

**BUSINESS**

**Honours Major Marketing Stream**

By the end of this program, a successful student will:

- I. Depth and Breadth of Knowledge
  - A. Discuss how business's role of providing employment, goods, and services is interrelated to the history, beliefs, customs, and practices of Western culture and other cultures.
  - B. Discuss how Business and Economics are influenced by historical forces, philosophical ideas, including the purpose and goals of business, and Biblical principles for business; economic and political/legal systems; and worldviews that have shaped Western culture.
  - C. Discuss how Christian inquiry into the nature of human life, including the call to live in community with God and each other, and the impact of sin and grace, applies to Business and Economics. Articulate and utilize the Reformed tradition in analyses and outputs in an appreciative and critical way that applies its principles but adapts them as appropriate to fit today's world.
  - D. Management:
    - Articulate the importance of a Christian perspective to business and the role of profit in business in relation to other goals and responsibilities of stakeholders; explain the different forms of business ownership; describe the major business functions and a manager's tasks and decisions within each function; and apply this knowledge by participating in a business simulation.
    - Articulate the strategic importance of management information systems in a global environment; discuss the ethical, privacy, and security requirements related to collection and use of information by businesses; describe data, information and knowledge management techniques and issues; discuss electronic-and mobile-commerce; describe customer relationship and supply chain management systems; and examine the acquisition and protection of information systems.
    - Describe the factors that influence individual behaviour in the workplace; apply motivational theories and use reward systems to motivate individuals to achieve organizational goals; discuss how decisions are made in organizations; design teams that achieve organizational goals and meet member needs; employ communication strategies, power bases and influence techniques, conflict management techniques, leadership approaches, change management techniques, organizational design, and organizational culture to achieve organizational goals.
    - Articulate the strategic importance of Human Resource Management (HRM); explain the purposes for and processes involved in recruiting, selecting, developing and evaluating human resources; describe effective systems to motivate, reward, retain and maintain high-performing employees; and discuss how the practice of HRM occurs within the legislative and union environments.

- Discuss the role of Operations Management in achieving an organization's strategy; discuss considerations in product/service design and process selection; describe the structure of supply chains, and discuss issues affecting supply chain management; explain the key elements of the total quality management and just-in-time philosophies; describe and apply forecasting methods; carry out capacity planning processes; discuss and conduct facility layout and location analyses; examine work system design; explain and employ inventory management, aggregate planning, and scheduling techniques.
- Articulate the major criteria for ethical decision making and describe the frameworks for analyzing and applying these criteria; discuss behavioural/cognitive and systemic influences on making ethical choices within organizations; describe ethical issues in today's marketplace and society; apply the frameworks for ethical decision making to a variety of ethical scenarios.
- Explain the processes that form part of strategic management; differentiate between mission and vision; explain the major components of strategy and the different levels of strategy; describe and discuss the major variables that influence strategy; assess whether an organization has a sustainable competitive advantage; use strategic management tools, techniques and models to evaluate the external and internal environment of organizations in a variety of industries and in the not-for-profit sector; develop and select an appropriate strategy; develop an implementation plan to execute the chosen strategy; discuss corporate governance principles.

Marketing:

- Describe key marketing concepts; conduct marketing mix and SWOT analyses; critique advertising approaches; describe segmentation, target marketing, and product positioning strategies; compare distribution strategies.
- Describe the components of a marketing plan; explain and apply the marketing research process; discuss the concept of maximizing customer lifetime value; describe the consumer and business purchasing decisions; explain how to identify market segments and choose target markets; explain brand equity and how to build, measure, and manage it; describe how to develop product, pricing, marketing communications, and distribution strategies; discuss how international marketing, not-for-profit marketing, and marketing ethics contribute to the effective management of marketing campaigns; and apply course concepts and theories to create integrated marketing campaigns.
- Describe and analyze consumer perceptions; describe and examine consumer learning processes; define motivation, and describe types of needs and goals; define personality, self-image, and lifestyles, and explain how marketers use these concepts to develop marketing strategies; explain attitude formation and change processes; examine consumer decision making and choice processes; apply consumer behavior concepts in designing marketing campaign elements.
- Describe the importance of integration of marketing communications; discuss the role of branding and position in an integrated campaign; use buyer behaviours and promotions opportunities to create integrated marketing messages; describe creative

strategy and tactics; design marketing communications messages in a variety of media and channels; describe the ethical and regulatory environment; and use a range of techniques to evaluate integrated marketing campaigns.

- Describe customer portfolio and lifecycle management; describe and analyze the customer relationship management (CRM) strategy development and implementation process; describe data mining processes; discuss customer loyalty formation; design customer acquisition and retention strategies; and describe CRM automation systems.
- Explain export and import operations; explain foreign currency exchanges and trade processes; interpret foreign direct investment strategies; discuss and interpret globalization trends; compare cross cultural and intercultural negotiation and communication styles; discuss the unique characteristics of business functions in international settings; discuss economic and political integration; compare international business strategies and country entry strategies; describe and examine international trade theories and policy; describe the role of culture in global marketing; examine and apply global marketing strategies; design global pricing, distribution, and promotion strategies.
- Describe the marketing problem definition process; distinguish between qualitative and quantitative research; discuss how to measure marketing concepts; determine the appropriate measurement scales; examine and design questionnaires; compare types of experimental designs; examine and discuss types of statistical analyses available to marketers; and perform simple statistical calculations to solve marketing problems.

#### Accounting and Finance:

- Articulate how and why organizations report financial information; describe the Canadian financial reporting environment; describe the purpose of and main components of the conceptual framework for financial reporting; articulate the content, purpose, and interrelationships of financial statements; distinguish between cash and accrual accounting; apply internal control techniques to protect assets; explain and apply revenue recognition and measurement principles; account for and explain the accounting issues related to the recognition, measurement, presentation, and disclosure of cash, receivables, inventory, investments, property, plant and equipment, and intangible assets and goodwill; capture transactions and events related to liabilities and shareholders' equity; prepare financial statements; explain the uses and limitations of financial statements; and use financial statements and financial ratios to assess the financial performance of a business, especially to investments in assets.
- Explain cost concepts and terminology; analyze cost behaviour; assign costs to products and services; conduct cost-volume-profit analysis; identify and employ relevant costs for managerial decision making; measure and assign inventory costs for income statements; prepare budgets and evaluate performance against budgets; use capital budgeting techniques to make strategic investment decisions.
- Identify the goals and functions of financial management; discuss the financial environment; discuss the essential features of the Canadian taxation system; use cash budgets and pro forma financial statements to assess cash needs and determine

appropriate types of financing; describe leverage and how it affects companies; apply working capital management techniques; examine financial risk, including assessment of capital investments and their funding alternatives; discuss how basic debt and equity securities are valued; determine the optimal mix of debt and equity in a firm's capital structure; calculate the enterprise's weighted average cost of capital; discuss capital market theory; define market efficiency and examine empirical evidence of market efficiency.

Economics:

- Explain the economic problem and the role of an economic system; explain the meaning and significance of key concepts in Economics; discuss the characteristics of the market system; discuss the role of the government in a market economy, including monetary and fiscal policies, budget deficits and surpluses, and the public debt; discuss the role of money and banking in a market economy; measure aggregate economic activity and fluctuations; discuss the problems and effects of unemployment and inflation; discuss the Canadian economy and its role in the global economy; explain the importance of international trade; explain how the value of the Canadian dollar is determined in foreign exchange markets; explain how variations in the market economy and related government activities affect future financial situations of individuals and businesses; describe and discuss the laws of demand and supply; calculate and interpret the market equilibrium price and quantity; identify firms' competitive behaviours and their strategic implications; describe recent developments in the global economy.

Statistics:

- Articulate the genius and importance of descriptive and inferential statistics in the social and behavioral sciences; explain the limitations of statistics; summarize the key concepts used in statistics; properly apply and interpret basic statistical techniques common to the behavioural sciences; utilize statistical software; differentiate various inferential tests.

- E. Recognize the interdisciplinary nature of business and how Business is also interconnected to the disciplines of Economics, Statistics, Psychology, Sociology, and Theology.
  - F. Articulate course concepts and generate research, analysis, writing, and creative output to demonstrate readiness to pursue Business beyond the undergraduate level in studies or employment.
  - G. Gather, review, evaluate, and interpret information relevant to Business; and compare the merits of alternative hypotheses, solutions to problems, concepts, techniques, approaches, and creative options.
  - H. Apply critical thinking, analytical, problem-solving, technical, and creative skills.
- II. Knowledge of Methodologies

Use methods of inquiry and creative activity common to Business and Economics to:

- A. Identify the discipline's paradigms and conceptual frameworks, and their underlying

worldview assumptions;

- B. Articulate valid insights that can be used with integrity by a Christian; and
- C. Formulate arguments, solve problems, and produce creative outputs.

### III. Application of Knowledge

- A. Review, present, and interpret information, qualitative and quantitative analyses, evidence, and creative outputs to:
  - 1. Formulate arguments;
  - 2. Make sound judgments and decisions that effectively utilize appropriate data, information, and frameworks; and
  - 3. Refine underlying concepts, principles, and techniques of analysis to fit the situation in a holistic manner.
- B. Use technical, analytical, and problem-solving skills and techniques to:
  - 1. Examine and assess arguments, assumptions, concepts, information, and qualitative and quantitative analyses;
  - 2. Frame appropriate questions for the purpose of solving problems;
  - 3. Propose and assess alternative solutions;
  - 4. Generate and defend recommendations; and
  - 5. Design implementation plans.
- C. Employ, examine, and critique scholarly reviews and primary sources.

### IV. Communication Skills

Communicate information, arguments, and analyses accurately, reliably, winsomely, and with conviction to the professor, classmates, and guest speakers, orally by means of participating in class discussions, making presentations, engaging in role-playing exercises, and in writing by means of assignments and reports.

### V. Awareness of Limits of Knowledge

Employ a humble attitude that balances a God-given ability to understand God's created order with a realization that knowledge, skills, and attempts to discern truth, right, and wrong cannot be fully developed until Christ returns.

### VI. Maturity and Professional Capacity

- A. Exercise initiative, personal responsibility, and accountability; work effectively with others; and make decisions, and exercise leadership in future studies, employment, and community involvement.

- B. Exemplify life-long learning skills that are necessary to adapt to a changing world.
- C. Practice behaviours and integrity reflective of a student in a professional discipline who is committed to faithfully serving God and others.

### **Honours Major Accounting Stream**

By the end of this program, a successful student will:

- I. Depth and Breadth of Knowledge
  - A. Discuss how business's role of providing employment, goods, and services is interrelated to the history, beliefs, customs, and practices of Western culture and other cultures.
  - B. Discuss how Business and Economics are influenced by historical forces, philosophical ideas, including the purpose and goals of business, and Biblical principles for business; economic and political/legal systems; and worldviews that have shaped Western culture.
  - C. Discuss how Christian inquiry into the nature of human life, including the call to live in community with God and each other, and the impact of sin and grace, applies to Business and Economics. Articulate and utilize the Reformed tradition in analyses and outputs in an appreciative and critical way that applies its principles but adapts them as appropriate to fit today's world.
  - D. Management:
    - Articulate the importance of a Christian perspective to business and the role of profit in business in relation to other goals and responsibilities of stakeholders; explain the different forms of business ownership; describe the major business functions and a manager's tasks and decisions within each function; and apply this knowledge by participating in a business simulation.
    - Articulate the strategic importance of management information systems in a global environment; discuss the ethical, privacy, and security requirements related to collection and use of information by businesses; describe data, information and knowledge management techniques and issues; discuss electronic-and mobile-commerce; describe customer relationship and supply chain management systems; and examine the acquisition and protection of information systems.
    - Describe the factors that influence individual behaviour in the workplace; apply motivational theories and use reward systems to motivate individuals to achieve organizational goals; discuss how decisions are made in organizations; design teams that achieve organizational goals and meet member needs; employ communication strategies, power bases and influence techniques, conflict management techniques, leadership approaches, change management techniques, organizational design, and organizational culture to achieve organizational goals.
    - Articulate the strategic importance of Human Resource Management (HRM); explain the purposes for and processes involved in recruiting, selecting, developing

and evaluating human resources; describe effective systems to motivate, reward, retain and maintain high-performing employees; and discuss how the practice of HRM occurs within the legislative and union environments.

- Discuss the role of Operations Management in achieving an organization's strategy; discuss considerations in product/service design and process selection; describe the structure of supply chains, and discuss issues affecting supply chain management; explain the key elements of the total quality management and just-in-time philosophies; describe and apply forecasting methods; carry out capacity planning processes; discuss and conduct facility layout and location analyses; examine work system design; explain and employ inventory management, aggregate planning, and scheduling techniques.
- Articulate the major criteria for ethical decision making and describe the frameworks for analyzing and applying these criteria; discuss behavioural/cognitive and systemic influences on making ethical choices within organizations; describe ethical issues in today's marketplace and society; apply the frameworks for ethical decision making to a variety of ethical scenarios.
- Explain the processes that form part of strategic management; differentiate between mission and vision; explain the major components of strategy and the different levels of strategy; describe and discuss the major variables that influence strategy; assess whether an organization has a sustainable competitive advantage; use strategic management tools, techniques and models to evaluate the external and internal environment of organizations in a variety of industries and in the not-for-profit sector; develop and select an appropriate strategy; develop an implementation plan to execute the chosen strategy; discuss corporate governance principles.

Accounting and Finance:

- Articulate how and why organizations report financial information; describe the Canadian financial reporting environment; describe the purpose of and main components of the conceptual framework for financial reporting; articulate the content, purpose, and interrelationships of financial statements; distinguish between cash and accrual accounting; apply internal control techniques to protect assets; explain and apply revenue recognition and measurement principles; identify and define various types of liabilities; explain the nature of various components of shareholders' equity; explain what complex financial instruments are and determine whether they represent debt, equity, or both; account for and explain the accounting issues related to the recognition, measurement, presentation, and disclosure of cash, receivables, inventory, investments, property, plant and equipment, and intangible assets and goodwill, current liabilities, non-financial liabilities, financial liabilities, equity, complex financial instruments, pension plans and other employee benefits, leases, and accounting changes; prepare financial statements; explain the uses and limitations of financial statements; use financial statements and financial ratios to assess the financial performance of a business; calculate and interpret earnings per share; calculate taxable income, and distinguish it from accounting income; calculate and account for future tax liabilities and assets, income tax expense, and tax loss carrybacks/forwards; interpret a statement of cash flows; discuss other measurement and disclosure issues; distinguish among and account for investments in equity

securities; describe the nature of a business combination and the forms it can take; account for business combinations; explain when it is necessary to prepare consolidated financial statements; explain the consolidation process; prepare consolidated financial statements for wholly- and non-wholly-owned subsidiaries; discuss ownership issues and other consolidation reporting issues; account for foreign currency transactions, including hedges; prepare translated financial statements for foreign operations; account for basic transactions in not-for-profit and public sector organizations.

- Explain the role of accounting information in operating and strategic decisions; explain cost concepts and terminology; classify costs using a variety of categories; employ cost estimation techniques; conduct cost-volume-profit analysis; identify and employ relevant costs for managerial decision making; prepare budgets and evaluate performance against budgets; examine behavioural aspects of budgeting; measure and assign support department costs; assign costs to products and services; measure and assign inventory costs for income statements; allocate joint costs and account for by-product costs; use and discuss capital budgeting techniques to make strategic investment decisions; employ product pricing techniques; explain and apply cost management techniques and practices; measure strategic performance; explain the causes of management control problems; describe the main types of management controls; design management control systems that utilize appropriate types and degrees of controls; select and apply the appropriate type of responsibility centre; select and apply the appropriate transfer pricing method; apply planning and budgeting systems as management control systems; design effective performance measures and performance-based reward systems; apply ethical models to management control issues; discuss significant situational influences on management control systems; design effective control systems for not-for-profit organizations.
- Explain the demand for assurance services; discuss the framework provided by generally accepted auditing standards; explain the importance of ethical conduct for the accounting profession; resolve ethical dilemmas using an ethical framework; describe the auditor's legal liability; explain audit responsibilities and objectives for conducting an audit of financial statements; discuss the role of the auditor in detecting fraud; plan an audit and design an audit program; identify and apply different types of audit evidence; determine the persuasiveness of audit evidence; apply the concept of materiality to the audit; differentiate types of risk, and assess acceptable audit risk; assess internal controls and control risk; use statistical and non-statistical audit sampling techniques; apply the audit process to various business cycles; prepare the auditor's report; discuss compilations, reviews, and other types of assurance services.
- Discuss the role and purpose of taxation in a democracy; discuss an individual's liability for income tax; discuss the principles of tax planning; distinguish between tax avoidance and tax evasion; apply the Canadian Income Tax Act provisions to calculate employment income, income from business, income from property, and other income, including eligible inclusions and deductions for each type of income; calculate the Capital Cost Allowance and Cumulative Eligible Capital deductions, and analyze their implications for business decision making; compute taxable

income and tax payable for individuals; prepare income tax returns for individuals and small businesses.

- Identify the goals and functions of financial management; discuss the financial environment; discuss the essential features of the Canadian taxation system; use cash budgets and pro forma financial statements to assess cash needs and determine appropriate types of financing; describe leverage and how it affects companies; apply working capital management techniques; examine financial risk, including assessment of capital investments and their funding alternatives; discuss how basic debt and equity securities are valued; determine the optimal mix of debt and equity in a firm's capital structure; calculate the enterprise's weighted average cost of capital; discuss capital market theory; define market efficiency and examine empirical evidence of market efficiency.

Marketing:

- Describe key marketing concepts; conduct marketing mix and SWOT analyses; critique advertising approaches; describe segmentation, target marketing, and product positioning strategies; compare distribution strategies.

Economics:

- Explain the economic problem and the role of an economic system; explain the meaning and significance of key concepts in Economics; discuss the characteristics of the market system; discuss the role of the government in a market economy, including monetary and fiscal policies, budget deficits and surpluses, and the public debt; discuss the role of money and banking in a market economy; measure aggregate economic activity and fluctuations; discuss the problems and effects of unemployment and inflation; discuss the Canadian economy and its role in the global economy; explain the importance of international trade; explain how the value of the Canadian dollar is determined in foreign exchange markets; explain how variations in the market economy and related government activities affect future financial situations of individuals and businesses; describe and discuss the laws of demand and supply; calculate and interpret the market equilibrium price and quantity; identify firms' competitive behaviours and their strategic implications; describe recent developments in the global economy.

Statistics:

- Articulate the genius and importance of descriptive and inferential statistics in the social and behavioral sciences; explain the limitations of statistics; summarize the key concepts used in statistics; properly apply and interpret basic statistical techniques common to the behavioural sciences; utilize statistical software; differentiate various inferential tests.

- E. Recognize the interdisciplinary nature of business and how Business is also interconnected to the disciplines of Economics, Statistics, Psychology, Sociology, and Theology.
- F. Articulate course concepts and generate research, analysis, writing, and creative output to demonstrate readiness to pursue Business beyond the undergraduate level in studies or employment.

- G. Gather, review, evaluate, and interpret information relevant to Business; and compare the merits of alternative hypotheses, solutions to problems, concepts, techniques, approaches, and creative options.
  - H. Apply critical thinking, analytical, problem-solving, technical, and creative skills.
- II. Knowledge of Methodologies
- Use methods of inquiry and creative activity common to Business and Economics to:
- A. Identify the discipline's paradigms and conceptual frameworks, and their underlying worldview assumptions;
  - B. Articulate valid insights that can be used with integrity by a Christian; and
  - C. Formulate arguments, solve problems, and produce creative outputs.
- III. Application of Knowledge
- A. Review, present, and interpret information, qualitative and quantitative analyses, evidence, and creative outputs to:
    - 1. Formulate arguments;
    - 2. Make sound judgments and decisions that effectively utilize appropriate data, information, and frameworks; and
    - 3. Refine underlying concepts, principles, and techniques of analysis to fit the situation in a holistic manner.
  - B. Use technical, analytical, and problem-solving skills and techniques to:
    - 1. Examine and assess arguments, assumptions, concepts, information, and qualitative and quantitative analyses;
    - 2. Frame appropriate questions for the purpose of solving problems;
    - 3. Propose and assess alternative solutions;
    - 4. Generate and defend recommendations; and
    - 5. Design implementation plans.
  - C. Employ, examine, and critique scholarly reviews and primary sources.
- IV. Communication Skills
- A. Communicate information, arguments, and analyses accurately, reliably, winsomely, and with conviction to the professor, classmates, and guest speakers, orally by means of participating in class discussions, making presentations, engaging in role-playing exercises, and in writing by means of assignments and reports.



- V. Awareness of Limits of Knowledge
- B. Employ a humble attitude that balances a God-given ability to understand God's created order with a realization that knowledge, skills, and attempts to discern truth, right, and wrong cannot be fully developed until Christ returns.
- VI. Maturity and Professional Capacity
- A. Exercise initiative, personal responsibility, and accountability; work effectively with others; and make decisions, and exercise leadership in future studies, employment, and community involvement.
- B. Exemplify life-long learning skills that are necessary to adapt to a changing world.
- C. Practice behaviours and integrity reflective of a student in a professional discipline who is committed to faithfully serving God and others.

### **Honours Major Management Stream**

By the end of this program, a successful student will:

- I. Depth and Breadth of Knowledge
- A. Discuss how business's role of providing employment, goods, and services is interrelated to the history, beliefs, customs, and practices of Western culture and other cultures.
- B. Discuss how Business and Economics are influenced by historical forces, philosophical ideas, including the purpose and goals of business, and Biblical principles for business; economic and political/legal systems; and worldviews that have shaped Western culture.
- C. Discuss how Christian inquiry into the nature of human life, including the call to live in community with God and each other, and the impact of sin and grace, applies to Business and Economics. Articulate and utilize the Reformed tradition in analyses and outputs in an appreciative and critical way that applies its principles but adapts them as appropriate to fit today's world.
- D. Management:
- Articulate the importance of a Christian perspective to business and the role of profit in business in relation to other goals and responsibilities of stakeholders; explain the different forms of business ownership; describe the major business functions and a manager's tasks and decisions within each function; and apply this knowledge by participating in a business simulation.
  - Articulate the strategic importance of management information systems in a global environment; discuss the ethical, privacy, and security requirements related to collection and use of information by businesses; describe data, information and knowledge management techniques and issues; discuss electronic-and mobile-commerce; describe customer relationship and supply chain management systems; and examine the acquisition and protection of information systems.

- Describe the factors that influence individual behaviour in the workplace; apply motivational theories and use reward systems to motivate individuals to achieve organizational goals; discuss how decisions are made in organizations; design teams that achieve organizational goals and meet member needs; employ communication strategies, power bases and influence techniques, conflict management techniques, leadership approaches, change management techniques, organizational design, and organizational culture to achieve organizational goals.
- Distinguish leadership from management; discuss the traits, behaviours, attitudes, and values that are associated with effective leadership; discuss how leaders model ethical behaviour, motivate, communicate, lead teams, resolve conflict, use power and influence, foster innovation and change, create vision, and shape organizational values; exemplify and practice these traits, behaviours, attitudes, values, and leadership techniques during in-class activities and in leadership roles; discern and develop leadership potential; discern the importance of followership and be a more effective follower.
- Articulate the strategic importance of Human Resource Management (HRM); explain the purposes for and processes involved in recruiting, selecting, developing and evaluating human resources; describe effective systems to motivate, reward, retain and maintain high-performing employees; and discuss how the practice of HRM occurs within the legislative and union environments.
- Discuss the role of Operations Management in achieving an organization's strategy; discuss considerations in product/service design and process selection; describe the structure of supply chains, and discuss issues affecting supply chain management; explain the key elements of the total quality management and just-in-time philosophies; describe and apply forecasting methods; carry out capacity planning processes; discuss and conduct facility layout and location analyses; examine work system design; explain and employ inventory management, aggregate planning, and scheduling techniques.
- Articulate the major criteria for ethical decision making and describe the frameworks for analyzing and applying these criteria; discuss behavioural/cognitive and systemic influences on making ethical choices within organizations; describe ethical issues in today's marketplace and society; apply the frameworks for ethical decision making to a variety of ethical scenarios.
- Articulate the strategic importance and purpose of not-for-profit (NFP) organizations in society; discuss and apply concepts, processes, models, and theories related to management of NFPs, including governance, leadership, strategic planning, stakeholder management, planning for capacity and collaboration, risk management, sustainability, fundraising and grant processes, financial management, human resource management, and marketing communications; and articulate key ways management of NFPs differs from management of businesses.
- Explain the processes that form part of strategic management; differentiate between mission and vision; explain the major components of strategy and the different levels of strategy; describe and discuss the major variables that influence strategy; assess

whether an organization has a sustainable competitive advantage; use strategic management tools, techniques and models to evaluate the external and internal environment of organizations in a variety of industries and in the not-for-profit sector; develop and select an appropriate strategy; develop an implementation plan to execute the chosen strategy; discuss corporate governance principles.

Accounting and Finance:

- Articulate how and why organizations report financial information; describe the Canadian financial reporting environment; describe the purpose of and main components of the conceptual framework for financial reporting; articulate the content, purpose, and interrelationships of financial statements; distinguish between cash and accrual accounting; apply internal control techniques to protect assets; explain and apply revenue recognition and measurement principles; account for and explain the accounting issues related to the recognition, measurement, presentation, and disclosure of cash, receivables, inventory, investments, property, plant and equipment, and intangible assets and goodwill; capture transactions and events related to liabilities and shareholders' equity; prepare financial statements; explain the uses and limitations of financial statements; and use financial statements and financial ratios to assess the financial performance of a business, especially to investments in assets.
- Explain cost concepts and terminology; analyze cost behaviour; assign costs to products and services; conduct cost-volume-profit analysis; identify and employ relevant costs for managerial decision making; measure and assign inventory costs for income statements; prepare budgets and evaluate performance against budgets; use capital budgeting techniques to make strategic investment decisions.
- Identify the goals and functions of financial management; discuss the financial environment; discuss the essential features of the Canadian taxation system; use cash budgets and pro forma financial statements to assess cash needs and determine appropriate types of financing; describe leverage and how it affects companies; apply working capital management techniques; examine financial risk, including assessment of capital investments and their funding alternatives; discuss how basic debt and equity securities are valued; determine the optimal mix of debt and equity in a firm's capital structure; calculate the enterprise's weighted average cost of capital; discuss capital market theory; define market efficiency and examine empirical evidence of market efficiency.

Marketing:

- Describe key marketing concepts; conduct marketing mix and SWOT analyses; critique advertising approaches; describe segmentation, target marketing, and product positioning strategies; compare distribution strategies.
- Describe the importance of integration of marketing communications; discuss the role of branding and position in an integrated campaign; use buyer behaviours and promotions opportunities to create integrated marketing messages; describe creative strategy and tactics; design marketing communications messages in a variety of media and channels; describe the ethical and regulatory environment; and use a range of techniques to evaluate integrated marketing campaigns.

Economics:

- Explain the economic problem and the role of an economic system; explain the meaning and significance of key concepts in Economics; discuss the characteristics of the market system; discuss the role of the government in a market economy, including monetary and fiscal policies, budget deficits and surpluses, and the public debt; discuss the role of money and banking in a market economy; measure aggregate economic activity and fluctuations; discuss the problems and effects of unemployment and inflation; discuss the Canadian economy and its role in the global economy; explain the importance of international trade; explain how the value of the Canadian dollar is determined in foreign exchange markets; explain how variations in the market economy and related government activities affect future financial situations of individuals and businesses; describe and discuss the laws of demand and supply; calculate and interpret the market equilibrium price and quantity; identify firms' competitive behaviours and their strategic implications; describe recent developments in the global economy.

Statistics:

- Articulate the genius and importance of descriptive and inferential statistics in the social and behavioral sciences; explain the limitations of statistics; summarize the key concepts used in statistics; properly apply and interpret basic statistical techniques common to the behavioural sciences; utilize statistical software; differentiate various inferential tests.

- E. Recognize the interdisciplinary nature of business and how Business is also interconnected to the disciplines of Economics, Statistics, Psychology, Sociology, and Theology.
- F. Articulate course concepts and generate research, analysis, writing, and creative output to demonstrate readiness to pursue Business beyond the undergraduate level in studies or employment.
- G. Gather, review, evaluate, and interpret information relevant to Business; and compare the merits of alternative hypotheses, solutions to problems, concepts, techniques, approaches, and creative options.
- H. Apply critical thinking, analytical, problem-solving, technical, and creative skills.
- II. Knowledge of Methodologies
- Use methods of inquiry and creative activity common to Business and Economics to:
- A. Identify the discipline's paradigms and conceptual frameworks, and their underlying worldview assumptions;
- B. Articulate valid insights that can be used with integrity by a Christian; and
- C. Formulate arguments, solve problems, and produce creative outputs.
- III. Application of Knowledge

- A. Review, present, and interpret information, qualitative and quantitative analyses, evidence, and creative outputs to:
    - Formulate arguments;
    - Make sound judgments and decisions that effectively utilize appropriate data, information, and frameworks; and
    - Refine underlying concepts, principles, and techniques of analysis to fit the situation in a holistic manner.
  - B. Use technical, analytical, and problem-solving skills and techniques to:
    - Examine and assess arguments, assumptions, concepts, information, and qualitative and quantitative analyses;
    - Frame appropriate questions for the purpose of solving problems;
    - Propose and assess alternative solutions;
    - Generate and defend recommendations; and
    - Design implementation plans.
  - C. Employ, examine, and critique scholarly reviews and primary sources.
- IV. Communication Skills
- A. Communicate information, arguments, and analyses accurately, reliably, winsomely, and with conviction to the professor, classmates, and guest speakers, orally by means of participating in class discussions, making presentations, engaging in role-playing exercises, and in writing by means of assignments and reports.
- V. Awareness of Limits of Knowledge
- A. Employ a humble attitude that balances a God-given ability to understand God's created order with a realization that knowledge, skills, and attempts to discern truth, right, and wrong cannot be fully developed until Christ returns.
- VI. Maturity and Professional Capacity
- A. Exercise initiative, personal responsibility, and accountability; work effectively with others; and make decisions, and exercise leadership in future studies, employment, and community involvement.
  - B. Exemplify life-long learning skills that are necessary to adapt to a changing world.
  - C. Practice study and classroom behaviours and integrity reflective of a student in a professional discipline who is committed to faithfully serving God and others.

**Four-Year Major Marketing Stream**



I. Depth and Breadth of Knowledge

- A. Discuss how business's role of providing employment, goods, and services is interrelated to the history, beliefs, customs, and practices of Western culture and other cultures.
- B. Discuss how Business and Economics are influenced by historical forces, philosophical ideas, including the purpose and goals of business, and Biblical principles for business; economic and political/legal systems; and worldviews that have shaped Western culture.
- C. Discuss how Christian inquiry into the nature of human life, including the call to live in community with God and each other, and the impact of sin and grace, applies to Business and Economics. Articulate and utilize the Reformed tradition in analyses and outputs in an appreciative and critical way that applies its principles but adapts them as appropriate to fit today's world.

D. Management:

- Articulate the importance of a Christian perspective to business and the role of profit in business in relation to other goals and responsibilities of stakeholders; explain the different forms of business ownership; describe the major business functions and a manager's tasks and decisions within each function; and apply this knowledge by participating in a business simulation.
- Articulate the strategic importance of management information systems in a global environment; discuss the ethical, privacy, and security requirements related to collection and use of information by businesses; describe data, information and knowledge management techniques and issues; discuss electronic-and mobile-commerce; describe customer relationship and supply chain management systems; and examine the acquisition and protection of information systems.
- Describe the factors that influence individual behaviour in the workplace; apply motivational theories and use reward systems to motivate individuals to achieve organizational goals; discuss how decisions are made in organizations; design teams that achieve organizational goals and meet member needs; employ communication strategies, power bases and influence techniques, conflict management techniques, leadership approaches, change management techniques, organizational design, and organizational culture to achieve organizational goals.
- Articulate the strategic importance of Human Resource Management (HRM); explain the purposes for and processes involved in recruiting, selecting, developing and evaluating human resources; describe effective systems to motivate, reward, retain and maintain high-performing employees; and discuss how the practice of HRM occurs within the legislative and union environments.
- Discuss the role of Operations Management in achieving an organization's strategy; discuss considerations in product/service design and process selection; describe the structure of supply chains, and discuss issues affecting supply chain management; explain the key elements of the total quality management and just-in-time philosophies; describe and apply forecasting methods; carry out capacity planning processes; discuss and conduct facility layout and location analyses; examine work

system design; explain and employ inventory management, aggregate planning, and scheduling techniques.

- Articulate the major criteria for ethical decision making and describe the frameworks for analyzing and applying these criteria; discuss behavioural/cognitive and systemic influences on making ethical choices within organizations; describe ethical issues in today's marketplace and society; apply the frameworks for ethical decision making to a variety of ethical scenarios.
- Explain the processes that form part of strategic management; differentiate between mission and vision; explain the major components of strategy and the different levels of strategy; describe and discuss the major variables that influence strategy; assess whether an organization has a sustainable competitive advantage; use strategic management tools, techniques and models to evaluate the external and internal environment of organizations in a variety of industries and in the not-for-profit sector; develop and select an appropriate strategy; develop an implementation plan to execute the chosen strategy; discuss corporate governance principles.

Marketing:

- Describe key marketing concepts; conduct marketing mix and SWOT analyses; critique advertising approaches; describe segmentation, target marketing, and product positioning strategies; compare distribution strategies.
- Describe the components of a marketing plan; explain and apply the marketing research process; discuss the concept of maximizing customer lifetime value; describe the consumer and business purchasing decisions; explain how to identify market segments and choose target markets; explain brand equity and how to build, measure, and manage it; describe how to develop product, pricing, marketing communications, and distribution strategies; discuss how international marketing, not-for-profit marketing, and marketing ethics contribute to the effective management of marketing campaigns; and apply course concepts and theories to create integrated marketing campaigns.
- Describe and analyze consumer perceptions; describe and examine consumer learning processes; define motivation, and describe types of needs and goals; define personality, self-image, and lifestyles, and explain how marketers use these concepts to develop marketing strategies; explain attitude formation and change processes; examine consumer decision making and choice processes; apply consumer behavior concepts in designing marketing campaign elements.
- Describe the importance of integration of marketing communications; discuss the role of branding and position in an integrated campaign; use buyer behaviours and promotions opportunities to create integrated marketing messages; describe creative strategy and tactics; design marketing communications messages in a variety of media and channels; describe the ethical and regulatory environment; and use a range of techniques to evaluate integrated marketing campaigns.
- Describe customer portfolio and lifecycle management; describe and analyze the customer relationship management (CRM) strategy development and implementation

process; describe data mining processes; discuss customer loyalty formation; design customer acquisition and retention strategies; and describe CRM automation systems.

- Explain export and import operations; explain foreign currency exchanges and trade processes; interpret foreign direct investment strategies; discuss and interpret globalization trends; compare cross cultural and intercultural negotiation and communication styles; discuss the unique characteristics of business functions in international settings; discuss economic and political integration; compare international business strategies and country entry strategies; describe and examine international trade theories and policy; describe the role of culture in global marketing; examine and apply global marketing strategies; design global pricing, distribution, and promotion strategies.
- Describe the marketing problem definition process; distinguish between qualitative and quantitative research; discuss how to measure marketing concepts; determine the appropriate measurement scales; examine and design questionnaires; compare types of experimental designs; examine and discuss types of statistical analyses available to marketers; and perform simple statistical calculations to solve marketing problems.

#### Accounting and Finance:

- Articulate how and why organizations report financial information; discuss the conceptual framework of accounting; articulate the content, purpose, and interrelationships of financial statements; distinguish between cash and accrual accounting; use the basic accounting cycle to capture transactions and events related to revenue recognition, expense recognition, inventory, cash, receivables, long-lived assets, liabilities, and shareholders' equity; apply internal control techniques to protect assets; assemble financial statements; and use financial statements and financial ratios to assess the financial performance of a business.
- Explain cost concepts and terminology; analyze cost behaviour; assign costs to products and services; conduct cost-volume-profit analysis; identify and employ relevant costs for managerial decision making; measure and assign inventory costs for income statements; prepare budgets and evaluate performance against budgets; use capital budgeting techniques to make strategic investment decisions.
- Identify the goals and functions of financial management; discuss the financial environment; discuss the essential features of the Canadian taxation system; use cash budgets and pro forma financial statements to assess cash needs and determine appropriate types of financing; describe leverage and how it affects companies; apply working capital management techniques; examine financial risk, including assessment of capital investments and their funding alternatives; discuss how basic debt and equity securities are valued; determine the optimal mix of debt and equity in a firm's capital structure; calculate the enterprise's weighted average cost of capital; discuss capital market theory; define market efficiency and examine empirical evidence of market efficiency.

#### Economics:

- Explain the economic problem and the role of an economic system; explain the meaning and significance of key concepts in Economics; discuss the characteristics

of the market system; discuss the role of the government in a market economy, including monetary and fiscal policies, budget deficits and surpluses, and the public debt; discuss the role of money and banking in a market economy; measure aggregate economic activity and fluctuations; discuss the problems and effects of unemployment and inflation; discuss the Canadian economy and its role in the global economy; explain the importance of international trade; explain how the value of the Canadian dollar is determined in foreign exchange markets; explain how variations in the market economy and related government activities affect future financial situations of individuals and businesses; describe and discuss the laws of demand and supply; calculate and interpret the market equilibrium price and quantity; identify firms' competitive behaviours and their strategic implications; describe recent developments in the global economy.

Statistics:

- Articulate the genius and importance of descriptive and inferential statistics in the social and behavioral sciences; explain the limitations of statistics; summarize the key concepts used in statistics; properly apply and interpret basic statistical techniques common to the behavioural sciences; utilize statistical software; differentiate various inferential tests.

- E. Recognize the interdisciplinary nature of business and how Business is also interconnected to the disciplines of Economics, Statistics, Psychology, Sociology, and Theology.
- F. Articulate course concepts and generate research, analysis, writing, and creative output to demonstrate readiness to pursue Business beyond the undergraduate level in studies or employment.
- G. Gather, review, evaluate, and interpret information relevant to Business; and compare the merits of alternative hypotheses, solutions to problems, concepts, techniques, approaches, and creative options.
- H. Apply critical thinking, analytical, problem-solving, technical, and creative skills.
- II. Knowledge of Methodologies
- Use methods of inquiry and creative activity common to Business and Economics to:
- A. Identify the discipline's paradigms and conceptual frameworks, and their underlying worldview assumptions;
- B. Articulate valid insights that can be used with integrity by a Christian; and
- C. Formulate arguments, solve problems, and produce creative outputs.
- III. Application of Knowledge
- A. Review, present, and interpret information, qualitative and quantitative analyses, evidence, and creative outputs to:

1. Formulate arguments;
  2. Make sound judgments and decisions that effectively utilize appropriate data, information, and frameworks; and
  3. Refine underlying concepts, principles, and techniques of analysis to fit the situation in a holistic manner.
- B. Use technical, analytical, and problem-solving skills and techniques to:
1. Examine and assess arguments, assumptions, concepts, information, and qualitative and quantitative analyses;
  2. Frame appropriate questions for the purpose of solving problems;
  3. Propose and assess alternative solutions;
  4. Generate and defend recommendations; and
  5. Design implementation plans.
- C. Employ, examine, and critique scholarly reviews and primary sources.
- IV. Communication Skills
- A. Communicate information, arguments, and analyses accurately, reliably, winsomely, and with conviction to the professor, classmates, and guest speakers, orally by means of participating in class discussions, making presentations, engaging in role-playing exercises, and in writing by means of assignments and reports.
- V. Awareness of Limits of Knowledge
- A. Employ a humble attitude that balances a God-given ability to understand God's created order with a realization that knowledge, skills, and attempts to discern truth, right, and wrong cannot be fully developed until Christ returns.
- VI. Maturity and Professional Capacity
- A. Exercise initiative, personal responsibility, and accountability; work effectively with others; and make decisions, and exercise leadership in future studies, employment, and community involvement.
- B. Exemplify life-long learning skills that are necessary to adapt to a changing world.
- C. Practice behaviours and integrity reflective of a student in a professional discipline who is committed to faithfully serving God and others.

#### **Four-Year Major Accounting Stream**

By the end of this program, a successful student will:

- I. Depth and Breadth of Knowledge

- A. Discuss how business's role of providing employment, goods, and services is interrelated to the history, beliefs, customs, and practices of Western culture and other cultures.
- B. Discuss how Business and Economics are influenced by historical forces, philosophical ideas, including the purpose and goals of business, and Biblical principles for business; economic and political/legal systems; and worldviews that have shaped Western culture.
- C. Discuss how Christian inquiry into the nature of human life, including the call to live in community with God and each other, and the impact of sin and grace, applies to Business and Economics. Articulate and utilize the Reformed tradition in analyses and outputs in an appreciative and critical way that applies its principles but adapts them as appropriate to fit today's world.
- D. Management:
- Articulate the importance of a Christian perspective to business and the role of profit in business in relation to other goals and responsibilities of stakeholders; explain the different forms of business ownership; describe the major business functions and a manager's tasks and decisions within each function; and apply this knowledge by participating in a business simulation.
  - Articulate the strategic importance of management information systems in a global environment; discuss the ethical, privacy, and security requirements related to collection and use of information by businesses; describe data, information and knowledge management techniques and issues; discuss electronic-and mobile-commerce; describe customer relationship and supply chain management systems; and examine the acquisition and protection of information systems.
  - Describe the factors that influence individual behaviour in the workplace; apply motivational theories and use reward systems to motivate individuals to achieve organizational goals; discuss how decisions are made in organizations; design teams that achieve organizational goals and meet member needs; employ communication strategies, power bases and influence techniques, conflict management techniques, leadership approaches, change management techniques, organizational design, and organizational culture to achieve organizational goals.
  - Articulate the strategic importance of Human Resource Management (HRM); explain the purposes for and processes involved in recruiting, selecting, developing and evaluating human resources; describe effective systems to motivate, reward, retain and maintain high-performing employees; and discuss how the practice of HRM occurs within the legislative and union environments.
  - Discuss the role of Operations Management in achieving an organization's strategy; discuss considerations in product/service design and process selection; describe the structure of supply chains, and discuss issues affecting supply chain management; explain the key elements of the total quality management and just-in-time philosophies; describe and apply forecasting methods; carry out capacity planning processes; discuss and conduct facility layout and location analyses; examine work system design; explain and employ inventory management, aggregate planning, and

scheduling techniques.

- Articulate the major criteria for ethical decision making and describe the frameworks for analyzing and applying these criteria; discuss behavioural/cognitive and systemic influences on making ethical choices within organizations; describe ethical issues in today's marketplace and society; apply the frameworks for ethical decision making to a variety of ethical scenarios.
- Explain the processes that form part of strategic management; differentiate between mission and vision; explain the major components of strategy and the different levels of strategy; describe and discuss the major variables that influence strategy; assess whether an organization has a sustainable competitive advantage; use strategic management tools, techniques and models to evaluate the external and internal environment of organizations in a variety of industries and in the not-for-profit sector; develop and select an appropriate strategy; develop an implementation plan to execute the chosen strategy; discuss corporate governance principles.

Accounting and Finance:

- Articulate how and why organizations report financial information; describe the Canadian financial reporting environment; describe the purpose of and main components of the conceptual framework for financial reporting; articulate the content, purpose, and interrelationships of financial statements; distinguish between cash and accrual accounting; apply internal control techniques to protect assets; explain and apply revenue recognition and measurement principles; identify and define various types of liabilities; explain the nature of various components of shareholders' equity; explain what complex financial instruments are and determine whether they represent debt, equity, or both; account for and explain the accounting issues related to the recognition, measurement, presentation, and disclosure of cash, receivables, inventory, investments, property, plant and equipment, and intangible assets and goodwill, current liabilities, non-financial liabilities, financial liabilities, equity, complex financial instruments, pension plans and other employee benefits, leases, and accounting changes; prepare financial statements; explain the uses and limitations of financial statements; use financial statements and financial ratios to assess the financial performance of a business; calculate and interpret earnings per share; calculate taxable income, and distinguish it from accounting income; calculate and account for future tax liabilities and assets, income tax expense, and tax loss carrybacks/forwards; interpret a statement of cash flows; discuss other measurement and disclosure issues; distinguish among and account for investments in equity securities; describe the nature of a business combination and the forms it can take; account for business combinations; explain when it is necessary to prepare consolidated financial statements; explain the consolidation process; prepare consolidated financial statements for wholly- and non-wholly-owned subsidiaries; discuss ownership issues and other consolidation reporting issues; account for foreign currency transactions, including hedges; prepare translated financial statements for foreign operations; account for basic transactions in not-for-profit and public sector organizations.
- Explain the role of accounting information in operating and strategic decisions; explain cost concepts and terminology; classify costs using a variety of categories;

employ cost estimation techniques; conduct cost-volume-profit analysis; identify and employ relevant costs for managerial decision making; prepare budgets and evaluate performance against budgets; examine behavioural aspects of budgeting; measure and assign support department costs; assign costs to products and services; measure and assign inventory costs for income statements; allocate joint costs and account for by-product costs; use and discuss capital budgeting techniques to make strategic investment decisions; employ product pricing techniques; explain and apply cost management techniques and practices; measure strategic performance; explain the causes of management control problems; describe the main types of management controls; design management control systems that utilize appropriate types and degrees of controls; select and apply the appropriate type of responsibility centre; select and apply the appropriate transfer pricing method; apply planning and budgeting systems as management control systems; design effective performance measures and performance-based reward systems; apply ethical models to management control issues; discuss significant situational influences on management control systems; design effective control systems for not-for-profit organizations.

- Explain the demand for assurance services; discuss the framework provided by generally accepted auditing standards; explain the importance of ethical conduct for the accounting profession; resolve ethical dilemmas using an ethical framework; describe the auditor's legal liability; explain audit responsibilities and objectives for conducting an audit of financial statements; discuss the role of the auditor in detecting fraud; plan an audit and design an audit program; identify and apply different types of audit evidence; determine the persuasiveness of audit evidence; apply the concept of materiality to the audit; differentiate types of risk, and assess acceptable audit risk; assess internal controls and control risk; use statistical and non-statistical audit sampling techniques; apply the audit process to various business cycles; prepare the auditor's report; discuss compilations, reviews, and other types of assurance services.
- Discuss the role and purpose of taxation in a democracy; discuss an individual's liability for income tax; discuss the principles of tax planning; distinguish between tax avoidance and tax evasion; apply the Canadian Income Tax Act provisions to calculate employment income, income from business, income from property, and other income, including eligible inclusions and deductions for each type of income; calculate the Capital Cost Allowance and Cumulative Eligible Capital deductions, and analyze their implications for business decision making; compute taxable income and tax payable for individuals; prepare income tax returns for individuals and small businesses.
- Identify the goals and functions of financial management; discuss the financial environment; discuss the essential features of the Canadian taxation system; use cash budgets and pro forma financial statements to assess cash needs and determine appropriate types of financing; describe leverage and how it affects companies; apply working capital management techniques; examine financial risk, including assessment of capital investments and their funding alternatives; discuss how basic debt and equity securities are valued; determine the optimal mix of debt and equity in a firm's capital structure; calculate the enterprise's weighted average cost of

capital; discuss capital market theory; define market efficiency and examine empirical evidence of market efficiency.

Marketing:

- Describe key marketing concepts; conduct marketing mix and SWOT analyses; critique advertising approaches; describe segmentation, target marketing, and product positioning strategies; compare distribution strategies.

Economics:

- Explain the economic problem and the role of an economic system; explain the meaning and significance of key concepts in Economics; discuss the characteristics of the market system; discuss the role of the government in a market economy, including monetary and fiscal policies, budget deficits and surpluses, and the public debt; discuss the role of money and banking in a market economy; measure aggregate economic activity and fluctuations; discuss the problems and effects of unemployment and inflation; discuss the Canadian economy and its role in the global economy; explain the importance of international trade; explain how the value of the Canadian dollar is determined in foreign exchange markets; explain how variations in the market economy and related government activities affect future financial situations of individuals and businesses; describe and discuss the laws of demand and supply; calculate and interpret the market equilibrium price and quantity; identify firms' competitive behaviours and their strategic implications; describe recent developments in the global economy.

Statistics:

- Articulate the genius and importance of descriptive and inferential statistics in the social and behavioral sciences; explain the limitations of statistics; summarize the key concepts used in statistics; properly apply and interpret basic statistical techniques common to the behavioural sciences; utilize statistical software; differentiate various inferential tests.

- E. Recognize the interdisciplinary nature of business and how Business is also interconnected to the disciplines of Economics, Statistics, Psychology, Sociology, and Theology.
  - F. Articulate course concepts and generate research, analysis, writing, and creative output to demonstrate readiness to pursue Business beyond the undergraduate level in studies or employment.
  - G. Gather, review, evaluate, and interpret information relevant to Business; and compare the merits of alternative hypotheses, solutions to problems, concepts, techniques, approaches, and creative options.
  - H. Apply critical thinking, analytical, problem-solving, technical, and creative skills.
- II. Knowledge of Methodologies

Use methods of inquiry and creative activity common to Business and Economics to:

- A. Identify the discipline's paradigms and conceptual frameworks, and their underlying

worldview assumptions;

- B. Articulate valid insights that can be used with integrity by a Christian; and
  - C. Formulate arguments, solve problems, and produce creative outputs.
- III. Application of Knowledge
- A. Review, present, and interpret information, qualitative and quantitative analyses, evidence, and creative outputs to:
    - Formulate arguments;
    - Make sound judgments and decisions that effectively utilize appropriate data, information, and frameworks; and
    - Refine underlying concepts, principles, and techniques of analysis to fit the situation in a holistic manner.
  - B. Use technical, analytical, and problem-solving skills and techniques to:
    - Examine and assess arguments, assumptions, concepts, information, and qualitative and quantitative analyses;
    - Frame appropriate questions for the purpose of solving problems;
    - Propose and assess alternative solutions;
    - Generate and defend recommendations; and
    - Design implementation plans.
  - C. Employ, examine, and critique scholarly reviews and primary sources.
- IV. Communication Skills
- A. Communicate information, arguments, and analyses accurately, reliably, winsomely, and with conviction to the professor, classmates, and guest speakers, orally by means of participating in class discussions, making presentations, engaging in role-playing exercises, and in writing by means of assignments and reports.
- V. Awareness of Limits of Knowledge
- A. Employ a humble attitude that balances a God-given ability to understand God's created order with a realization that knowledge, skills, and attempts to discern truth, right, and wrong cannot be fully developed until Christ returns.
- VI. Maturity and Professional Capacity
- A. Exercise initiative, personal responsibility, and accountability; work effectively with others; and make decisions, and exercise leadership in future studies, employment, and community involvement.

- B. Exemplify life-long learning skills that are necessary to adapt to a changing world.
- C. Practice behaviours and integrity reflective of a student in a professional discipline who is committed to faithfully serving God and others.

### **Four-Year Major Management**

By the end of this program, a successful student will:

- I. Depth and Breadth of Knowledge
  - A. Discuss how business's role of providing employment, goods, and services is interrelated to the history, beliefs, customs, and practices of Western culture and other cultures.
  - B. Discuss how Business and Economics are influenced by historical forces, philosophical ideas, including the purpose and goals of business, and Biblical principles for business; economic and political/legal systems; and worldviews that have shaped Western culture.
  - C. Discuss how Christian inquiry into the nature of human life, including the call to live in community with God and each other, and the impact of sin and grace, applies to Business and Economics. Articulate and utilize the Reformed tradition in analyses and outputs in an appreciative and critical way that applies its principles but adapts them as appropriate to fit today's world.
  - D. Management:
    - Articulate the importance of a Christian perspective to business and the role of profit in business in relation to other goals and responsibilities of stakeholders; explain the different forms of business ownership; describe the major business functions and a manager's tasks and decisions within each function; and apply this knowledge by participating in a business simulation.
    - Articulate the strategic importance of management information systems in a global environment; discuss the ethical, privacy, and security requirements related to collection and use of information by businesses; describe data, information and knowledge management techniques and issues; discuss electronic-and mobile-commerce; describe customer relationship and supply chain management systems; and examine the acquisition and protection of information systems.
    - Describe the factors that influence individual behaviour in the workplace; apply motivational theories and use reward systems to motivate individuals to achieve organizational goals; discuss how decisions are made in organizations; design teams that achieve organizational goals and meet member needs; employ communication strategies, power bases and influence techniques, conflict management techniques, leadership approaches, change management techniques, organizational design, and organizational culture to achieve organizational goals.
    - Distinguish leadership from management; discuss the traits, behaviours, attitudes, and values that are associated with effective leadership; discuss how leaders model ethical behaviour, motivate, communicate, lead teams, resolve conflict, use power

and influence, foster innovation and change, create vision, and shape organizational values; exemplify and practice these traits, behaviours, attitudes, values, and leadership techniques during in-class activities and in leadership roles; discern and develop leadership potential; discern the importance of followership and be a more effective follower.

- Articulate the strategic importance of Human Resource Management (HRM); explain the purposes for and processes involved in recruiting, selecting, developing and evaluating human resources; describe effective systems to motivate, reward, retain and maintain high-performing employees; and discuss how the practice of HRM occurs within the legislative and union environments.
- Discuss the role of Operations Management in achieving an organization's strategy; discuss considerations in product/service design and process selection; describe the structure of supply chains, and discuss issues affecting supply chain management; explain the key elements of the total quality management and just-in-time philosophies; describe and apply forecasting methods; carry out capacity planning processes; discuss and conduct facility layout and location analyses; examine work system design; explain and employ inventory management, aggregate planning, and scheduling techniques.
- Articulate the major criteria for ethical decision making and describe the frameworks for analyzing and applying these criteria; discuss behavioural/cognitive and systemic influences on making ethical choices within organizations; describe ethical issues in today's marketplace and society; apply the frameworks for ethical decision making to a variety of ethical scenarios.
- Explain the processes that form part of strategic management; differentiate between mission and vision; explain the major components of strategy and the different levels of strategy; describe and discuss the major variables that influence strategy; assess whether an organization has a sustainable competitive advantage; use strategic management tools, techniques and models to evaluate the external and internal environment of organizations in a variety of industries and in the not-for-profit sector; develop and select an appropriate strategy; develop an implementation plan to execute the chosen strategy; discuss corporate governance principles.

Accounting and Finance:

- Articulate how and why organizations report financial information; describe the Canadian financial reporting environment; describe the purpose of and main components of the conceptual framework for financial reporting; articulate the content, purpose, and interrelationships of financial statements; distinguish between cash and accrual accounting; apply internal control techniques to protect assets; explain and apply revenue recognition and measurement principles; account for and explain the accounting issues related to the recognition, measurement, presentation, and disclosure of cash, receivables, inventory, investments, property, plant and equipment, and intangible assets and goodwill; capture transactions and events related to liabilities and shareholders' equity; prepare financial statements; explain the uses and limitations of financial statements; and use financial statements and financial ratios to assess the financial performance of a business, especially to

investments in assets.

- Explain cost concepts and terminology; analyze cost behaviour; assign costs to products and services; conduct cost-volume-profit analysis; identify and employ relevant costs for managerial decision making; measure and assign inventory costs for income statements; prepare budgets and evaluate performance against budgets; use capital budgeting techniques to make strategic investment decisions.
- Identify the goals and functions of financial management; discuss the financial environment; discuss the essential features of the Canadian taxation system; use cash budgets and pro forma financial statements to assess cash needs and determine appropriate types of financing; describe leverage and how it affects companies; apply working capital management techniques; examine financial risk, including assessment of capital investments and their funding alternatives; discuss how basic debt and equity securities are valued; determine the optimal mix of debt and equity in a firm's capital structure; calculate the enterprise's weighted average cost of capital; discuss capital market theory; define market efficiency and examine empirical evidence of market efficiency.

#### Marketing:

- Describe key marketing concepts; conduct marketing mix and SWOT analyses; critique advertising approaches; describe segmentation, target marketing, and product positioning strategies; compare distribution strategies.
- Describe the importance of integration of marketing communications; discuss the role of branding and position in an integrated campaign; use buyer behaviours and promotions opportunities to create integrated marketing messages; describe creative strategy and tactics; design marketing communications messages in a variety of media and channels; describe the ethical and regulatory environment; and use a range of techniques to evaluate integrated marketing campaigns.

#### Economics:

- Explain the economic problem and the role of an economic system; explain the meaning and significance of key concepts in Economics; discuss the characteristics of the market system; discuss the role of the government in a market economy, including monetary and fiscal policies, budget deficits and surpluses, and the public debt; discuss the role of money and banking in a market economy; measure aggregate economic activity and fluctuations; discuss the problems and effects of unemployment and inflation; discuss the Canadian economy and its role in the global economy; explain the importance of international trade; explain how the value of the Canadian dollar is determined in foreign exchange markets; explain how variations in the market economy and related government activities affect future financial situations of individuals and businesses; describe and discuss the laws of demand and supply; calculate and interpret the market equilibrium price and quantity; identify firms' competitive behaviours and their strategic implications; describe recent developments in the global economy.

#### Statistics:

- Articulate the genius and importance of descriptive and inferential statistics in the

social and behavioral sciences; explain the limitations of statistics; summarize the key concepts used in statistics; properly apply and interpret basic statistical techniques common to the behavioural sciences; utilize statistical software; differentiate various inferential tests.

- E. Recognize the interdisciplinary nature of business and how Business is also interconnected to the disciplines of Economics, Statistics, Psychology, Sociology, and Theology.
  - F. Articulate course concepts and generate research, analysis, writing, and creative output to demonstrate readiness to pursue Business beyond the undergraduate level in studies or employment.
  - G. Gather, review, evaluate, and interpret information relevant to Business; and compare the merits of alternative hypotheses, solutions to problems, concepts, techniques, approaches, and creative options.
  - H. Apply critical thinking, analytical, problem-solving, technical, and creative skills.
- II. Knowledge of Methodologies
- Use methods of inquiry and creative activity common to Business and Economics to:
- A. Identify the discipline's paradigms and conceptual frameworks, and their underlying worldview assumptions;
  - B. Articulate valid insights that can be used with integrity by a Christian; and
  - C. Formulate arguments, solve problems, and produce creative outputs.
- III. Application of Knowledge
- A. Review, present, and interpret information, qualitative and quantitative analyses, evidence, and creative outputs to:
    - Formulate arguments;
    - Make sound judgments and decisions that effectively utilize appropriate data, information, and frameworks; and
    - Refine underlying concepts, principles, and techniques of analysis to fit the situation in a holistic manner.
  - B. Use technical, analytical, and problem-solving skills and techniques to:
    - Examine and assess arguments, assumptions, concepts, information, and qualitative and quantitative analyses;
    - Frame appropriate questions for the purpose of solving problems;

- Propose and assess alternative solutions;
  - Generate and defend recommendations; and
  - Design implementation plans.
- C. Employ, examine, and critique scholarly reviews and primary sources.
- IV. Communication Skills
- A. Communicate information, arguments, and analyses accurately, reliably, winsomely, and with conviction to the professor, classmates, and guest speakers, orally by means of participating in class discussions, making presentations, engaging in role-playing exercises, and in writing by means of assignments and reports.
- V. Awareness of Limits of Knowledge
- A. Employ a humble attitude that balances a God-given ability to understand God's created order with a realization that knowledge, skills, and attempts to discern truth, right, and wrong cannot be fully developed until Christ returns.
- VI. Maturity and Professional Capacity
- A. Exercise initiative, personal responsibility, and accountability; work effectively with others; and make decisions, and exercise leadership in future studies, employment, and community involvement.
- B. Exemplify life-long learning skills that are necessary to adapt to a changing world.
- C. Practice behaviours and integrity reflective of a student in a professional discipline who is committed to faithfully serving God and others.

### **General Major**

By the end of this program, a successful student will:

- I. Depth and Breadth of Knowledge
- A. Discuss how business's role of providing employment, goods, and services is interrelated to the history, beliefs, customs, and practices of Western culture and other cultures.
- B. Discuss how Business and Economics are influenced by historical forces, philosophical ideas, including the purpose and goals of business, and Biblical principles for business; economic and political/legal systems; and worldviews that have shaped Western culture.
- C. Discuss how Christian inquiry into the nature of human life, including the call to live in community with God and each other, and the impact of sin and grace, applies to Business and Economics. Articulate and utilize the Reformed tradition in analyses and outputs in an appreciative and critical way that applies its principles but adapts them as appropriate to fit today's world.
- D. Management:

- Articulate the importance of a Christian perspective to business and the role of profit in business in relation to other goals and responsibilities of stakeholders; explain the different forms of business ownership; describe the major business functions and a manager's tasks and decisions within each function; and apply this knowledge by participating in a business simulation.
- Articulate the strategic importance of management information systems in a global environment; discuss the ethical, privacy, and security requirements related to collection and use of information by businesses; describe data, information and knowledge management techniques and issues; discuss electronic-and mobile-commerce; describe customer relationship and supply chain management systems; and examine the acquisition and protection of information systems.
- Describe the factors that influence individual behaviour in the workplace; apply motivational theories and use reward systems to motivate individuals to achieve organizational goals; discuss how decisions are made in organizations; design teams that achieve organizational goals and meet member needs; employ communication strategies, power bases and influence techniques, conflict management techniques, leadership approaches, change management techniques, organizational design, and organizational culture to achieve organizational goals.
- Articulate the strategic importance of Human Resource Management (HRM); explain the purposes for and processes involved in recruiting, selecting, developing and evaluating human resources; describe effective systems to motivate, reward, retain and maintain high-performing employees; and discuss how the practice of HRM occurs within the legislative and union environments.
- Discuss the role of Operations Management in achieving an organization's strategy; discuss considerations in product/service design and process selection; describe the structure of supply chains, and discuss issues affecting supply chain management; explain the key elements of the total quality management and just-in-time philosophies; describe and apply forecasting methods; carry out capacity planning processes; discuss and conduct facility layout and location analyses; examine work system design; explain and employ inventory management, aggregate planning, and scheduling techniques.
- Articulate the major criteria for ethical decision making and describe the frameworks for analyzing and applying these criteria; discuss behavioural/cognitive and systemic influences on making ethical choices within organizations; describe ethical issues in today's marketplace and society; apply the frameworks for ethical decision making to a variety of ethical scenarios.

Accounting and Finance:

- Articulate how and why organizations report financial information; discuss the conceptual framework of accounting; articulate the content, purpose, and interrelationships of financial statements; distinguish between cash and accrual accounting; use the basic accounting cycle to capture transactions and events related to revenue recognition, expense recognition, inventory, cash, receivables, long-lived assets, liabilities, and shareholders' equity; apply internal control techniques to

protect assets; assemble financial statements; and use financial statements and financial ratios to assess the financial performance of a business.

- Explain cost concepts and terminology; analyze cost behaviour; assign costs to products and services; conduct cost-volume-profit analysis; identify and employ relevant costs for managerial decision making; measure and assign inventory costs for income statements; prepare budgets and evaluate performance against budgets; use capital budgeting techniques to make strategic investment decisions.
- Identify the goals and functions of financial management; discuss the financial environment; discuss the essential features of the Canadian taxation system; use cash budgets and pro forma financial statements to assess cash needs and determine appropriate types of financing; describe leverage and how it affects companies; apply working capital management techniques; examine financial risk, including assessment of capital investments and their funding alternatives; discuss how basic debt and equity securities are valued; determine the optimal mix of debt and equity in a firm's capital structure; calculate the enterprise's weighted average cost of capital; discuss capital market theory; define market efficiency and examine empirical evidence of market efficiency.

Marketing:

- Describe key marketing concepts; conduct marketing mix and SWOT analyses; critique advertising approaches; describe segmentation, target marketing, and product positioning strategies; compare distribution strategies.

Economics:

- Explain the economic problem and the role of an economic system; explain the meaning and significance of key concepts in Economics; discuss the characteristics of the market system; discuss the role of the government in a market economy, including monetary and fiscal policies, budget deficits and surpluses, and the public debt; discuss the role of money and banking in a market economy; measure aggregate economic activity and fluctuations; discuss the problems and effects of unemployment and inflation; discuss the Canadian economy and its role in the global economy; explain the importance of international trade; explain how the value of the Canadian dollar is determined in foreign exchange markets; explain how variations in the market economy and related government activities affect future financial situations of individuals and businesses; describe and discuss the laws of demand and supply; calculate and interpret the market equilibrium price and quantity; identify firms' competitive behaviours and their strategic implications; describe recent developments in the global economy.

- E. Recognize the interdisciplinary nature of business and how Business is also interconnected to the disciplines of Economics, Statistics, Psychology, Sociology, and Theology.
- F. Articulate course concepts and generate research, analysis, writing, and creative output to demonstrate readiness to pursue Business beyond the undergraduate level in studies or employment.
- G. Gather, review, evaluate, and interpret information relevant to Business; and compare the

merits of alternative hypotheses, solutions to problems, concepts, techniques, approaches, and creative options.

H. Apply critical thinking, analytical, problem-solving, technical, and creative skills.

II. Knowledge of Methodologies

Use methods of inquiry and creative activity common to Business and Economics to:

- A. Identify the discipline's paradigms and conceptual frameworks, and their underlying worldview assumptions;
- B. Articulate valid insights that can be used with integrity by a Christian; and
- C. Formulate arguments, solve problems, and produce creative outputs.

III. Application of Knowledge

- A. Review, present, and interpret information, qualitative and quantitative analyses, evidence, and creative outputs to:
  - Formulate arguments;
  - Make sound judgments and decisions that effectively utilize appropriate data, information, and frameworks; and
  - Refine underlying concepts, principles, and techniques of analysis to fit the situation in a holistic manner.
- B. Use technical, analytical, and problem-solving skills and techniques to:
  - Examine and assess arguments, assumptions, concepts, information, and qualitative and quantitative analyses;
  - Frame appropriate questions for the purpose of solving problems;
  - Propose and assess alternative solutions;
  - Generate and defend recommendations; and
  - Design implementation plans.
- C. Employ, examine, and critique scholarly reviews and primary sources.

IV. Communication Skills

- A. Communicate information, arguments, and analyses accurately, reliably, winsomely, and with conviction to the professor, classmates, and guest speakers, orally by means of participating in class discussions, making presentations, engaging in role-playing exercises, and in writing by means of assignments and reports.

V. Awareness of Limits of Knowledge

- A. Employ a humble attitude that balances a God-given ability to understand God's created order with a realization that knowledge, skills, and attempts to discern truth, right, and wrong cannot be fully developed until Christ returns.
- VI. Maturity and Professional Capacity
  - A. Exercise initiative, personal responsibility, and accountability; work effectively with others; and make decisions, and exercise leadership in future studies, employment, and community involvement.
  - B. Exemplify life-long learning skills that are necessary to adapt to a changing world.
  - C. Practice behaviours and integrity reflective of a student in a professional discipline who is committed to faithfully serving God and others.

### **Minor**

By the end of this program, a successful student will:

- I. Depth and Breadth of Knowledge
  - A. Discuss how business's role of providing employment, goods, and services is interrelated to the history, beliefs, customs, and practices of Western culture and other cultures.
  - B. Discuss how Business is influenced by historical forces, philosophical ideas, including the purpose and goals of business, and Biblical principles for business; economic and political/legal systems; and worldviews that have shaped Western culture.
  - C. Discuss how Christian inquiry into the nature of human life, including the call to live in community with God and each other, and the impact of sin and grace, applies to Business. Articulate and utilize the Reformed tradition in analyses and outputs in an appreciative and critical way that applies its principles but adapts them as appropriate to fit today's world.
  - D. Articulate the importance of a Christian perspective to business and the role of profit in business in relation to other goals and responsibilities of stakeholders; explain the different forms of business ownership; describe the major business functions and a manager's tasks and decisions within each function; and apply your knowledge by participating in a business simulation.
  - E. Recognize the interdisciplinary nature of business and how Business is also interconnected to the disciplines of Economics, Statistics, Psychology, Sociology, and Theology.
  - F. Articulate course concepts and generate research, analysis, writing, and creative output to demonstrate readiness to apply Business concepts in subsequent employment and as a consumer.
  - G. Gather, review, evaluate, and interpret information relevant to Business; and compare the merits of alternative hypotheses, solutions to problems, concepts, techniques, approaches, and creative options.

- H. Apply critical thinking, analytical, problem-solving, technical, and creative skills.
- II. Knowledge of Methodologies
- Use methods of inquiry and creative activity common to Business to:
- A. Identify the discipline's paradigms and conceptual frameworks, and their underlying worldview assumptions;
- B. Articulate valid insights that can be used with integrity by a Christian; and
- C. Formulate arguments, solve problems, and produce creative outputs.
- III. Application of Knowledge
- A. Review, present, and interpret information, qualitative and quantitative analyses, evidence, and creative outputs to:
- Formulate arguments;
  - Make sound judgments and decisions that effectively utilize appropriate data, information, and frameworks; and
  - Refine underlying concepts, principles, and techniques of analysis to fit the situation in a holistic manner.
- B. Use technical, analytical, and problem-solving skills and techniques to:
- Examine and assess arguments, assumptions, concepts, information, and qualitative and quantitative analyses;
  - Frame appropriate questions for the purpose of solving problems;
  - Propose and assess alternative solutions;
  - Generate and defend recommendations; and
  - Design implementation plans.
- IV. Communication Skills
- A. Communicate information, arguments, and analyses accurately, reliably, winsomely, and with conviction to the professor, classmates, and guest speakers, orally by means of participating in class discussions, making presentations, engaging in role-playing exercises, and in writing by means of assignments and reports.
- V. Awareness of Limits of Knowledge
- A. Employ a humble attitude that balances a God-given ability to understand God's created order with a realization that knowledge, skills, and attempts to discern truth, right, and

wrong cannot be fully developed until Christ returns.

- VI. Maturity and Professional Capacity
  - A. Exercise initiative, personal responsibility, and accountability; work effectively with others; and make decisions, and exercise leadership in future studies, employment, and community involvement.
  - B. Exemplify life-long learning skills that are necessary to adapt to a changing world.
  - C. Practice study and classroom behaviours and integrity reflective of a student in a professional discipline who is committed to faithfully serving God and others.