

## 2006-2007 Graduate Calendar

The information published in this Graduate Calendar outlines the rules, regulations, curricula, programs and fees for the 2006-2007 academic years, including the Summer Semester 2006, the Fall Semester 2006, the Winter Semester 2007 and the Summer 2007.

For your convenience the Graduate Calendar is available in PDF format.

If you wish to link to the Graduate Calendar please refer to the [Linking Guidelines](#).

The University is a full member of:

- The Association of Universities and Colleges of Canada

Contact Information:



University of Guelph  
Guelph, Ontario, Canada  
N1G 2W1

519-824-4120

<http://www.uoguelph.ca>

Revision Information:	
May 9, 2006	Initial Publication
February 8, 2007	Revision I



## **Disclaimer**

---

The Office of Graduate Program Services has attempted to ensure the accuracy of this on-line Graduate Calendar. However, the publication of information in this document does not bind the university to the provision of courses, programs, schedules of studies, fees, or facilities as listed herein.

## **Limitations**

---

The University of Guelph reserves the right to change without notice any information contained in this calendar, including any rule or regulation pertaining to the standards for admission to, the requirements for the continuation of study in, and the requirements for the granting of degrees or diplomas in any or all of its programs.

The university will not be liable for any interruption in, or cancellation of, any academic activities as set forth in this calendar and related information where such interruption is caused by fire, strike, lock-out, inability to procure materials or trades, restrictive laws or governmental regulations, actions taken by the faculty, staff or students of the university or by others, civil unrest or disobedience, or any other cause of any kind beyond the reasonable control of the university.

The University of Guelph reaffirms section 1 of the Ontario Human Rights Code, 1981, which prohibits discrimination on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, handicap, age, marital status or family status.

The university encourages applications from women, aboriginal peoples, visible minorities, persons with disabilities, and members of other under-represented groups.

---

## Table of Contents

---

<b>Business Administration .....</b>	<b>43</b>
MBA Program .....	43
Courses .....	44



## Business Administration

### Administrative Staff

If you have any enquiry pertaining to the MBA Program at the University of Guelph, please contact:

#### Patti Lago

Manager, Graduate Programs (150 Research Lane, Suite 205, Ext. 56607)  
plago@uoguelph.ca

#### Joe Barth

Interim Associate Dean, Faculty of Management (207 MINS, Ext. 54867)  
jbarth@uoguelph.ca

#### Ralph Sykes

Director of Graduate Programs, Faculty of Management (150 Research Lane, Suite 205, Ext. 56630)  
rsykes@uoguelph.ca

Bob Harrington (205 MACS, Ext. )  
rharrington@uoguelph.ca

### MBA On Campus Hospitality & Tourism Management Graduate Program Co-ordinator

Bob Harrington (205 MACS, Ext. 53971)  
rharrington@uoguelph.ca

### Graduate Faculty

#### Agribusiness Management Field

##### Andreas Boecker

MSc, PhD Kiel - Assistant Professor

##### Maury E. Bredahl

BS, MS North Dakota State, PhD Minnesota - Professor and Chair

##### John A.L. Cranfield

BSc, MSc Guelph, PhD Purdue - Associate Professor

##### Brady J. Deaton

BS Missouri, MS Virginia Tech, PhD Michigan State - Assistant Professor

##### Glenn C. Fox

BSc(Agr), MSc Guelph, PhD Minnesota - Professor

##### Getu Hailu

BSc, MSc Alemaya, PhD Alberta - Assistant Professor

##### Spencer Henson

BSc, PhD Reading - Professor

##### Karl D. Meilke

BS Washington State, PhD Minnesota - Professor

##### Wayne C. Pfeiffer

BS, PhD Nebraska - Associate Professor

##### Donna T. Ramirez

BS Philippines, PhD Illinois - Assistant Professor

##### Rakhal C. Sarker

BSc, MSc Bangladesh, PhD Guelph - Assistant Professor

##### David Sparling

BSc Queen's, MBA Wilfrid Laurier, PhD McMaster - Associate Professor

##### Alfons J. Weersink

BSc Guelph, MSc Montana State, PhD Cornell - Professor

#### Hospitality and Tourism Management Field

##### Clayton Barrows

BS,MS, EdD Massachusetts - Professor

##### J.E. (Joe) Barth

BSc Guelph, MBA Wilfrid Laurier, MPS, PhD Cornell - Associate Professor

##### Hwan-Suk (Chris) Choi

BA Chung-Ang (Seoul, Korea); MTA George Washington; PhD Texas A&M - Assistant Professor

##### Julia Christensen Hughes

BComm Guelph, MBA, PhD York - Associate Professor

##### Michael Cox

CD Naval Officer Program, MA Western Washington, PhD Union (Ohio), MCIM Chartered Institute of Marketing Management - Associate Professor

##### Joan Flaherty

BA, MA, MSc, Guelph - Assistant Professor

##### Jamie A. Gruman

BA Concordia, MA Lakehead, PhD Windsor - Assistant Professor

##### Robert J. Harrington

BBA Boise State, MBA, PhD Washington State - Associate Professor

##### Marion Joppe

BA Waterloo, MA, PhD Univ. d'Aix-Marseille III (France) - Professor and Director

##### Stephen Lynch

BA, BEd Toronto, MA Duquesne, MSc California American, PhD Bradford (England) - Assistant Professor

##### Donald J. MacLaurin

BS Florida International, MS Nevada (Las Vegas), PhD Kansas State - Associate Professor

##### Tanya MacLaurin

BS, MS, PhD Kansas State - Associate Professor

##### Iain Murray

BComm, MSc Guelph, PhD Kansas State - Associate Professor

##### Michael Ottenbacher

BS, MS Florida International, PhD Otago (New Zealand) - Assistant Professor

##### Catherine E. Ralston

BASc Guelph, MBA Western Ontario, PhD Wisconsin (Madison) - Assistant Professor

##### Margaret Shaw

BS, MBA, PhD Cornell - Professor

##### Geoffrey W. Smith

MBA Guelph - Associate Professor

##### John Walsh

BA Thames Polytechnic, MBA, PhD Western Ontario - Professor

### MBA Program

#### Admission Requirements

1. A four-year undergraduate degree or its equivalent (from a recognized university or college) with an average of at least a B-(70-72%) in the last two years of study AND at least three years of industry related experience including supervisory and managerial responsibility. **OR**
2. A general (three-year) degree and/or A diploma and/or An acceptable professional designation AND at least five years of industry related experience showing progressive increases in supervisory and managerial responsibility

In some cases the admissions committee may ask for a Graduate Management Admissions Test (GMAT).

#### Program Overview

The MBA course of study is based on the application of contemporary management concepts and strategies to industries where the University of Guelph has distinctive capabilities. Upon admission, participants choose an industry focus for their program. Currently, the industry concentrations available to students include Hospitality and Tourism Management, and Food and Agribusiness Management. Other industry concentrations are being discussed for future development.

The Guelph program involves a core group of courses that build and develop key managerial skills, courses that allow students to apply concepts and skills to management situations in their chosen industry, and course work is followed by industry-related research culminating in a major project or thesis. Case studies are widely used. Program prerequisites include relevant experience in the participant's chosen industry.

#### Core Courses

Participants complete seven core courses, which provide a foundation for graduate management education. These courses build and develop key managerial skills applicable in the private and public sectors of the economy. The core program is specifically geared to today's manager- leader, team player, decision maker and coach:

- Financial and Managerial Accounting AGBU\*6180
- Financial Management AGBU\*6200
- Foundations of Human Resource Management HTM\*6140
- Foundations of Management Leadership HTM\*6110
- Management Communications HTM\*6050
- Operations Management HTM\*6800
- Research Methods for Managers HTM\*6150

#### Specialization Courses

##### Food and Agribusiness Management

The Food and Agribusiness Management specialization is designed to prepare graduates for advanced careers in the food, agribusiness and production agriculture sectors.

Working with faculty of the Department of Food, Agricultural and Resource Economics, participants complete advanced courses related to the food and agribusiness sector:

- Food and Agribusiness Economics & Policy AGBU\*6100
- Managing Price Risk AGBU\*6510
- Marketing Management AGBU\*6120
- Food & Agribusiness Strategic Management AGBU\*6400
- Marketing Research and Analysis AGBU\*6520

##### Hospitality and Tourism Management

The Hospitality and Tourism Management specialization is designed to prepare graduates for advanced careers in the accommodation, food service and tourism industries.

Working with faculty from the School of Hospitality and Tourism Management, participants complete advanced courses related to the hospitality and tourism sector:

- Hospitality and Tourism Economics & Policy HTM\*6170
- Revenue Management HTM\*6510
- Hospitality and Tourism Marketing HTM\*6300
- Managing Service Quality HTM\*6550
- Safety and Risk in Hospitality and Tourism HTM\*6530
- Hospitality and Tourism Strategic Management HTM\*6700

In addition, the program allows participants to choose to complete the requirements for the MBA degree by additional elective courses or by the completion of a major research project.

### Major Research Project

The major research project is comprised of developing a research proposal, researching an applied management problem and requires data collection, analysis and the ability to link understanding of the problem with an appropriate body of literature.

### Degree Requirements

#### MBA Online

The University of Guelph Executive Master of Business Administration (Online) program operates on a full cost recovery basis delivering a highly successful distance learning program that is a combination of electronic coursework and two one-week residential periods.

Guelph's MBA program offers specializations in Hospitality and Tourism Management and Food and Agribusiness Management, and requires completion of thirteen courses and a major research project or fifteen courses.

Online courses are offered as 8-week modules that require approximately 20 hours of study per week. With Internet service you can study anywhere, anytime with the flexibility that enables you to balance family, career and study priorities.

The two one-week residential components are held at the University of Guelph, Ontario, Canada in the summer of each year.

#### Program Time Commitment and Duration

Participants normally complete the Online MBA within three years. Regulations state that participants must complete the program within six years. Courses are completed in sequence and are typically two months in length. Students are expected to devote 20 to 25 study hours per week to participate in the program.

#### MBA On campus

The MBA on campus program is designed for people who wish to complete the MBA in one intensive year of study.

The MBA on campus program also requires completion of thirteen courses and a major research project or the program may be completed entirely by coursework by completing fifteen courses.

The courses are completed on campus at the University of Guelph. Participants complete required coursework in three consecutive semesters beginning annually in September. A fourth semester is sometimes necessary to complete a major research project or thesis.

### Computer Systems Requirements

#### On-Line MBA: Equipment Requirements

MBA Online participants are required to have Microsoft Office software and adequate peripherals to support the learning system, which must include CD-ROM capability and a sound card. A basic level of computer literacy is strongly recommended for the MBA program.

Online MBA participants are solely responsible to arrange for purchase/maintenance of recommended computer systems and software, and should have a contingency plan in the event of system failure. Participants may be required to upgrade minimum hardware/software based on rapidly changing industry standards and continuous development of state-of-the-art learning tools.

For information pertaining to the computer requirements contact our program administrative staff or visit our MBA web site: <http://www.mba.uoguelph.ca/>

#### On Campus MBA: Equipment Requirements

It is recommended that all On Campus MBA participants have access to a lap top computer equipped with Microsoft Office software.

### Courses

#### Food and Agribusiness Management

##### AGBU\*6070 Research Methods for Managers W [0.50]

The objective of the course is to provide students with a working knowledge of quantitative and qualitative techniques used in the analysis of management problems. The emphasis is on the application and interpretation of quantitative and qualitative methods rather than on theoretical background.

*Restriction(s):* Distance MBA students only.

##### AGBU\*6100 Food and Agribusiness Economics and Policy U [0.50]

An analysis of economic and policy issues relevant for food and agribusiness managers in affluent economies, with emphasis on the economic and policy environment that exists within North America.

*Restriction(s):* Distance MBA students only.

##### AGBU\*6120 Marketing Management W [0.50]

A study of marketing decision-making in food and agribusiness firms, with emphasis on the formulation of strategic marketing plans.

*Restriction(s):* Distance MBA students only.

##### AGBU\*6180 Financial and Managerial Accounting U [0.50]

This course emphasizes the gathering and use of financial information to facilitate effective financial and management decisions. Cases are used to approach the subject from the perspective of the user of accounting information rather than that of the supplier.

*Restriction(s):* Distance MBA students only.

##### AGBU\*6200 Financial Management U [0.50]

This course takes the viewpoint of the senior financial officer of a commercial enterprise. The focus is on the management of cash, accounts receivable, inventories and capital assets, as well as on the sourcing of funds through short-term liabilities, long-term debt and owners' equity.

*Prerequisite(s):* AGBU\*6180 Financial and Managerial Accounting

*Restriction(s):* Distance MBA students only.

##### AGBU\*6300 Problems in Agribusiness - Summer Residency S [0.50]

A seven-day intensive session, delivered at the University of Guelph, that focuses on the development of a management plan for an agribusiness organization through the use of group case studies, seminars and speakers.

##### AGBU\*6400 Food and Agribusiness Strategic Management U [0.50]

An advanced course requiring the application of conceptual, analytical, problem identification, and problem solving skills to develop organizational strategy. Food, agribusiness and other cases are used to explore the development and implementation of strategy and to assess the dynamic relationship between strategy and competition.

*Restriction(s):* Distance MBA students only.

##### AGBU\*6510 Managing Price Risk W [0.50]

The course deals with the use of futures, options and other instruments for marketing, risk management and investment purposes. Emphasis is placed on the development and implementation of trading strategies and on the policy and corporate governance framework necessary to support effective management.

*Restriction(s):* Distance MBA students only

##### AGBU\*6520 Marketing Research and Analysis F [0.50]

Students will learn the fundamentals of marketing research and analysis as they apply to decision-making. The key focus of the course will be on developing a marketing plan for a real product/service. Input into the marketing plan will come from actual marketing research information collected, analyzed and interpreted by participants. Students will develop and implement background-marketing research that can be used at the conclusion of the course to build the marketing plan. In addition to developing general research skills, special topics such as perceptual mapping for positioning, conjoint analysis for pricing and clustering for segmentation will be examined.

##### AGBU\*6530 Management Issues in Agriculture W [0.50]

This course discusses the application of general management concepts and practices to agricultural production. Topics include strategies farm managers can use to assess performance, set direction, build capabilities and implement change. All readings and cases are taken from the viewpoint of an owner-operator of a commercial farming operation.

##### AGBU\*6610 Dairy Production Management W [0.50]

This course deals with the specifics of applying business management strategies to farm operations. Trends facing the North American dairy industries and challenges faced by individual producers are examined. Relevant and practical operating decision-making and management skills are considered with the intent of maximizing the profitability and reducing the risk of the individual firm.

##### AGBU\*6620 Swine Production Management W [0.25]

This course deals with the specifics of applying business management strategies to farm operations. Trends facing the North American swine industries and challenges faced by individual producers are examined. Relevant and practical operating decision-making and management skills are considered with the intent of maximizing the profitability and reducing the risk of the individual firm.

**AGBU\*6700 Special Topics in Agribusiness Management U [0.50]**

A special topic course focusing on relevant business issues or problems allowing students to enhance and further develop expertise in specific areas of management. May be offered to students in any semester.

**AGBU\*6800 Directed Research Project U [0.50]**

A management research project leading to a referenced report focusing on selected topics of interest in agricultural business.

**Hospitality and Tourism Management****HTM\*6050 Management Communications F [0.50]**

Examination of the theory, function and practice of managerial communications with particular emphasis on developing communication strategies and skills.

**HTM\*6110 Foundations of Leadership F [0.50]**

This course will enhance students' interpersonal skills, as well as their knowledge and understanding of the theory and research underlying effective team management and collaboration on an organization. Experiential approaches are used to enhance managerial skills.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6120 Special Topics in Hospitality Organizational Behaviour F,W,S [0.50]**

Advanced course for those specializing in organizational behaviour. Deals with in-depth analysis of industry organizational behaviour, management of current and future problems, reorganizations, corporate cultures, multi-cultural organizations, and ethics.

**HTM\*6130 Special Topics in Hospitality Organizational Behaviour F,W,S [0.50]**

Advanced course for those specializing in organizational behaviour. Deals with in-depth analysis of industry organizational behaviour, management of current and future problems, reorganizations, corporate cultures, multi-cultural organizations, and ethics.

**HTM\*6140 Foundations of Human Resource Management W [0.50]**

This course examines the essential human resource management functions of planning, staffing, employee development, compensation, health and safety, labour relations, and legal compliance, in a variety of organizational settings.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6150 Research Methods for Managers F [0.50]**

Students learn to formulate a research problem, undertake a literature review, and to select and use appropriate quantitative and qualitative techniques for the collection and analysis of relevant data. The course also promotes the use of the World Wide Web as an information resource.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6170 Hospitality and Tourism Economics and Policy U [0.50]**

The course introduces participants to economic and government policy issues that impact the hospitality and tourism industry. The course provides a strategic framework for understanding the macroeconomic and policy environment that is shaped by multilateral institutions, government and the hospitality and tourism industry.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6220 Special Topics in Management Issues F,W,S [0.50]**

An advanced course for those specializing in management, marketing or organizational behaviour. Deals with current and future topics, trends and problems in the industry, strategic planning, and the integration of management, marketing, and organizational behaviour.

**HTM\*6300 Hospitality and Tourism Marketing F [0.50]**

Analysis and application of marketing foundations through integration of marketing variables with real-world situations and in-depth analysis of strategic marketing issues.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6320 Special Topics in Hospitality Marketing F,W,S [0.50]**

An advanced course for those specializing in marketing. Deals with marketing theories, models, and specific subsets of marketing such as pricing, consumer and industrial-buyer behaviour, distribution, services, and service-delivery concepts.

**HTM\*6330 Special Topics in Hospitality Marketing F,W,S [0.50]**

An advanced course for those specializing in marketing. Deals with marketing theories, models, and specific subsets of marketing such as pricing, consumer and industrial-buyer behaviour, distribution, services, and service-delivery concepts.

**HTM\*6510 Hospitality and Tourism Revenue Management U [0.50]**

This course discusses revenue maximization strategies and tactics that improve the profitability of businesses that work in fixed capacity environments, face time-varied demand, their product is homogeneous and their cost structure reflects a high proportion of fixed and a low proportion of variable cost items.

*Prerequisite(s):* HTM\*6300

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6530 Safety, Security and Risk Assessment in HTM U [0.50]**

This course profiles legal and managerial strategies, principles and operational procedures to minimize safety and security risks faced by the hospitality and tourism industries. Risk analysis and management, crisis management, liability management, and industry specific law provide the foundation for this course.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6550 Managing Service Quality S [0.50]**

A holistic and interdisciplinary approach is used to explore the principles of service management. The course will enhance participants' understanding of what actually constitutes quality, the nature of service, and strategies for improving it.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6600 International Tourism and Tourism Marketing F [0.50]**

Analyzes the social, political and economic impacts of tourism on the world scene, as well as the global integration of tourism in today's society.

**HTM\*6620 Special Topics in Tourism F,W,S [0.50]**

Advanced course for those specializing in tourism. Deals with theories of tourism generators, multi-markets, tourism multipliers, current and future trends, regulatory environments, and distributions systems.

**HTM\*6630 Special Topics in Tourism F,W,S [0.50]**

Advanced course for those specializing in tourism. Deals with theories of tourism generators, multi-markets, tourism multipliers, current and future trends, regulatory environments, and distributions systems.

**HTM\*6700 Hospitality and Tourism Strategic Management U [0.50]**

An integrative course which draws together the conceptual theories and models of the graduate program core. Utilizes conceptual, analytical, problem identification, and problem solving skills.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6800 Operations Management U [0.50]**

This course applies operations research theory and practices to management problem solving and decision-making. The focus is on modelling service and product delivery systems and major emphasis is placed on managerial problems in hospitality, tourism, and food and agribusiness organizations.

*Restriction(s):* Non MBA students only by permission of instructor.

**HTM\*6900 Major Paper F,W,S [0.50]**

A detailed critical review of an area of study specific to the specialization of students in the MBA by course work and major paper option.

**Courses in Other Programs**

Various programs offer other courses that may be used to fulfill graduation requirements. These programs include agricultural economics, computing and information science, economics, philosophy, psychology, mathematics and statistics, sociology, rural planning and development. Students should discuss changes in the typical program with the graduate coordinator or their advisor prior to final course selection.