ADMS 3490	15 Cr any ADMS	ADMS 3930	ADMS 4010	ADMS 4910	9 Cr Mgmt	15Cr any ADMS
Exhibit problem-solving, leading to a list of actions.	2	2	3	3	2	1	2	2	2	3	3	2	2	3	3	2	2
Make responsible choices among alternatives.	2	2	3	3	2		2	2	2	2	2	2	2	3	3	3	2
React promptly to received continuous feedback and monitoring.	2	2	3	3	2	1	2	2	2	2	2	2	2	3	3	3	2
Demonstrate an awareness of ethical issues that relevant professional code of ethics address and the strengths and weaknesses of the code.	2	2	3	3	2		2	2	2	2	2	2	2	2	2	2	2
Exhibit an understanding of the importance of continuous professional development			2	2						2	2			2	2	2	
Autonomy and Professional Capacity:																	
Exhibit problem-solving, leading to a list of actions.	1	1	2	2	1		2	2	2	2	2	1	2	2	2	2	1
Provide continuous feedback and monitoring.			1	1										1			
Provide leadership to others in similar capacities of a project manager.			2	2			2	2	2	2	2		2	2			
Exhibit exemplary planning and organizing skills both professionally and personally.	1	1	2	2			2	2	2	3	3		2	3	3	3	
Make responsible choices among alternatives.	2	2	3	3	2		2	2	2	2	2	2	2	2	2	2	2
Demonstrate an awareness of situation, context and their own creativity.			2	2	2		2	2	2	2	2	2	2	3	3	3	2

- Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)
- Level 2 (2) = Application (ability to use learned material in new situations)
- Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

Program Learning Outcomes BCom	Finance stream: 33 Cr					Human Resources Management Stream: 33 Cr							Management Stream: 33 Cr				
BCom Honours (33 Cr in the stream)	ADMS 3531	ADMS 3541	3Cr option 4501,4540	12 Cr finance	12Cr any ADMS	ADMS 2600	ADMS 3400	ADMS 3410	ADMS 3422	ADMS 3470	ADMS 3490	15 Cr any ADMS	ADMS 3930	ADMS 4010	ADMS 4910	9 Cr Mgmt	15Cr any ADMS
Professionalism:																	
Recall basic principles of organizational structure and functions when working in organizations.	3	3	3	3	2	1	2	2	2	2	3	2	1	2	2	2	2
Assume and/or accept leadership roles appropriately.			1	1		1	2	2	2	3	3		1	2	2	2	
Apply knowledge of organizational structure and management to accomplish business and commercial goals.	1	1	2	2		1	2	2	2	3	3		2	3	3	3	
Show leadership and management capacity in some situations.			2	2		1	2	2	2	3	3		2	3	3	3	
Lead or coach others in problem-solving and decision-making when working in organizations	2	2	3	3	2		2	2	2	2	2	2	2	2	2	2	2

Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)
Level 2 (2) = Application (ability to use learned material in new situations)
Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

BCom Honours – Supply Chain Management

This degree is awarded to students who have demonstrated knowledge at two levels:

- 1) BCom core: a grasp of theory, law, technically based skills and ethical perspectives relevant to core business areas, including marketing, statistics, financial accounting, management accounting, finance, economics, information systems, strategic management and organizational behaviour.
- 2) BCom stream: in depth quantitative skills, including statistical analyses and optimization methods, that are of paramount importance and defining and solving problems related to all core business areas including marketing, finance, and operations as well as many supporting areas such as accounting, management information systems, and human resources management. Also exhibit knowledge of concepts and models in operations management, project management, and supply chain management.

BCom Honours - Marketing

This degree is awarded to students who have demonstrated knowledge at two levels:

- 1) BCom core: a grasp of theory, law, technically based skills and ethical perspectives relevant to core business areas, including marketing, statistics, financial accounting, management accounting, finance, economics, information systems, strategic management and organizational behaviour.
- 2) BCom stream: and skills in identifying potential buyers of an organization’s products/services/ideas and crafting marketing strategies that initiate and build exchange relationships by delivering superior value to customers in domestic and international markets. Exhibit entry-level marketing knowledge and skills for use in government, industry, private and non-profit organizations. Obtain an in-depth understanding of marketing planning, consumer behaviour, digital and social media marketing, branding, international marketing, social and non-for-profit marketing, personal selling and sales-force management, marketing strategy and marketing research

BCom Honours – Business Technology Management

This degree is awarded to students who have demonstrated knowledge at two levels:

- 1) BCom core: a grasp of theory, law, technically based skills and ethical perspectives relevant to core business areas, including marketing, statistics, financial accounting, management accounting, finance, economics, information systems, strategic management and organizational behaviour.
- 2) BCom stream: an in-depth understanding and ability to apply and communicate theory, knowledge, skills and competencies to lead and support the effective and competitive use of information and communication technologies. The required courses are designed to meet the educational requirements of the professional body offering the BTM designation. Students shall demonstrate ethical values, global awareness and technological skills in identifying problems and issues as well as in making decisions related to business problems at the intersection with communication and information technologies. Also, students recognize that the body of knowledge in the field is continually evolving, as is the legal and regulatory environment within which CIT analysis and implementations are performed.

Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)
Level 2 (2) = Application (ability to use learned material in new situations)
Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

Program Learning Outcomes	Supply Chain Management: 33 Cr						Marketing Stream: 33 Cr						Business Technology Management Stream: 33 Cr									
BCom Honours (33 Cr in the stream)	ADMS 3300	ADMS 3330	ADMS 3360	ADMS 4333	ADMS 4360	ADMS 18 Cr	ADMS 3210	ADMS 3220	ADMS 4250	ADMS 4260	15 Cr	6 Cr any	ADMS 2521	ADMS 3521	ADMS 3531	ADMS 3541	ADMS 3353	ADMS 4511	ADMS 4591	6 Cr	6 Cr any	
Depth and Breadth of Knowledge:																						
Show a basic understanding of subject matter related to marketing, statistics, financial accounting, management accounting, finance, economics, information systems, strategic management, and organizational behaviour	2	2	2	3	3	3	2	2	3	3	3	2	2	3	1	1	1	1	1		2	
Show an understanding and ability to apply the subject matter in hypothetical situations	2	2	2	3	3	3	2	2	3	3	3	2	1	1	1	1	1	1	1		2	
Quote information with theoretical application	3	3	3	3	3	3	3	3	3	3	3	2	1	1	1	1	1	1	1		2	
Discuss information with practical application	2	2	2	3	3	3	2	2	3	3	3	2	2	2	2	2	2	2	2		2	
Identify issues, evaluate strengths and weaknesses of alternative solutions, and make recommendations in business policy decisions	2	2	2	3	3	3	2	2	3	3	3	2	3	3	3	3	3	3	3		2	
Apply the subject matter in real situations.	2	2	2	3	3	3	2	2	3	3	3	2	2	2	2	2	2	2	2		2	
Assess the subject matter critically and analytically.	2	2	2	3	3	3	2	2	3	3	3	2	3	3	3	3	3	3	3		2	
Develop their own principles and models useful in business.	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1	1	1	1	3		2	
Knowledge of Methodologies:																						
Apply the subject matter in real-life complex situations.			1	2	2	2			2	2			2	2	2	2	2	2	2	2	2	

Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)

Level 2 (2) = Application (ability to use learned material in new situations)

Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

Program Learning Outcomes	Supply Chain Management: 33 Cr						Marketing Stream: 33 Cr						Business Technology Management Stream: 33 Cr									
BCom Honours (33 Cr in the stream)	ADMS3300	ADMS3330	ADMS3360	ADMS4333	ADMS4360	ADMS438 Cr SCM	ADMS3210	ADMS3220	ADMS4250	ADMS4260	15 Cr any MKTG	6Cr any ADMS	ADMS2521	ADMS3521	ADMS3531	ADMS3541	ADMS3353	ADMS4511	ADMS4591	6 Cr BTM	6Cr any ADMS	
Monitor and assess organizational impacts and changes and show ongoing personal theoretical development.	1	1	1	3	3	2	1	1	3	2	2	2										2
Exhibit involvement in organizational change.			1	1	1	1			2	1	1			1	1	1	1	1	3			
Show an understanding of the syntheses and integration of practical concepts into life and work.	2	2	2	3	3	3	2	2	3	3	2	2	2	1	1	1	1	1	1	1	1	2
Demonstrate an understanding of the visible application of theory in everyday situations.	3	3	3	3	3	3	3	3	3	3	3	2	3	3	1	1	1	1	1	1	1	2
Application of Knowledge:																						
Provide a leadership role in coaching others.				1	1	1	1	1	3	2	2								3			
Demonstrate critical thinking in most situations.	2	2	2	3	3	3	2	2	3	3	3	2	2	2	2	2	2	2	2	2	2	2
Provide and exhibit critical thinking skills to complex tasks and multi-faceted projects.	1	1	1	2	2	2	1	1	2	2	2		2	2	2	2	2	2	2	2	2	
Use knowledge and personal impact to create change.				1	1	1			2	1	1	1							3		1	
Communication Skills:																						
Work creatively in a team environment, demonstrating team commitment, communicating constructively, listening actively, sharing willingly, and showing flexibility and influencing other team members to do the same.				2	2	1	2	2	3	3	3	1		3				3	3			

Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)
Level 2 (2) = Application (ability to use learned material in new situations)
Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

Program Learning Outcomes	Supply Chain Management: 33 Cr						Marketing Stream: 33 Cr						Business Technology Management Stream: 33 Cr									
BCom Honours (33 Cr in the stream)	ADMS 3300	ADMS 3330	ADMS 3360	ADMS 4333	ADMS 4360	SCM 18 Cr	ADMS 3210	ADMS 3220	ADMS 4250	ADMS 4260	MKTG 15 Cr	ADMS 6 Cr any	ADMS 2521	ADMS 3521	ADMS 3531	ADMS 3541	ADMS 3353	ADMS 4511	ADMS 4591	BTM 6 Cr	ADMS 6 Cr any	
Demonstrates peer-to-peer learning and collaboration				1	1	1	1	1	3	2	2			2			2	2	2			
Perform in a formal team leadership role, beyond work responsibilities, in the community.				1	1				2	1	1						2		3			
Show exemplary communication patterns	1	1	1	2	2	2	2	2	3	3	2	1		2			2	2	2		1	
Provide leadership in coaching, training and supporting others.				1	1			2	3	2							2	2	2			
Show an ability to influence people or organizations in relation to business policy.	1	1	1	2	2	2	1	1	3	2	2	1					2	1	2		1	
Use computers and communications media appropriately at a basic level.	2	2	2	2	2	2	2	2	2	3	2	2	2	2	2	2	2	2	2	2	2	2
Recognize the implications of electronic media use.									1		1		1	1	1	1	1	1	1	1	1	
Employ complex and innovative electronic media capacities. Propose and invent novel applications of in business and commercial settings.				1	1	1			1	1			2	2	2	2	2	2	2	2	2	
Inspire and encourage others in business and commercial to use and develop applications				1	1				1	1			1	1	1	1	1	1	1	1	1	
Awareness of Limits of Knowledge:																						
Demonstrate an awareness of their own adaptability.	2	2	2	3	3	3	2	2	3	3	3	2	2	2	2	2	2	2	2	2	2	2
Demonstrate an awareness of situation and context adaptability.	2	2	2	3	3	3	2	2	3	3	3	2	2	2	2	2	2	2	2	2	2	2
Exhibit problem-solving, leading to a list of actions.	3	3	3	3	3	3	2	2	3	3	2	2	3	3	3	3	3	3	3	3	3	2

Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)

Level 2 (2) = Application (ability to use learned material in new situations)

Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

Program Learning Outcomes	Supply Chain Management: 33 Cr						Marketing Stream: 33 Cr						Business Technology Management Stream: 33 Cr								
BCom Honours (33 Cr in the stream)	ADMS3300	ADMS3330	ADMS3360	ADMS4333	ADMS4360	ISCM8360	ADMS3210	ADMS3220	ADMS4250	ADMS4260	MKTG1500	ADMS1500	ADMS2521	ADMS3521	ADMS3531	ADMS3541	ADMS3353	ADMS4511	ADMS4591	BTM6000	ADMS6000
Make responsible choices among alternatives.	2	2	2	3	3	3	2	2	3	3	2	2	3	3	2	2	2	3	2	3	2
React promptly to received continuous feedback and monitoring.	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	2
Demonstrate an awareness of ethical issues that relevant professional code of ethics address and the strengths and weaknesses of the code.						1					1	1	3	3						3	1
Exhibit an understanding of the importance of continuous professional development				2	2	2			2	2	2		3						3		
Autonomy and Professional Capacity:																					
Exhibit problem-solving, leading to a list of actions.	3	3	3	3	3	3	2	2	3	3	2	2	3	3	3	3	3	3	3	3	2
Provide continuous feedback and monitoring.				1	1				2	1				3			3	3	3	3	
Provide leadership to others in similar capacities of a project manager.				1	1				2	1						3		3			
Exhibit exemplary planning and organizing skills both professionally and personally.	1	1	1	2	2	2	1	1	3	2	2	2				3		3			2
Make responsible choices among alternatives.	2	2	2	3	3	2			2	1	1	1	3	3	2	2	2	3	2	3	2
Demonstrate an awareness of situation, context and their own creativity.				2	2	2			3	2	2	1							3		1
Professionalism:																					
Recall basic principles of organizational structure and functions when working in organizations.	2	2	2	3	3	3	2	2	3	3	2	2			3	3	3		3		2

Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)
Level 2 (2) = Application (ability to use learned material in new situations)
Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

Program Learning Outcomes	Supply Chain Management: 33 Cr						Marketing Stream: 33 Cr						Business Technology Management Stream: 33 Cr								
BCom Honours (33 Cr in the stream)	ADMS 3300	ADMS 3330	ADMS 3360	ADMS 4333	ADMS 4360	SCM 3210	ADMS 3210	ADMS 3220	ADMS 4250	ADMS 4260	MKTG 15 Cr	ADMS 6 Cr any	ADMS 2521	ADMS 3521	ADMS 3531	ADMS 3541	ADMS 3353	ADMS 4511	ADMS 4591	BTM 6 Cr	ADMS 6 Cr any
Assume and/or accept leadership roles appropriately.	1	1	1	2	2	2	1	1	3	2	2	2					3		3		2
Apply knowledge of organizational structure and management to accomplish business and commercial goals.	2	2	2	3	3	2	2	2	3	3	2	2						2	3		2
Show leadership and management capacity in some situations.	1	1	1	2	2	2	1	1	3	2	2	1					2		3		1
Lead or coach others in problem-solving and decision-making when working in organizations	2	2	2	3	3	3	1	1	3	2	2	1					2		3	2	1

Rev. May 3rd 2019

Level 1 (1) = Knowledge (ability to recall) and Comprehension (ability to grasp the meaning of)
Level 2 (2) = Application (ability to use learned material in new situations)
Level 3 (3) = Analysis (ability to break down into components), Synthesis (ability to put parts together into a new whole), and Evaluation (ability to judge the value of materials)

Appropriate Degree Requirement & Assessment - Specialized Honours

Only the courses managed by the School of Administrative Studies are included with full description of evaluations

BCom Core (39 Cr)

ADMS1000: In this course, students are introduced to business and organizations. Assessments are designed to test students' knowledge of the basic ideas and concepts of business.

ADMS1010: In this course, students are introduced to the key functional areas of organizations. Assessments are designed to test students' knowledge of basic ideas of the business environment in Canada principally.

ADMS2200: In this course, students are introduced to marketing and sales management as one of the key functional areas in an organization. Assessments include a formal midterm, final exam, group work project involving written reports and presentations, individual assignment, and smaller group assignments. These assessments test factual and applied knowledge of marketing in Canada and International markets, and how marketers apply that knowledge to the market planning process.

ADMS2320: In this course, students are introduced to business statistics. Homework cases test students' ability to apply basic statistics to business situations. Exams and quizzes test the fundamentals of statistics including descriptive statistics, basic probability theory, hypothesis testing, and simple linear regression.

ADMS2400: In this course, students are introduced to organizational behavior. Midterm exam examines students' understanding of theoretical concepts and models related to organizational behaviour and their ability to apply them to their own work/life experiences and to case studies used in class. The final exam tests students' ability to apply and integrate the different theories and concepts covered throughout the term to real life situations through more complex case studies.

ADMS2500: This course is the first course in financial accounting and represents a steep learning curve for students that never had been exposed to accounting in high school or college. The course has quizzes, mid terms and a final exam designed to test the knowledge of the mechanics of accounting as well as the application of core concepts and techniques. The course also has a term project designed to provide students a hands on experience in recording transactions to generate financial statements of a complex case, analysis the financial statements of a public company and operating with an accounting software.

ADMS2510: In this course, students are introduced to management accounting. Mid terms test knowledge of theories and tools as well as their application to problems. Final exam designed to test the same as mid terms plus application of knowledge to real business situations through a short case.

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

ADMS2511: In this course, students are introduced to management information systems. Midterms and final examinations ask students to explain theory and provide examples linked to case situations; students are also asked to provide advantages and disadvantages of different types of information systems or to apply these to a case situation; students use practice questions to apply theory. Theory includes methodologies such as systems development processes, risk management processes, and management decision-making.

ADMS2610: In this course, students are introduced to Canadian business law. Mid term tests knowledge and students' grasp of legal principles as well as their application to short problems. Final exam designed to test knowledge and grasp of legal principles through their application to several business cases.

ADMS3351: In this course, students are introduced to operations management as one of the key functional areas in an organization. Exams and quizzes assess the student's appreciation of the more important issues and decision processes associated with it, including the application of management science tools and techniques. Assignments are designed to allow more in-depth application of these tools and techniques in various analysis and decision-making situations arising in the field.

ADMS3530: Students are introduced to the principles of finance by using midterm and final examinations to test understanding of theory and application of theory. Problem-solving assignments are used to increase the complexity of the application of the key concepts which include the time value of money and the relationship between expected return and risk. Specific topics covered include: time value of money, valuation of financial securities (stocks and bonds), choice of new projects to undertake (i.e. capital budgeting) and determination of appropriate discount rates and working capital management.

BCom Ordinary (3 Cr on top of the Core)

Students must complete either ADMS 3900 or ADMS 3920 to meet Ordinary degree requirements (not required for honours):

ADMS 3900 This experiential learning course assesses the students individually and within workgroups on their ability to form effective workgroups and apply sound managerial and strategic planning principles to design, build and operate a simulated hotel in Northern Ontario in a competitive environment. Assessment instruments include an individually completed examination of their knowledge of requisite theoretical content, two major group prepared strategic planning and implementation documents and a reflective submission at the end of the course.

ADMS 3920 The theory and practice of entrepreneurship and the functional aspects of small business management are explored by way of lectures

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

and text readings and students are tested by way of a comprehensive exam. Students undertake a review of the academic literature on a select special topic and submit a formal written paper (individual assignment of approximately 10 pages). Finally, as the major piece of work, students, working individually or in small groups, develop a comprehensive business plan for a new venture that integrates strategic and functional area considerations. Classroom participation is also considered.

BCom Honours (6 Cr on top of the Core)

ADMS3660: In this course, students are introduced to business ethics and corporate social responsibility. Mid term tests knowledge and students' grasp of ethical theories and concepts as well as their application to short cases. Final assignment consists of applying the theories and tools through a detailed case analysis.

ADMS4900: In this course, students are introduced to strategic management. Midterm examines understanding of theoretical concepts and models related to strategic management. Group work and final exam test ability to apply and integrate theories and concepts to real situations through case study.

BCom Honours – Accounting Stream (33 Cr)

AP/ADMS3510 3.00: mid terms test knowledge of theories and tools as well as their application to problems and simple cases. Final exam designed to test the same as mid terms plus application of knowledge to real business situations through a complex case.

AP/ADMS3520 3.00: Exams test knowledge of law and the application of knowledge in simple directed case studies. Assignment tests critical thinking, communication and research skills related to a policy matter.

AP/ADMS3585 3.00: This course is the first intermediate financial accounting course and requires thorough knowledge of international financial accounting standards for public corporations and Canadian financial accounting standards for private firms in connection with assets sections of the financial position. Midterms and final exam test students on the knowledge of theories and technical applications of the standards.

AP/ADMS3595 3.00: This course is the second intermediate financial accounting course and requires thorough knowledge of international financial accounting standards for public corporations and Canadian financial accounting standards for private firms in connection with liabilities and owners' equity sections of the financial position. Midterms and final exam test students on the knowledge of theories and technical applications of the standards.

Curriculum Map - Bachelor of Commerce Core Courses for Ordinary and Specialized Honors

AP/ADMS4561 3.00: Two exams test knowledge of law and research skills and the application of knowledge in problems and directed case studies. Participation marks and group assignments test critical thinking, research and communication skills.

AP/ADMS4590 3.00: This course integrates several accounting and finance disciplines including financial accounting, audit, management accounting, finance, and tax through the use of complex case studies. Exams, the assignment of cases, and group discussions test students on their abilities to apply technical accounting and finance knowledge to business scenarios.

Select ADMS4510 or ADMS4520

AP/ADMS4510 3.00: This course is designed to give students a critical awareness of the current financial accounting and reporting environment in connection with the diverse interests of both external users and management. Exams, class presentations and discussions, cases/papers analyses, and a term paper test students on the knowledge of financial accounting theories and contemporary issues.

AP/ADMS4520 3.00: This course is designed to cover the accounting for business combinations, long-term investments and affiliated companies, and interim and segment reporting. Exams and case presentations test students on the knowledge of the above subjects.

Select ADMS4515 or ADMS4551

AP/ADMS4515 3.00 Midterm and final examinations are used to illustrate understanding of theory and application of theory and decision making processes for internal auditing, which includes risk assessment and risk mitigation. To effectively do risk analysis, students integrate knowledge from their auditing, accounting, and management information systems courses. Students use a variety of sizes of cases in class discussion and in hand-in assignments to gradually increase the complexity of the case scenarios that they are working with. In addition, they use audit software to analyze data and state how the results of their tests relate to controls, risks, and the internal audit process, providing real-life simulation for their application of theory. They are given feedback on their written communication skills to improve these skills during the term. They also have a group term paper and group term presentation, fostering team work and team building skills.

AP/ADMS4551 3.00: Midterm and final examinations are used to illustrate understanding of theory and application of theory and decision making processes for the financial statement audit, which includes risk assessment and risk mitigation. Students use a variety of sizes of cases in class discussion and in hand-in assignments to gradually increase the complexity of the case scenarios that they are working with. In addition, they have a term paper with associated oral presentation where they are asked to apply the audit risk model to a real company using publicly available data about the organization. They are given feedback on their written and oral communication skills to improve these skills during the term.

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6 Cr selected from the following:

AP/ADMS 4510 3.00: see above

AP/ADMS 4520 3.00: see above

AP/ADMS 4515 3.00: see above

AP/ADMS 4551 3.00: see above

AP/ADMS 4540 3.00: Students undertake a rigorous study of the theory and empirical evidence relevant to financial management. Building upon their introductory knowledge from ADMS 3530, students learn elements of corporate finance not covered in ADMS 3530 such as determinants of interest rates, bond duration and refunding, risk and return, cost of capital, capital budgeting, capital structure, dividend policy and options and futures for hedging risk. Their knowledge is tested using a combination of individual assignments, quizzes, class participation and exams.

AP/ADMS4552 3.00: Midterm and final examinations are used to illustrate understanding of theory and application of theory and decision making processes for the financial statement audit, which includes risk assessment and risk mitigation, with a focus on automated information systems. To effectively do risk analysis, students integrate knowledge from their auditing, accounting, and management information systems courses. Students use a variety of sizes of cases in class discussion and in hand-in assignments to gradually increase the complexity of the case scenarios that they are working with. In addition, they use audit software to analyze data and state how the results of their tests would impact an audit engagement, providing real-life simulation for their application of theory. They are given feedback on their written communication skills to improve these skills during the term.

AP/ADMS4553 3.00: Midterm and final examinations are used to illustrate understanding of theory and application of theory and decision making processes for the financial statement audit, which includes risk assessment and risk mitigation. Students use a variety of sizes of cases in class discussion and in hand-in assignments to gradually increase the complexity of the case scenarios that they are working with. Case scenarios are multi-subject, bringing in other disciplines, although the focus is financial statement audit. In addition, students have a group case assignment paper with associated oral presentation where they practice their presentation skills.. They are given feedback on their written and oral communication skills to improve these skills during the term.

AP/ADMS4562 3.00: Quiz and two exams test knowledge of law and research skills and the application of knowledge in problems and directed case studies. Participation marks and group assignments test critical thinking, research and communication skills.

AP/ADMS4563 3.00: Quiz and two exams test knowledge of law and research skills and the application of knowledge in problems and directed case studies. Participation marks and group assignments test critical thinking, research and communication skills.

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AP/ADMS4570 3.00: the integration and application of knowledge is tested through the solution of complex cases. This course is intended to mimic the testing that CMA candidates must pass in order to enter the Strategic Leadership Program - CMA Ontario.

BCom Honours – Business Research Stream (33 Cr)

AP/ADMS 3300 3.00: In this introductory decision analysis course evaluation is done through group assignments, individual quizzes, midterm and a final. In every evaluation component: breadth of decision analysis theories under conditions of certainty, uncertainty, risk and competition; their application to practical business problems in various functional areas; and, awareness to the limitations of the theories; are assessed. Group assignments evaluate the students' communication, leadership, professionalism, leadership, and autonomy skills through analyzing and providing a business report of mini case studies. Quizzes evaluate the general understanding and application of the theories through smaller problems, whereas Midterm and Final do this for more complex real case studies that require critical thinking from students.

AP/ADMS 3352 3.00 (cross-listed to: AP/ECON 3130 3.00): Knowledge, understanding and the application of research methodologies and techniques are evaluated through the use of four research-based projects that are assigned individually and as a team. Projects are evaluated based on: research design, sampling techniques, data collection, analysis of data using quantitative and qualitative techniques, relevance to the research question, and overall strategic recommendations based on business problems. The final project is a written report, which is also presented formally in class as part of the evaluation process.

AP/ADMS 4250 3.00: The midterm and final exams test factual and applied knowledge of marketing strategy concepts, types, and formulation process as covered in class. Case studies and/or written assignments test students' ability to evaluate actual business data, analyze market situation and communicate and support strategic decisions. A comprehensive group assignment evaluates students' ability to collect and process information, apply the knowledge of marketing strategies types, understand the limitation of the actual information, and communicate their ideas verbally and in writing.

AP/ADMS4260 3.00: Examinations and individual assignments test conceptual knowledge of marketing research and assess the development of analytical and critical thinking skills that permit students to translate marketing problems/opportunities into feasible research plans. The ability to apply research concepts and knowledge to real world marketing problems is assessed with a group research project where students are challenged to resolve trade-offs between the acquisition of more and higher quality research information and the time and cost associated with that effort.

AP/ADMS4265 3.00: Assignments and exercises test conceptual knowledge and analytical skills pertinent to turn-key stages of the research process from the perspective of the research professional. Group presentations permit students to build proficiency with analytical methodologies and statistical software designed to produce research-driven solutions to recurring marketing problems/opportunities. A final examination tests the ability

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to integrate and apply research concepts informed by deep knowledge of research design, data collection and data analysis to strategic marketing decision-making.

AP/ADMS 4300 3.00: This course allows students to develop skills and learn tools to make decisions in the situations of both certainty and uncertainty. Weekly written critique of assigned published papers of applied nature allows the students develop their critical thinking, makes them aware of the limits of knowledge, and improve their communication skills in terms of presentations and the written reports. Final research project and case analyses achieve similar outcomes plus as team members students are expected to lead their teams, focus on more detailed real life problems and solve them; quizzes assess if the students learnt the breadth of knowledge and methods in the field.

AP/ADMS 4370 3.00: Introduces Windows-based data processing software and provides overview of computing concepts and data processing using SAS, SPSS, and/or STATA. Covers such statistics techniques as data visualization and summary, nonparametric methods, linear and logistic regressions, and introduction to hierarchical linear modeling. The learning objectives are: 1: be able to use practical statistical techniques to analyze information and make informed decision; and 2.: be able to critically interpret statistics that they encounter in daily life and in business. Assignments are case analyses using public data, quizzes test proficiency in the use of data analysis systems and understanding of statistical concepts. Students are required to analyze a set of public data using statistical software at the exam in a computing lab and to critique statistics published in the media.

BCom Honours – Finance Stream (33 Cr)

AP/ADMS 3531 3.00: This course familiarizes students with the investment process, emphasizing the management of individual investor portfolios. Midterm and final exams evaluate knowledge of theoretical investment concepts and calculations. There is a significant experiential education component from the Stock-Trak portfolio simulation, for which students make in-class presentations and prepare a final written report.

AP/ADMS 3541 3.00: This course introduces students to personal financial planning. Students will learn goal setting, budgeting, tax planning, insurance and risk management, purchasing a home and mortgage financing, personal investment management, retirement planning. Assignments and exams test students on their knowledge about both theory and application.

Select ADMS4501 or ADMS4540

AP/ADMS 4501 3.00: This course undertakes a rigorous study of the theory and empirical evidence relevant to professional portfolio management. Students learn tools which enable them to manage risks, allocate among asset classes, detect mispriced securities, and measure the performance of

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portfolio managers. Both a midterm exam and a final exam are used to apply the theoretical concepts to practical issues facing today's portfolio managers. Group assignments and group presentations are used to challenge students to perform in-depth research into a current financial topic and communicate their findings to their peers.

AP/ADMS 4540 3.00: Students undertake a rigorous study of the theory and empirical evidence relevant to financial management. Building upon their introductory knowledge from ADMS 3530, students learn elements of corporate finance not covered in ADMS 3530 such as determinants of interest rates, bond duration and refunding, risk and return, cost of capital, capital budgeting, capital structure, dividend policy and options and futures for hedging risk. Their knowledge is tested using a combination of individual assignments, quizzes, class participation and exams.

At least 12 credits chosen from the following:

AP/ADMS 4501 3.00: see above

AP/ADMS 4502 3.00: This course will include a framework for ethics in finance, the ethical code of the CFA Institute, and cover current industry topics for wealth management practitioners in Canada. This course will sharpen student's understanding of ethics and build their awareness of how the investment business actually works. Group and individual assignments, quizzes, and exams test students' their knowledge and application.

AP/ADMS 4503 3.00: This course introduces students to derivatives securities. Specifically, students will be able to grasp how derivatives work, how they are used, and how they are priced. Exams, assignments, and class participation test students on their knowledge of derivatives theories and practical applications.

AP/ADMS 4504 3.00: Students will gain a good knowledge of fixed income securities and markets in this course. Exams test students on their understanding of various theories. On the other hand, assignments and class participation provide students with the opportunity to apply theories in real-life circumstances.

AP/ADMS 4505 3.00: This course builds on the introductory financial planning course ADMS 3541. Students develop a higher level of understanding of the financial planning process and advance their financial planning skills to the practical level. Although all components of financial planning are included, particular emphasis is placed on retirement planning, corporate benefits, and estate planning. Through the use of case studies, role plays, class discussion, presentations, feedback, and a final exam the course helps students integrate financial planning principles with a practical application.

AP/ADMS 4506 3.00: This course uses a case-based approach to apply financial planning theory to the professional practice of financial planning. Students also participate in mock client interviews to develop the communication skills required to succeed in the profession. The final assignment

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requires students to prepare a financial plan for a real life “client”. This course is mandated by the Financial Planning Standards Council for obtaining the Certified Financial Planners (CFP) designation.

AP/ADMS 4535 3.00: This course is designed to give students a comprehensive framework for effective financial statement analysis. Through assignments covering large publicly traded companies, students apply the techniques and concepts learned related to critical topics such as strategy and qualitative analysis, accounting analysis, analytical techniques, report writing and valuation.

AP/ADMS 4536 3.00: This course teaches students the principles and practical application of a wide variety of valuation models: discounted dividend, free cash flow and market-based comparable models. Midterms test the understanding of valuation principles. Students apply the valuation models to a comprehensive valuation of the traded common shares of a real company, using the real company data. For the final exam, students write a professional business valuation report, effectively communicating an investment recommendation.

AP/ADMS 4540 3.00: see above

AP/ADMS 4541 3.00: Students learn the theory and perform empirical tests to study issues in corporate finance. These topics include working capital management, integrating trade credit and marketing, integration of credit policy and long-term strategic financial decisions, Fama-French studies of capital structure, venture financing, multinational financial management and treasury risk management. Students are tested using a combination of case studies and presentations, assignments, a group research project, class participation and individual exams.

AP/ADMS 4542 3.00: This course provides a comprehensive introduction to the world of financial management as it applies to multinational corporations and other firms that engage in international transactions. The course discusses (1) the financial environment in which the multinational firms operate, (2) foreign exchange management and the appropriateness of hedging techniques for different types of exposures that a multinational firm faces, and (3) worldwide money, debt and equity markets and instruments for investment, financing, and risk management by international businesses. An important part of ADMS4542 is student participation in the Currency Trading Exercise and presenting a trading report. This experiential education exercise gives students a pseudo-realistic introduction to how currencies are traded.

BCom Honours – Management Stream (33 Cr)

AP/ADMS 3930 3.00: In this course the students are assessed on their ability to integrate prior knowledge of organizational behaviour, the nature of organizations and the Canadian business environment with the course’s contents of intermediate managerial theory and practices. Assessment is

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performed by extensive graded participation in the discussion of topics and cases throughout the course, a midterm paper based on a complex case study, and a case based final examination that requires the integration of topics of the course for its analysis.

AP/ADMS 4010 3.00: midterm written assignment tests students' ability to analyze and apply theoretical concepts and models within the context of a personal experience (work, volunteer, member). Group work tests students' ability to work together and analyze and apply theoretical concepts to real world Canadian organizations (private and public). The final exam tests students' ability to integrate and apply theories and concepts from this and other courses to a specific case. The objective is to move students from theoretical to practical analysis and application of management theory.

AP/ADMS 4910 3.00: Case studies are used to link theory and practice and students are evaluated through their participation in classroom discussions and an individual assignment. Working in groups, students delve more deeply into topics of interest and conduct an extensive literature review that forms the basis of a formal written paper (approx. 30 pages) that is then presented to the class. A comprehensive final exam covers the theory and content of both the lectures and student presentations"

Nine additional credits selected from the following:

AP/ADMS 3300 3.00: In this introductory decision analysis course evaluation is done through group assignments, individual quizzes, midterm and a final. In every evaluation component: breadth of decision analysis theories under conditions of certainty, uncertainty, risk and competition; their application to practical business problems in various functional areas; and, awareness to the limitations of the theories; are assessed. Group assignments evaluate the students' communication, leadership, professionalism, leadership, and autonomy skills through analyzing and providing a business report of mini case studies. Quizzes evaluate the general understanding and application of the theories through smaller problems, whereas Midterm and Final do this for more complex real case studies that require critical thinking from students.

AP/ADMS 3960 3.00: Students are assessed on their knowledge of the macro environment, practices and challenges of international business through extensive graded class participation, a comprehensive mid term paper and a cumulative final examination.

AP/ADMS 4444 3.00 (cross-listed to: AP/HRM 4444 3.00): During their journey through the course, students are expected to develop basic understanding of the theoretical concepts and models underlying workplace diversity dynamics, individual identity, diversity and inclusive practices in organizations. Basic understanding is evaluated through short examinations/quizzes. Analysis of cases, examples, and conversations with guest speakers, provide students an opportunity to take a deeper look at the issues, examine the nuances of inclusive practices and intersectionality of identities. Through individual journals students reflect on how the course material resonates with their own experiences, reflect on their own assumptions, thus providing students an opportunity to further increase their self-awareness of their own conscious and unconscious

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biases. Group projects integrate and synthesize the theoretical course content and the product of discussions throughout the course to examine diversity and inclusion in real-life situations.

AP/ADMS 4940 3.00: midterm and final exams test understanding of theoretical concepts and models related to technological innovation management. Group project tests ability to apply and integrate theories and concepts to real situations through case study.

AP/HRM 4495 3.00 (cross-listed to: AP/ADMS 4495 3.00)

BCom Honours – Supply Chain Management Stream (33 Cr)

AP/ADMS 3300 3.00: In this introductory decision analysis course evaluation is done through group assignments, individual quizzes, midterm and a final. In every evaluation component: breadth of decision analysis theories under conditions of certainty, uncertainty, risk and competition; their application to practical business problems in various functional areas; and, awareness to the limitations of the theories; are assessed. Group assignments evaluate the students' communication, leadership, professionalism, leadership, and autonomy skills through analyzing and providing a business report of mini case studies. Quizzes evaluate the general understanding and application of the theories through smaller problems, whereas Midterm and Final do this for more complex real case studies that require critical thinking from students.

AP/ADMS 3330 3.00: Exams and quizzes test the basic understanding of the subject matter, such as optimization and multiple linear regression, and their applications in hypothetical situations and assignments and cases test the more involved data analysis and their applications to basic business problems.

AP/ADMS 3360 3.00: The goal of the exams is to test the ability to understand and analyze problems in warehousing and transportation management

AP/ADMS 4333 3.00 Exams test basic concepts and tools in Supply Chain Management, such as supply chain network design, deterministic and stochastic inventory control, revenue management, tools coordinating the supply chain, etc.

AP/ADMS 4360 3.00: This course exposes the student to the pivotal role that management of materials and inventory plays in operations planning and control, and its significant impact on cost and profitability in an organization. Exams test the student's understanding of key issues, processes, and tools and techniques covered in the course. Assignments assess the student's ability to analyze and apply tools/techniques in various cases in materials and inventory management.

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18 additional credits selected from the following:

AP/ADMS 3345 3.00: In this course students learn how to formulate and solve complex dynamic problems. Causal loop diagrams and stock-and-flow structures are the main tools they learn. Basic simulation modeling experience to facilitate "experiential learning" is also the core activity of this course. Two modeling assignments; 3 quizzes; one mid-term exam, and a final research project are the methods of evaluation.

AP/ADMS 3350 3.00: This course focuses on hypothesis testing. Data are processed by a decision function. Assignments focus on (1) the understanding the frequentists' approach which optimizes desirable probabilities of two possible errors: misses and false alarm and (2) the use of various costs associated with the two errors in evaluating and minimizing the Bayes risk.

AP/ADMS 3352 3.00 (cross-listed to: AP/ECON 3130 3.00): Knowledge, understanding and the application of research methodologies and techniques is evaluated through the use of four research-based projects which are assigned individually and as a team. Projects are evaluated based on: research design, sampling techniques, data collection, analysis of data using quantitative and qualitative techniques, relevance to the research question, and overall strategic recommendations based on business problems. The final project is a written report which is also presented formally in class as a part of the evaluation process.

AP/ADMS 3353 3.00: Exams and quizzes test the understanding basic project management concepts, such as planning, scheduling, budgeting, control, and auditing, and term project tests the understanding of a software necessary to perform project management at a realistic level.

AP/ADMS 4300 3.00: This course allows students to develop skills and learn tools to make decisions in the situations of both certainty and uncertainty. Weekly written critique of assigned published papers of applied nature allows the students develop their critical thinking, makes them aware of the limits of knowledge, and improve their communication skills in terms of presentations and the written reports. Final research project and case analyses achieve similar outcomes plus as team members students are expected to lead their teams, focus on more detailed real life problems and solve them; quizzes assess if the students learnt the breadth of knowledge and methods in the field.

AP/ADMS 4331 3.00: Exams test the understanding of modeling and advanced theories of management science, such as linear, nonlinear, integer, dynamic programming, game theory, and simulation. Homework assignments test the understanding of prevalent software, such as Microsoft Excel, for enabling students to use real cases.

AP/ADMS 4340 3.: Term project tests the application of operations management tasks applied in an electronic commerce setting. The final exam tests the fundamentals of links between e-commerce and operations management, including how to apply ordering, forecasting, scheduling in an e-business. RH

AP/ADMS 4345 3.00: Building on ADMS 3345, this course allows students to gain hands on experience with simulation based solutions to complex managerial problems. Using Poersim, our students build original models of complex issues. They learn how to use these models to

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develop scenarios to facilitate managerial decision making. The final research project allows students to demonstrate the appreciation and utility of model-based decision making in real world.

AP/ADMS 4353 3.00: Exams test the understanding advanced quantitative models and concepts in project management, such as planning, scheduling, risk management, resource allocation, budgeting, control, auditing, and multi-project management. Assignments test the practice of models and the necessary statistical and optimization software to be used in realistic project management environments. AD

AP/ADMS 4370 3.00: Introduces Windows-based data processing software and provides overview of computing concepts and data processing using SAS, SPSS, and/or STATA. Covers such statistics techniques as data visualization and summary, nonparametric methods, linear and logistic regressions, and introduction to hierarchical linear modeling. The learning objectives are: 1) be able to use practical statistical techniques to analyze information and make informed decision; and 2) be able to critically interpret statistics that they encounter in daily life and in business. Assignments are case analyses using public data, quizzes test proficiency in the use of data analysis systems and understanding of statistical concepts. Students are required to analyze a set of public data using statistical software at the exam in a computing lab and to critique statistics published in the media.

AP/ADMS4260 3.00: Examinations and individual assignments test conceptual knowledge of marketing research and assess the development of analytical and critical thinking skills that permit students to translate marketing problems/opportunities into feasible research plans. The ability to apply research concepts and knowledge to real world marketing problems is assessed with a group research project where students are challenged to resolve trade-offs between the acquisition of more and higher quality research information and the time and cost associated with that effort.

AP/ADMS4265 3.00: Assignments and exercises test conceptual knowledge and analytical skills pertinent to turn-key stages of the research process from the perspective of the research professional. Group presentations permit students to build proficiency with analytical methodologies and statistical software designed to produce research-driven solutions to recurring marketing problems/opportunities. A final examination tests the ability to integrate and apply research concepts informed by deep knowledge of research design, data collection and data analysis to strategic marketing decision-making.

BCom Honours – Marketing Stream (33 Cr)

AP/ADMS 3210 3.00 (prior to Fall 2012: AP/ADMS 4220 3.00): Consumer Behaviour: Assessments could include a formal midterm, final exam, term-long group work project involving written reports and presentations, individual assignment, and smaller group assignments. These assessments test factual and applied knowledge of how consumers act in the market, and how marketers apply that knowledge to the market

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planning process. We use a textbook, and may also use an accompanying website, covering theory, concepts, and terminology. Students are expected to know introductory marketing terminology, theory, and concepts and to apply them in the evaluated work.

AP/ADMS 3220 3.00: The midterm and final exams test factual and applied knowledge of Marketing Management concepts and theories as covered in class and in the textbook. Case studies and a comprehensive group work assignment (which includes a written report and a presentation) are used to test students' practical application of theory and concepts.

AP/ADMS 4250 3.00: The midterm and final exams test factual and applied knowledge of marketing strategy concepts, types, and formulation process as covered in class. Case studies and/or written assignments test students' ability to evaluate actual business data, analyze market situation and communicate and support strategic decisions. A comprehensive group assignment evaluates students' ability to collect and process information, apply the knowledge of marketing strategies types, understand the limitation of the actual information, and communicate their ideas verbally and in writing.

AP/ADMS4260 3.00: Examinations and individual assignments test conceptual knowledge of marketing research and assess the development of analytical and critical thinking skills that permit students to translate marketing problems/opportunities into feasible research plans. The ability to apply research concepts and knowledge to real world marketing problems is assessed with a group research project where students are challenged to resolve trade-offs between the acquisition of more and higher quality research information and the time and cost associated with that effort.

15 additional credits in marketing to be chosen from 42xx courses. Currently offered are:

AP/ADMS4210 3.00: The midterm and final exam test the factual knowledge on International Marketing and understanding of its theories and tools, as covered in class and in the textbook. The integration and application of theories and tools is tested in reports on and the presentation of a comprehensive group project, as well as in class.

AP/ADMS4215 3.00: The midterm and final exam test the factual knowledge and understanding of the theories, concepts and tools of Business-to-Business Marketing as covered in class and in the textbook. The integration and application of theories, concepts and tools are tested in the development and presentation of a comprehensive group project and case analysis.

AP/ADMS4225 3.00: The midterm and final exam test the factual knowledge and understanding of the theories, concepts and tools of Retail Marketing as covered in class and in the textbook. The integration and application of theories, concepts and tools are tested in the development and presentation of a comprehensive group project, field audit and case analysis.

AP/ADMS4230 3.00: The midterm and final exam test the factual knowledge on Marketing Channels and understanding of its theories and tools, as covered in class and in the textbook. The integration and application of theories and tools is tested in reports on and the presentation of a comprehensive group project, as well as in-class case and article discussion.

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AP/ADMS4235 3.00: The midterm and final exams test factual and applied knowledge of New Product Management concepts and theories as covered in class and in the textbook. Group work assignments are also used to test students' ability to integrate and apply classroom learning.

AP/ADMS4240 3.00 The midterm and final exam tests the theories of advertising and marketing communication, creative critiquing and media analytics. Application of integrated marcom tools are evaluated in a group project report and presentation that involves the development of a fully integrated advertising/marcom plan simulated in a real-life industry setting.

AP/ADMS4245 3.00: The midterm exam and weekly class discussion test the knowledge and understanding of the theories of E-Marketing. The course's remaining assessments focus on the application of concepts. These application-based assessments include: presentations whereby the students teach the class how to use social media, an individual assignment whereby each student creates an online, search engine optimized profile using three types of social media, and a comprehensive group project whereby the students work with real-life companies to create an online marketing plan.

AP/ADMS4255 3.00: The midterm tests the knowledge and understanding of the theories and tools of customer relationship management. The integration of the theories and the application of the tools are considered and tested in case studies, and reports on and presentation of a comprehensive group project.

AP/ADMS4265 3.00: Assignments and exercises test conceptual knowledge and analytical skills pertinent to turn-key stages of the research process from the perspective of the research professional. Group presentations permit students to build proficiency with analytical methodologies and statistical software designed to produce research-driven solutions to recurring marketing problems/opportunities. A final examination tests the ability to integrate and apply research concepts informed by deep knowledge of research design, data collection and data analysis to strategic marketing decision-making.

AP/ADMS4275 3.00: The midterm and final exams test factual and applied knowledge of Service Marketing concepts and theories as covered in class and in the textbook. Case studies and a comprehensive group work assignment (which includes a written report and a presentation) are used to test students' practical application of theory and concepts.

AP/ADMS4280 3.00: The midterm tests the knowledge and understanding of the theories, components and tools of Social Marketing. The integration of the theories and components as well as the application of the tools are tested in the development and presentation of a comprehensive group project.

AP/ADMS4285 3.00: The midterm and final exam test the knowledge and understanding of the theories and tools of Brand Management. The integration of the theories and the application of the tools are tested in reports on and the presentation of a comprehensive group project, as well as in class.

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AP/ADMS4286 3.00: The midterm and final exam test the knowledge and understanding of the theories and tools of Domestic and International Brand Architecture. The integration of the theories and the application of the tools are tested in reports on and the presentation of a comprehensive group project, as well as in class.

AP/ADMS4290 3.00: The midterm tests the knowledge and understanding of the theories and tools of marketing for competitive advantage. The integration of the theories and the application of the tools are considered and tested in case studies, and further examined and tested in reports on and presentations of a comprehensive group project completed in two phases.

BCom Honours – Business Technology Management Stream (33 Cr)

AP/ADMS 2521 3.00 Data and Information Management: The midterm and final exam test the knowledge and understanding of data and information management concepts and techniques. The integration of the concepts and techniques as well as the deployment of tools to perform data and information management are tested in reports and a comprehensive group project. AP/ADMS 3521 3.00 Management of e-commerce Systems. Exams, quizzes and assignments tests students understanding of realities and potential applications of electronic commerce. Successful and unsuccessful strategic information systems in e-commerce are assessed through activities.

AP/ADMS 3531 3.00 Systems Analysis and Design: The midterm and final exam test the knowledge and understanding of systems analysis and design concepts and techniques. The integration of the concepts and techniques to perform systems analysis and design is tested in assignments and a comprehensive group project.

AP/ADMS 3541 3.00 Business Process Management: The midterm and final exam test the knowledge and understanding of business processes and business process management concepts and techniques. The deployment of business process management tools to design, simulate, modify and enhance, and in short to perform business process management is tested in assignments and a comprehensive group project.

AP/ADMS 3353 3.00 Project Management. Exams and quizzes test the understanding basic project management concepts, such as planning, scheduling, budgeting, control, and auditing, and term project tests the understanding of a software necessary to perform project management at a realistic level.

AP/ADMS 4511 3.00 Management of Strategic Information Systems. Exams, quizzes and assignments test students understanding and application of how firms manage their IT investments, how business value is achieved, strategic alignment and IT governance.

AP/ADMS 4591 3.00 Business Technology Management Capstone Course: In this course, students are asked to apply their knowledge of business in general and business technology management in particular on a real-world case. More specifically, students will work in

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groups to apply their knowledge to solve a business using Information Technology theories and tools. Students will be evaluated on a group report and presentation.

Six credits to be selected from:

AP/ADMS 3502 3.00 Introduction to Enterprise Resource Planning Systems. Exams, quizzes and assignments test students understanding of how Enterprise Resource Planning Systems (ERP) run virtually all business processes in an organization. Specific assessments are designed for each of the modules covered: management accounting, sales, logistics, production/materials management, procurement, and human resources.

AP/ADMS 3511 3.00 Business Analytics: The midterm and final exam test the knowledge and understanding of the use of data analytics in business, various types and tools, and the potential issues in the enterprise use of data analytics. The integration of the concepts and techniques as well as the deployment of tools to perform business analytics are tested in assignments and a comprehensive group project.

AP/ ADMS 4245 Digital Marketing. The midterm exam and weekly class discussion test the knowledge and understanding of the theories of E-Marketing. The course's remaining assessments focus on the application of concepts. These application-based assessments include: presentations whereby the students teach the class how to use social media, an individual assignment whereby each student creates an online, search engine optimized profile using three types of social media, and a comprehensive group project whereby the students work with real-life companies to create an online marketing plan.

AP/ADMS 4552 3.00 Information Systems Auditing. AP/ADMS4552 3.00: Midterm and final examinations are used to illustrate understanding of theory and application of theory and decision making processes for the auditing, which includes risk assessment and risk mitigation, with a focus on automated information systems. To effectively do risk analysis, students integrate knowledge from their accounting, and management information systems courses. Students use a variety of sizes of cases in class discussion and in hand-in assignments to gradually increase the complexity of the case scenarios that they are working with. In addition, they use audit and report writing software to analyze data and state how the results of their tests would impact risk assessment or an audit engagement, providing real-life simulation for their application of theory. They are given feedback on their written communication skills to improve these skills during the term.

**FACULTY OF
LIBERAL ARTS &
PROFESSIONAL STUDIES**

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November 20, 2019

Professor Nelson Waweru
School of Administrative Studies
Atkinson 282

waweru@yorku.ca

Dear Professor Waweru:

On behalf of the Dean of the Faculty of Liberal Arts & Professional Studies, I am writing in support of the proposed major modification to add the Bachelor of Commerce Specialized Honours Business Technology Management stream to the existing BCom degree in the School of Administrative Studies. I have reviewed the proposal and I am satisfied that the proposed stream aligns to the University Academic Plan and the Faculty's Integrated Resource Plan. The stream is a significant addition to the Bachelor of Commerce as a response to student demand and to offer increased student choice and flexibility in a relevant and emerging field of study within commerce.

Because the 33-credit stream will be designed in line with the ITAC business technology management accreditation standards and draws on many existing offerings in the School, I am confident that the stream will not require extensive additional resources. I support the School's plan to conduct ongoing collaborative review with the School of Information Technology to avoid and address potential overlap of the new stream with the existing BCom ITEC Business Systems Analysis stream. The new BTM stream will make use of existing physical spaces and will not require additional physical space. The School currently has three full time faculty members working in the discipline who are available to teach courses in the stream and, depending on enrollment growth, the School may request additional hires.

The major modification is timely and we can reasonably expect the stream to be implemented, if approved, for fall 2020, according to the timeline proposed by the School.

This is a quality proposal and I am in full support.

Sincerely,





Sean Kheraj
Associate Dean, Programs

:kd

cc:

J.J. McMurtry, Interim Dean
J. Parna, Director, Academic Programs and Policy
A. Pitt, Vice Provost Academic
M. Porporato, Chair of the Committee on Curriculum, Curricular Policy and Standards
C. Sanchez-Rodriguez, Undergraduate Program Director
K. White, Assistant Secretary of the University