



2010-2011
Syllabus

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Certified General Accountants
Association of Canada
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About CGA-CANADA

CGA-Canada today

CGA is the fastest-growing accounting designation in Canada. The CGA designation focuses on integrity, ethics and the highest education requirements. Recognized as the country's accounting business leaders, CGAs provide strategic counsel, financial leadership, and overall direction to all sectors of the Canadian economy.

The Certified General Accountants Association of Canada — CGA-Canada — sets standards, develops education programs, publishes professional materials, advocates on public policy issues, and represents CGAs nationally and internationally. The Association represents 73,000 CGAs and students in Canada, Bermuda, the Caribbean, Hong Kong and China.

Mission

CGA-Canada advances the interests of its members and the public through national and international representation and the establishment of professional standards, practices, and services.

A proud history

CGA-Canada was founded in Montréal in 1908 under the leadership of John Leslie, vice-president of the Canadian Pacific Railway. From the beginning, its objective was to encourage improvement in skills and job performance — a goal the Association holds to this day.

On April 14, 1913, Canada's Parliament passed the Act that incorporated CGA-Canada as a self-regulating professional Association. Over the decades that followed, branches became associations in their own right, affiliated with the national body.

A revised Act of Incorporation, passed in 1999, updated CGA-Canada's powers and reflected the Association's objectives and initiatives for the next millennium. The Act also established a French name for CGA-Canada — *Association des comptables généraux accrédités du Canada*.

Structure and roles

CGA-Canada is governed by a Board of Directors that includes regional representation as well as a public representative. An Affiliation Council, comprised of representatives of each CGA affiliate, sets the strategic plan of CGA-Canada and approves national policy. Individual CGAs are represented nationally through CGA-Canada, and regionally through their provincial/territorial/regional associations and local chapters.

The Association:

- ensures national recognition for the profession and advocates on policy issues of concern to the profession
- raises the profile of the CGA designation and represents members internationally
- sets national educational standards, and develops and maintains an internationally competitive program of professional studies and examinations to certify CGAs in Canada and overseas
- provides a range of services to affiliates and members

- contributes to the profession's body of knowledge through research and participation in international accounting organizations, particularly the International Federation of Accountants (IFAC).

Nationally and internationally, CGA-Canada contributes to accounting standard-setting by sharing its research findings and views. The Association also contributes to public policy discussions, advocating for the interests of its members and the public.

As a self-regulating organization, CGA-Canada also sets high standards of professionalism through its own *Code of Ethical Principles and Rules of Conduct* for members. This comprehensive set of rules and guidelines protects the public interest and ensures that CGAs maintain the highest ethical standards.

Education and professional development

CGA-Canada's competency-based education program has long been acknowledged as a leader among distance learning education programs. Innovative technology is used not only in the delivery of the program, but is incorporated into the curriculum content as well. Similarly, ethical principles are also integrated throughout the curriculum. Education partnerships with Laurentian University offer students options for meeting the mandatory degree requirement.

Mandatory continuing professional education ensures that CGAs maintain their professional competence. CGA-Canada provides professional development opportunities in public practice, ethics, accounting and auditing standards, business valuation, taxation, and other topics. The Professional Development Network — PD Network — developed collaboratively with CGA affiliates, is an extensive and powerful online information resource for members.

For more information

More information about CGA-Canada is available on its Web site at www.cga-canada.org.

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GUIDE TO THE SYLLABUS

Purpose

The purpose of the *Syllabus* is to provide detailed information on the content of the courses in the CGA Program of Professional Studies and degree partnership programs. This document has been produced for education administrators, course authors, course examiners, committee members, and resource people in the CGA education system; current and potential students and those who advise them; and others in the professional, academic, and general community. (For other program information, please refer to one of the CGA provincial/territorial affiliate offices linked through the drop-down list on the CGA-Canada website at www.cga-canada.org).

Contents

The remaining sections of this introduction provide background information on the major features of the CGA program. The main part of the *Syllabus* comprises the course descriptions and the module-by-module outlines of the course content, including levels of competence required, in the following order of subjects:

- financial accounting
- management accounting
- auditing/management auditing
- finance
- management information systems
- taxation
- general business (communications, economics, law, quantitative methods)
- professional applications
- computer tutorials
- SAIT courses
- Laurentian University H.B. Com courses
- Laurentian University MBA courses

At the beginning of each major subject section is a topic index. The index identifies the specific courses and modules in which each topic is covered, and indicates the level of competence required.

The amount of information provided on each course in this edition of the *Syllabus* depends on its current status in the program. Courses under review or development may have only a provisional description.

The CGA Program of Professional Studies

Mission

The primary mission of the CGA Program of Professional Studies is to develop instructional materials and examinations that support the development and assessment of the competencies necessary for professional qualification in the field of accounting.

Program features

The CGA program establishes standards of education, examination, and experience that individuals must meet to become a CGA. The Association is recognized internationally as a leading developer and provider of competency-based professional accounting education that integrates ethics, information technology, and the best methods of distance learning.

Competency-based program

The CGA program is competency-based, emphasizing development of the key areas of knowledge, skills, and professional values required of accountants and senior financial managers, including:

- professional expertise in accounting and related areas
- ethical judgment and decision-making skills
- effective communication, management, and leadership skills
- interpretive, judgmental, and analytical skills
- competence in the use of the computer as a management and accounting tool
- management of change in the technologies, processes, and structures of organizations
- use of complex information systems in decision making

The knowledge, skills, and professional values required of a newly certified CGA are reflected in a set of competency statements. These competencies are validated from time to time through an analysis of professional practice. Through the use of surveys and focus groups, CGA members from a wide range of positions in the financial community have validated the importance and essentiality of each competency as well as its frequency in practice. The results of the practice analysis have enabled the Association to develop a profile of competencies required of a newly certified CGA. For a listing of all the competencies in the CGA Program of Professional Studies, see the Education section of the CGA-Canada website (www.cga-canada.org).

The Association is committed to the concept of lifelong learning. Its competency-based approach is maintained in professional development courses and career development following certification.

Computer integration

The CGA program is designed to ensure that new members are fully literate in computer and information technology. Upon certification, all CGAs must have achieved a high level of expertise in computer and information technology, including:

- a practical knowledge of the computer as a management and accounting tool
- an understanding of computer and information technology, as required to use and participate in the design and control of complex information systems
- an adequate knowledge base of computer and information technology, as required to manage and adapt to technological change

For all courses in the program, students must have access to, and familiarity with, a computer. Each year, CGA-Canada publishes recommended system requirements for the coming academic year. This specification exceeds the minimum system required for courses and is recommended for all students. Special requirements include DVD/CD-ROM drive, modem, sound card and speakers, Internet access, and e-mail.

Internet course delivery

CGA's integration of technology remains a unique feature among professional accounting programs in Canada. Courses combine print textbooks, online study notes, and Internet-based resource materials. CGA's leading-edge use of educational technology offers access to a wide variety of online services such as course tutors, technology support, and interactive study groups. Students also receive direct access to multimedia activities, course websites, course updates, practice examinations, module summaries, self-test questions, comprehensive course reviews, and model financial statements. Assignments are submitted electronically to markers, and students receive feedback within one week. The Program of Professional Studies is provided completely online through an online learning management system.

The CGA program also integrates a wide range of leading business software, giving students hands-on opportunities to develop skills to use technology as an effective business decision tool.

Ethics integration

Ethics is the cornerstone on which all sound professions build their reputation and instil trust in those they serve. CGAs and students are pledged to adhere to a strict *Code of Ethical Principles and Rules of Conduct*. This renowned code is one of the chief reasons why business holds the CGA designation in such high esteem. To assist in learning and applying the business ethics that will guide students in their professional accounting careers, all CGA courses include references to, and instruction in, professional business ethics as outlined in the Association's *Ethics Readings Handbook*. This handbook is made available online and used in the course studies by all students in the CGA program.

Standards of written communication

A high standard of written communication is expected of the professional accountant. Reports, observations, analyses, opinions, conclusions, recommendations — these and other valued outcomes of the professional accountant's work must be communicated in clear, unambiguous language. In particular, longer passages of writing must be well organized and easy to understand. For effective communication, and to enhance the impression of professionalism, an accountant's writing must be free of errors and inadequacies relating to grammar, usage, spelling, and punctuation. A strong command of vocabulary should be in evidence.

These universally accepted standards of the professional environment apply to all students in the CGA program. In assignments and examinations, markers and examiners can only assess knowledge, understanding, and competencies if the ability to communicate is at an appropriate standard. Especially in courses where longer reports are required, markers and examiners will expect student writing to display qualities of reasoned and persuasive argument, and clarity of presentation.

Program structure

A person becomes a Certified General Accountant by satisfying the requirements of education, examination, and experience, as shown in Exhibit 1. The program of education and certification is shown in Exhibit 2. There may be minor regional variations, and students must confirm all program information with their CGA affiliate office, which publishes definitive calendar information annually. Application for admission to the CGA program must be made through an affiliate office. Further details on degree opportunities available through CGA partnerships with post-secondary institutions are also available from CGA affiliate offices.

EXHIBIT 1

CERTIFICATION REQUIREMENTS

The CGA Program of Professional Studies is completed by satisfying the requirements of education, examination, and experience as administered by the CGA affiliates.

EDUCATION	<p style="text-align: center;">Professional Curriculum</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Financial Accounting</td> <td style="width: 50%;">Communications</td> </tr> <tr> <td>Management Accounting</td> <td>Economics</td> </tr> <tr> <td>Accounting Theory</td> <td>Law</td> </tr> <tr> <td>Auditing</td> <td>Quantitative Methods</td> </tr> <tr> <td>Finance</td> <td>Information Technology</td> </tr> <tr> <td>Taxation</td> <td>Ethics</td> </tr> <tr> <td>Management Information Systems</td> <td></td> </tr> </table> <p style="text-align: center;">Bachelor's Degree</p>	Financial Accounting	Communications	Management Accounting	Economics	Accounting Theory	Law	Auditing	Quantitative Methods	Finance	Information Technology	Taxation	Ethics	Management Information Systems	
Financial Accounting	Communications														
Management Accounting	Economics														
Accounting Theory	Law														
Auditing	Quantitative Methods														
Finance	Information Technology														
Taxation	Ethics														
Management Information Systems															
EXAMINATION	<p style="text-align: center;">Professional Applications and Competence Evaluations (PACE)</p> <hr/> <p>The PACE examinations comprise major subject examinations and two capstone professional applications examinations.</p> <p style="text-align: center;">MAJOR SUBJECT EXAMINATIONS</p> <p><i>assess knowledge, skills, and abilities at the advanced levels of the major subjects in the professional accounting curriculum.</i></p> <p style="text-align: center;">CAPSTONE PROFESSIONAL APPLICATIONS EXAMINATIONS</p> <p><i>assess the integration of knowledge and decision making in the context of the work of the professional accountant.</i></p>														
EXPERIENCE	<p><i>To qualify for certification as a CGA, all candidates must satisfactorily complete practical work experience and assessments. Specified competencies will generally be met through 36 months of approved work experience, but on assessment may be deemed acceptable after a minimum of 24 months.</i></p>														

Course and examination requirements

The CGA program (Exhibit 2) is comprised of a combination of 19 academic course and examination requirements that may be satisfied by CGA examination or by transfer credit for studies at post-secondary institutions. Regardless of prior education, all four Professional Applications and Competence Evaluations must be completed by CGA examination.

The CGA curriculum has been developed and is maintained by a faculty of business specialists and university professors from across Canada, all leaders in their fields of expertise. The courses and examinations are developed to provide and assess leading-edge knowledge, advanced computer integration skills, independent learning abilities, and professional competencies needed in today's business world.

Foundation studies

The first three levels of the CGA program form the foundation studies. These courses provide a solid understanding of full-cycle financial accounting, economics, law, statistical analysis for business, management accounting, business communications, and management information systems.

Students may take these courses through a CGA Association, entirely by distance education, or with in-class lectures where available. Students with a post-secondary business degree or diploma may qualify for transfer credits for most, if not all, of the foundation studies courses.

Advanced studies

Level 4 of the CGA program represents the advanced studies in professional education. The courses at this level provide instruction and preparation in advanced financial accounting, advanced management accounting, individual and corporate taxation, auditing, and accounting theory.

These courses may be taken directly through a CGA Association, by distance education, or with in-class lectures where available. Many business degree programs and some business diploma programs from across Canada provide transfer credits for courses at this level.

Business cases

Business case studies are an integral part of the CGA program. They are designed to help students learn to apply financial management, financial and managerial accounting, and auditing concepts in a practical and professional manner. Students complete two computer-based case studies to gain experience in applying their skills using the industry's most advanced business and financial software.

Professional Applications and Competence Evaluations (PACE) level

PACE contains the professional courses and their examinations and is the final level of the CGA program prior to certification as a CGA. At the PACE level, students choose from four different career options. Each option contains two elective courses (each with its own four-hour certification examination) plus two capstone professional applications courses (each with a four-hour certification examination). The PACE courses include online teamwork, business simulations, and in-depth case studies. They are designed to provide students with technical, ethical, leadership, and general management competencies required of a newly certified CGA.

All examinations in the PACE level must be written through the CGA Association. The Association uses the PACE examinations to ensure that candidates have demonstrated the professional knowledge and competencies expected of a newly certified CGA.

Professional applications courses and examinations

The professional applications examinations (*PA1* and *PA2*) are the final examination requirement in the certification process leading to the granting of the CGA designation.

PA1: Issues in Professional Practice and *PA2: Strategic Financial Management* are the capstone professional applications courses. They are designed to give candidates practice in demonstrating the competencies required of a newly certified CGA, in preparation for the *PA1* and *PA2* examinations. The courses develop students' competencies in the application and integration of knowledge in two separate but related professional contexts.

- *PA1* requires candidates to solve problems and address issues from the perspective of the accountant external to the organization providing assurance, tax, or business advisory services. The emphasis is primarily on competencies in financial accounting, taxation, assurance, and ethics and trust. Some information on current issues in professional practice that has not been covered in previous courses will be included.
- *PA2* primarily emphasizes competencies from financial accounting, management accounting, finance, and ethics and trust. Candidates are placed in the role of financial manager internal to the organization and asked to solve problems and address issues typically encountered in this context. Current information on strategy and strategic financial management is included.

Career options

Students have the opportunity to focus the final level of their professional preparation in an area that supports career goals and interests. These options are designed to help them excel in the business area of their choice.

Corporate and small-medium enterprise (SME)

For students interested in managing the resources of corporate entities, including SMEs, with emphasis on capital investment decisions, long-term planning, and competitive analysis.

Information technology

For students pursuing careers related to the analysis, design, and implementation of computer-based information systems from a management end-user perspective, or for those involved in management auditing, including IT auditing, and systems development activities.

Government and not-for-profit

For students pursuing careers in the public sector, association management, charitable and not-for-profit organization management, health service organizations, and education. Emphasizes public sector accounting, not-for-profit reporting issues, expenditure controls, and strategic planning.

Public practice

For students preparing for a career in public practice providing accounting, auditing, tax planning, and business consulting services to corporate, government, not-for-profit, and SME clients. Emphasizes both the technical and professional competencies needed for successful practice and protection of the public interest.

Other options

Students may design a personal career option different from any of the four recommended career options. It must include *PA1* and *PA2*, and two other elective courses/exams selected from the PACE level, but may not include both the *MU1* and *AU2* electives.

Study method and workload

The CGA Program of Professional Studies is designed to offer the opportunity to study part-time while pursuing full-time employment and career advancement. As such, CGA courses are designed for self-study using Internet-based distance education. Course lectures are also made available in many regions (either classroom-based or online audio format) as a supplement to the self-study review material and process.

Each course taken through the CGA program comprises modules with corresponding self-test questions and assignments. Students complete and submit the assignments for feedback. In Foundation level courses, the assignments count toward the student's final grade. In PACE and Advanced levels, assignments are used to qualify for the national examination.

The CGA program prepares students for certification as financial professionals. In order to be successful, they need commitment, self-discipline, and organization skills, and should anticipate devoting a minimum of 20 hours per week to studies. It is recommended that students take only one CGA course per session while working full-time.

Optional study references

Study Guide. Students who have been away from learning for some time or are looking for new and more effective approaches to studying may obtain a copy of the CGA-Canada *Study Guide* by David Palmer. It contains many excellent suggestions for improving motivation, concentration and memory, reading skills, writing skills, and examination techniques. The booklet is available electronically in the courses. It may also be available from CGA affiliate offices.

Mathematics Reference Handbook. Another learning resource and reference available through affiliate offices is *Mathematics for Business: the CGA Reference Handbook* by T. Brian Killip (Toronto: HBJ-Holt Canada, 1993). This resource is designed to help students review or upgrade the basic mathematics skills required for the program. It contains study and practice material on basic arithmetic operations; ratios, decimals, and percentages; basic concepts of algebra and graphs; markups and discounts; simple and compound interest; annuities and their application; stocks and bonds; and an introduction to statistics.

Levels of competence

Levels of competence are used to indicate to students the required depth of understanding and application of the course material. The three-level scheme used in most CGA courses is designed to help students identify those areas of study that are of most importance as well as those areas that require less concentrated study. It also helps students understand what is expected of them on assignments and examinations as they progress from the foundation studies to the professional level of the program. Material at all three levels of competence is examinable.

Each course topic (and corresponding learning objective) is assigned a level of competence based on the following definitions.

- **Level 1: Essential**

Students are required to attain an in-depth understanding of concepts and principles; develop a sound conceptual and comprehensive technical knowledge of procedures; become proficient in the application of knowledge to practice; and become a proficient user of reference documents and sources for further study. Examinations will focus primarily, but not exclusively, on Level 1 material, and the requirements for questions dealing with this material will be the most extensive. In responding to examination questions based on Level 1 material, students should be able to demonstrate increasing levels of mastery as they progress through the program.

- **Level 2: Important**

Students are required to attain a sound understanding of concepts and principles, develop a working knowledge of procedures, and become familiar with common reference documents and sources for further study. Examinations will assess Level 2 material, but the question requirements will generally be less extensive than for Level 1 material. In responding to examination questions based on Level 2 material, students should be able to demonstrate increasing levels of comprehension, application, and analysis as they progress through the program.

- **Level 3: Background and Extend Your Knowledge**

Students are required to acquire a general knowledge of broad topic areas and identify common reference documents. Although Level 3 material is examinable, the question requirements are limited to general knowledge and comprehension. Students may find this material to be a valuable reference resource in their practical experience. In responding to examination questions based on Level 3 material, students should be prepared to demonstrate a slightly higher level of knowledge and comprehension at the PACE level of the program.

The expected learning outcomes at each level of the program include and expand on expectations in earlier studies.

For Foundation Studies (Level 1 to 3) courses

Level 1: Essential

Students should be prepared to:

- apply concepts and techniques to new situations
- perform calculations to create appropriate solutions
- analyze given information to make preliminary conclusions

As part of their analysis, students will be expected to break down information into its component parts, discriminate between relevant and irrelevant information, and differentiate facts from assumptions or inferences.

Level 2: Important

Students should be prepared to describe, explain, and summarize information in their own words, as well as provide examples. They will not be required to demonstrate in-depth application of concepts or provide in-depth analysis.

Level 3: Background

Students should be prepared to recognize when this material is applicable or why it is relevant, but they will not be required to demonstrate an in-depth understanding of concepts.

For Advanced Studies (Level 4) courses

Level 1: Essential

Students should be prepared to analyze information to make preliminary conclusions. As part of their analysis, students will be expected to break down information into its component parts, discriminate between relevant and irrelevant information, and differentiate facts from assumptions or inferences. They will also be expected to begin integrating concepts and ideas, and to begin applying standards and criteria to evaluate situations and make judgments.

Level 2: Important

Students should be prepared to:

- describe, explain, and summarize information in their own words, as well as provide examples
- apply concepts and techniques to new situations
- perform calculations to create appropriate solutions

Students will not be required to provide in-depth analysis or evaluation.

Level 3: Background

Students should be prepared to recognize when this material is applicable or why it is relevant, but they will not be required to demonstrate an in-depth understanding of concepts.

For Professional (PACE) courses

Level 1: Essential

Students should be prepared to:

- thoroughly analyze given information
- synthesize information to form a sound evaluation of a situation
- make recommendations that are well supported and add value for the decision-maker
- apply and implement knowledge as a competent professional would in normal circumstances, within a reasonable time frame and without supervision

Level 2: Important

Students should be prepared to:

- apply concepts and techniques to new situations
- analyze given information and develop preliminary conclusions
- break down information into its component parts, discriminate between relevant and irrelevant information, and differentiate facts from assumptions or inferences

Students will not be required to provide in-depth evaluation or make complex recommendations.

Level 3: Background

Students should be prepared to recognize why this material is relevant and understand it well enough to be able to describe or explain it in their own words, summarize the information, or provide examples. They will not be required to provide in-depth analysis or evaluation.

Examinations and passing standards

In the Foundation and Advanced Studies levels, students write three-hour national examinations. In the PACE level, examinations are four hours. In Foundation Studies courses, students earn credit for assignments. In Advanced and PACE levels, the course mark is determined solely by the examination.

All CGA examinations (except *PA1* and *PA2*) are marked using a total of 100 points, and the passing standard is 65%. The *PA1* and *PA2* examinations are evaluated qualitatively on the basis of competency statements. In order to pass these examinations, candidates are assessed holistically on their performance across all competencies.

To assist in examination preparation, two practice examinations and suggested solutions are provided in the course materials. Examination review sessions are available in most regions. These sessions may be audio-streamed, online, or classroom-based.

Examination blueprint

CGA-Canada uses examination blueprints to assist students to prepare for their examinations. A blueprint identifies the specifications of an examination. More specifically, it identifies the content (topic) areas,

relevant learning objectives, levels of competence, proportion of marks assigned to each content area, type of question (multiple-choice or constructed response), and mode of delivery. Examiners also use the blueprint to develop their examinations. Blueprints have been developed for all courses. Each examination blueprint is attached to the practice examination, which is included with the course material. In addition, each blueprint is posted to the CGA-Canada website (www.cga-canada.org).

Practical experience/portfolio assessment

To qualify for certification as a CGA, all candidates must satisfactorily complete practical work experience and assessments. Specified competencies will generally be met through 36 months of approved work experience, but on assessment may be deemed acceptable after a minimum of 24 months.

The experience must be acquired in positions that require a well-rounded knowledge of and a high degree of responsibility in an accounting, financial, or acceptable related position. It is expected that students will be concurrently employed full-time in an appropriate position. As students move to higher levels of the program, they must be employed in positions of increasing responsibility. This experience provides the opportunity to apply the concepts, skills, and judgmental abilities learned through the program of professional studies.

Students' practical experience or portfolios are assessed from time to time by their CGA affiliate office. Key features of the experience should allow students to

- obtain the required training to function at a high level of professional and technical competence within the workplace
- understand the relationship of their financial role to the functioning of other areas of the business
- develop and practise ethical business practices
- work at progressive levels of responsibility with increased accountability, independence of action, decision making, and problem solving
- demonstrate the ability to communicate orally and in writing
- demonstrate strong interpersonal, project management, and supervisory skills
- actively participate in a professional network

The degree requirement

All students in the CGA program are required to obtain a bachelor's degree prior to certification as a CGA. The degree may be from any recognized degree-granting institution including a university, university-college, or technical institution.

Degrees may be obtained in any field, and foreign degrees deemed equivalent to Canadian standards are also acceptable. The Association will determine the recognition of a particular degree for this purpose. Applicants with a recognized degree will receive advanced standing based on their academic qualifications and may be granted exemptions; additional courses and/or examinations will be necessary.

For students who enter the CGA program without a bachelor's degree, CGA offers unique and innovative degree opportunities. Students can earn a degree in conjunction with their CGA studies through distance education degree opportunities developed by CGA and post-secondary institutions.

National degree opportunities

The CGA Association is committed to providing students who require a bachelor's degree the opportunity to complete one through distance education, concurrent with their CGA studies. Currently, national degree opportunities are available through CGA-Canada partnerships with Laurentian University [LU] and the Southern Alberta Institute of Technology (SAIT Polytechnic).

Laurentian University

The online Honours Bachelor of Commerce (H.B.Com) program delivered jointly by CGA-Canada and Laurentian University will enable students who require an undergraduate degree to develop a strong foundation of contemporary core business and management skills while pursuing their CGA studies. The LU program satisfies the degree requirement for certification as a CGA and is fully integrated with the CGA program of studies.

Laurentian University's online Master of Business Administration is provided through a partnership agreement with the CGA Association and is based on the university's existing on-campus MBA. Incorporating components of the CGA Program of Professional Studies, this 60-credit degree offers advanced standing to CGAs and enables qualified students to work on their MBA and CGA designation concurrently. The web-based distance education program focuses on organizational behaviour, marketing, operations, research, and strategy, and is designed to enhance general management skills.

For more information on both programs and official course descriptions, see www.cga.laurentian.ca.

SAIT Polytechnic

Through SAIT Polytechnic, students in the CGA program can complete a Bachelor of Applied Business Administration in Accounting and Information Technology. The SAIT degree has been designed to fully satisfy the CGA degree requirement. It is primarily a distance learning program, but courses can be taken in a classroom format at SAIT in Calgary, Humber College in Toronto, Conestoga College in Kitchener, Vancouver Community College, and Seneca College in Toronto. This arrangement provides students requiring a degree with an excellent and efficient option to meet the CGA degree requirement, as well as combine their professional accounting designation with information technology expertise that is in high demand.

For further details on the SAIT degree, please visit www.cga-saitdegree.ca.

Course descriptions and outlines

The pages that follow contain, for each course in the CGA Program of Professional Studies and degree programs:

- topic indexes for the major subjects
- course descriptions, including prerequisites, calendar description, and study materials
- module-by-module outlines of the course content, including all major topics and levels of competence required

Some courses may still be under development; consequently, this information must be considered provisional. CGA-Canada reserves the right to make changes to the *Syllabus* without prior notice. This document is updated annually. It also appears in full on the CGA-Canada website (www.cga-canada.org).

Financial Accounting Courses

Financial Accounting Fundamentals [FA1]

Financial Accounting: Assets [FA2]

Financial Accounting: Liabilities & Equities [FA3]

Accounting Business Case [BC1]

Financial Accounting: Consolidations & Advanced Issues [FA4]

Accounting Theory & Contemporary Issues [AT1]

Public Sector Financial Management [PF1]

CERTIFIED GENERAL ACCOUNTANTS ASSOCIATION OF CANADA

FINANCIAL ACCOUNTING COURSES

Topic	Financial Accounting Fundamentals (FA1)	Financial Accounting: Assets (FA2)	Financial Accounting: Liabilities & Equities (FA3)	Financial Accounting: Consolidations and Advanced Issues (FA4)	Accounting Theory & Contemporary Issues (AT1)	Public Sector Financial Management (PF1)
Accounting for income taxes	X	X	X	X		
Accruals and deferrals	X	X			X	X
Depreciation	X	X	X	X		X
Bad debt expense	X	X				
Balance sheet concepts, classifications, and preparation	X	X	X	X		X
Business combinations: Consolidation Foreign operation Non-wholly-owned subsidiaries Wholly-owned subsidiaries Purchase		X		X X X X X		X
Capital assets		X		X		X
Capital market theory			X		X	
Cash	X	X				X
Conceptual framework: Alternative to current structure Current structure	X	X		X X	X X	X
Contingencies	X	X	X			
Corporate equity	X		X	X		
Cost of goods sold		X				
Costing issues						X
Decision-usefulness approach to financial reporting Information approach Measurement approach					X X X	X
Double-entry system	X					
Earnings per share	X	X	X			
Efficient market theory			X		X	
Error corrections			X			
Ethics	X	X	X	X	X	X
Extraordinary items		X		X	X	
Financial accounting & reporting standards	X	X	X	X	X	X

Topic	Financial Accounting Fundamentals (FA1)	Financial Accounting: Assets (FA2)	Financial Accounting: Liabilities & Equities (FA3)	Financial Accounting: Consolidations and Advanced Issues (FA4)	Accounting Theory & Contemporary Issues (AT1)	Public Sector Financial Management (PF1)
Financial instruments			X	X	X	
Financial statement analysis	X		X			X
Foreign currency translation, transactions			X	X		
Fund accounting				X		X
Future taxes			X	X		
Game theory/agency theory					X	
Goods and Services Tax (GST)	X	X				
Goodwill	X	X		X	X	
Income statement concepts, classifications, preparation	X	X	X	X		X
Information needs of financial statement users	X	X	X	X	X	X
Intangibles (excluding goodwill)	X	X		X		X
International accounting standards	X	X	X	X	X	X
Inventories	X	X		X		
Investments in securities: Debt & equity	X	X	X	X		
Leases	X		X			
Liabilities: Long-term Short-term	X X	X X	X X			X X
Natural resources		X	X			
Non-controlling interest		X		X		
Nonprofit and government organizations				X		X
Partnership financial statements	X		X			
Pensions			X		X	X
Performance management						X
Predictive ability of financial statements		X	X			
Present value & future value concepts	X	X	X		X	
Price-level adjusted financial statements					X	

Topic	Financial Accounting Fundamentals (FA1)	Financial Accounting: Assets (FA2)	Financial Accounting: Liabilities & Equities (FA3)	Financial Accounting: Consolidations and Advanced Issues (FA4)	Accounting Theory & Contemporary Issues (AT1)	Public Sector Financial Management (PF1)
Public service						X
Receivables	X	X		X		
Regulatory influences	X		X	X	X	X
Reporting: Interim Segment disclosures				X		X X
Research & development costs		X				
Revenue and expense recognition	X	X				X
Risk management			X			X
SEC reporting					X	
Single-person decision theory					X	
Small business: Characteristics Information needs Reporting requirements		X X X				
Standard setting Canadian environment International environment Political issues Theoretical issues				X X	X X X X	X X X
Cash flow statement	X	X	X			X
Transaction analysis	X					
Treasury stock	X		X			

Financial Accounting Fundamentals [FA1]

Prerequisites	None
Calendar Description	This introductory course in financial accounting gives students an overview of the accounting cycle and the preparation of financial statements. Topics include accounting for merchandising activities, accounting for cash, temporary investments and accounts receivable, inventories and cost of goods sold, capital assets, current and long-term liabilities, partnership accounting and accounting for corporations, as well as the cash flow statement — information that is essential for further study in financial accounting.
Study Materials	<p><i>FAI</i> is delivered online. Additional study materials include:</p> <p>Larson and Jensen, <i>Fundamental Accounting Principles</i>, Twelfth Canadian Edition, Volumes 1 and 2 (Toronto, Ontario: McGraw-Hill Ryerson, 2008)</p> <p>Larson and Jensen, <i>Fundamental Accounting Principles</i>, Thirteenth Canadian Edition, (Toronto, Ontario: McGraw-Hill Ryerson, 2010), Volume 1 (provided electronically with the course materials)</p> <p><i>Ethics Readings Handbook [ERH]</i>, Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)</p> <p><i>Model Financial Statements</i>, Seventeenth Edition, CGA-Canada, 2010 (provided electronically with the course modules)</p>

		Level of Competence
1.	INTRODUCTION TO ACCOUNTING CONCEPTS	
1.1	What is accounting?	1
1.2	Forms of organization	2
1.3	Ethics in accounting	1
1.4	Types of accountants and fields of accounting	2
1.5	Financial statements	1
1.6	Generally accepted accounting principles (GAAP)	2
1.7	The accounting equation	1
1.8	The conceptual framework of accounting	2
1.9	Essential characteristics of accounting information	2
1.10	Trade-off of qualitative characteristics	2
1.11	Fundamental characteristics of accounting – Assumptions	2
1.12	Fundamental concepts of accounting – Basic principles	2
1.13	Fundamental concepts of accounting – Elements of financial statements	2
2.	RECORDING TRANSACTIONS	
2.1	Economic events and source documents	1
2.2	Accounts	1
2.3	Analyzing transactions	1
2.4	Journalizing and posting transactions	1
2.5	Preparing a trial balance	1

	Level of Competence
3. ADJUSTING THE ACCOUNTS, PREPARING THE STATEMENTS, AND COMPLETING THE ACCOUNTING CYCLE	
3.1 Time period principle and the need for adjustments	1
3.2 Adjusting the accounts	1
3.3 Adjusted trial balance and preparation of financial statements	1
3.4 The work sheet	2
3.5 Closing entries	1
3.6 Post-closing trial balance	1
3.7 The accounting cycle	1
3.8 Classification of balance sheet items	1
3.9 Using the information — Current ratio	2
4. ACCOUNTING FOR MERCHANDISING ACTIVITIES	
4.1 Merchandising companies	2
4.2 Merchandise purchases — Perpetual inventory system	1
4.3 An ethics application	1
4.4 Revenue from sales and cost of goods sold — Perpetual inventory system	1
4.5 Additional merchandising issues	1
4.6 Alternative income statement formats, work sheet, and closing entries	1
4.7 Periodic and perpetual inventory systems	2
4.8 Using the information — Gross margin ratio	2
5. INVENTORIES — ADDITIONAL CONSIDERATIONS	
5.1 Assigning costs to inventory items	1
5.2 Lower of cost or net realizable value	1
5.3 Inventory errors	1
5.4 Estimating inventory	2
5.5 Inventory costing methods — Periodic inventory system	2
5.6 Using the information — Merchandise turnover and days' sales in inventory	2
5.7 Testing the accuracy of ledgers	2
6. INTERNAL CONTROL AND ACCOUNTING FOR CASH, INVESTMENTS HELD FOR THE SHORT TERM, AND RECEIVABLES	
6.1 Internal control	2
6.2 Cash defined and internal control for cash	1
6.3 The petty cash fund	1
6.4 An ethical issue	1
6.5 Reconciling the bank balance	1
6.6 Using the information — Acid-test ratio	2
6.7 Investments held for the short term	1
6.8 Accounting for held-for-trading investments	1
6.9 Credit customers and bad debts	1
6.10 Promissory notes	1
6.11 Converting receivables into cash before maturity	2
6.12 Using the information — Accounts receivable turnover and days' sales outstanding	2
7. PROPERTY, PLANT AND EQUIPMENT, AND INTANGIBLES	
7.1 Property, plant and equipment (PPE)	1
7.2 Costs subsequent to acquisition of property, plant and equipment	2
7.3 Depreciation	1
7.4 Impairment of PPE assets	1
7.5 An ethics application	1

7.6	Property, plant and equipment disposals	2
7.7	Intangible assets	2
7.8	Using the information — Total asset turnover and return on total assets	2
8.	CURRENT AND LONG-TERM LIABILITIES	
8.1	Liabilities	1
8.2	Known (determinable) liabilities	2
8.3	Short-term notes payable	1
8.4	Estimated and contingent liabilities	2
8.5	Bonds payable and other long-term liabilities	2
8.6	Issuing bonds at par	1
8.7	Time value of money	2
8.8	Issuing bonds at discount and premium	1
8.9	Retiring bonds	2
9.	ACCOUNTING FOR PARTNERSHIPS AND CORPORATIONS	
9.1	Characteristics of proprietorships and partnerships	2
9.2	Division of partnership earnings	1
9.3	Corporate organization	2
9.4	Corporate financial statements	1
9.5	Issuance of shares	1
9.6	Classes of shares and special features of preferred shares	2
9.7	Cash dividends and closing entries for a corporation	2
9.8	Book value per share	2
9.9	Additional share transactions	2
9.10	Earnings per share	2
9.11	Reporting income	2
9.12	Retained earnings	2
9.13	Ethics — Insider trading	1
10.	CASH FLOW STATEMENT	
10.1	Cash flows and the cash flow statement	1
10.2	Preparing cash flow statements	1
10.3	Cash flow versus reported income	1
10.4	Interpreting financial statements using ratio analysis and understanding the concept of quality earnings	2
10.5	An illustration of accounting characteristics and principles	2

Financial Accounting: Assets [FA2]

Prerequisites*Financial Accounting Fundamentals [FA1]***Calendar Description**

This intermediate financial accounting course focuses on the asset side of the balance sheet. In the first part of the course, students cover financial reporting and accounting concepts, income statement and balance sheet presentation, the statement of cash flows, and revenue and expense recognition. The valuation of notes receivable, investment in debt securities, and leases are also studied. In the second half, students cover current monetary balances, inventory and cost of goods sold, temporary and long-term investments, and capital assets. Computer software is used to demonstrate accounting concepts and procedures and to give students valuable hands-on experience.

Study Materials

FA2 is delivered online. Additional study materials include:

Beechy and Conrod, *Intermediate Accounting*, Fourth Canadian Edition (Toronto, Ontario: McGraw-Hill Ryerson, 2008), Volume 1 only

Model Financial Statements, Seventeenth Edition, CGA-Canada, 2010 (provided electronically with the course modules)

Excerpts from the pre-publication version of Lo Fisher, *Intermediate Financial Accounting* (Toronto, Ontario: Pearson Education Canada, 2010)

(Links to PDF files of the Lo Fisher readings are provided in the module notes.)

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)

Sage Accpac ERP CGA 5.6A

		Level of Competence
1.	FINANCIAL REPORTING AND ACCOUNTING CONCEPTS	
1.1	Objectives of financial reporting	1
1.2	Ethics in accounting	1
1.3	Accounting assumptions and qualitative characteristics	1
1.4	Recognition criteria and elements of financial statements	1
1.5	Measurement methods	1
1.6	Professional judgment in financial reporting	2
1.7	Accounting information processing system	1
1.8	Computer illustration 1.8-1: Review of the accounting cycle	1
2.	INCOME STATEMENT AND BALANCE SHEET PRESENTATION	
2.1	Nature of income	2
2.2	Presentation of the income statement	1, 2
2.3	Discontinued operations	1
2.4	Unusual items	1
2.5	Predictive ability of the income statement; non-recurring items	1
2.6	Earnings per share	2
2.7	Statement of comprehensive income	1
2.8	Statement of changes in equity	1
2.9	Restatements	2
2.10	Balance sheet presentation	1

		Level of Competence
2.11	Disclosure	2
2.12	Goods and Services Tax	2
2.13	Computer illustration 2.13-1: Trial balance	1
3.	STATEMENT OF CASH FLOWS AND CASE ANALYSIS	
3.1	Theoretical foundation	1
3.2	Classification of cash flows	1
3.3	Preparation of the statement of cash flows	1
3.4	Disclosure and special issues	1
3.5	Interpretation of the statement of cash flows	2
3.6	Predictive ability of the statement of cash flows: Distinguishing profit and cash flow	1
3.7	Computer illustration 3.7-1: Spreadsheet approach	1
3.8	The CGA case-analysis approach	1
4.	REVENUE AND EXPENSE RECOGNITION	
4.1	Revenue recognition concepts	1
4.2	Revenue recognition at delivery	1
4.3	Revenue recognition before and after delivery	2
4.4	Revenue recognition by effort expended	1
4.5	Recognition of gains and losses	1
4.6	Expense recognition	1
4.7	Predictive ability of the income statement: revenues and expenses	1
4.8	Ethical considerations	1
5.	INTEREST CONCEPTS OF FUTURE AND PRESENT VALUE	
5.1	Time value of money	1
5.2	Basic interest concepts	1
5.3	Computing present and future values	1
5.4	Periodic payments required for present value and future value problems	1
5.5	Computing the term	1
5.6	Computer illustration 5.6-1: Value of equipment	1
6.	CURRENT FINANCIAL ASSETS AND CURRENT LIABILITIES	
6.1	Nature of current financial assets and liabilities	1
6.2	Cash	1
6.3	Receivables	1
6.4	Accounting for bad debt expense	1
6.5	Notes receivable	1
6.6	Current liabilities	1
6.7	Computer illustration 6.7-1: Aging of accounts receivable	1
6.8	Managing working capital	2
7.	INVENTORY MEASUREMENT, INVENTORY VALUATION, AND COST OF GOODS SOLD	
7.1	Nature of inventory	1
7.2	Perpetual and periodic inventory systems	1
7.3	Inventory cost formulas	1
7.4	Computer illustration 7.4-1: Specific cost identification method	1
7.5	Effect of inventory errors	1
7.6	Valuation at lower of cost or net realizable value	1
7.7	Inventory estimation methods	2
7.8	Internal controls for inventory	2

Level of Competence

8.	INVESTMENTS AND FINANCIAL INSTRUMENTS	
8.1	Introduction to financial statements	1
8.2	Classification of investments	1
8.3	Accounting for held-to-maturity investments	1
8.4	Accounting for available-for-sale investments	1
8.5	Accounting for investments at fair value through profit and loss (held-for-trading)	1
8.6	Reclassification of investments	2
8.7	Presentation and disclosure issues	2
8.8	The equity method	1
8.9	Diversifying investments in financial instruments	2
9.	TANGIBLE AND INTANGIBLE CAPITAL ASSETS	
9.1	Definition and valuation of capital assets	1
9.2	Determining the cost of capital assets	1, 2
9.3	Intangible assets	1
9.4	Goodwill	1
9.5	Disposal and exchange of capital assets	1
9.6	Post-acquisition expenditures	1
9.7	Revaluation of non-current assets	2
9.8	Disclosure and cash flow reporting	1
10.	CAPITAL ASSETS: DEPRECIATION AND IMPAIRMENT	
10.1	Nature of depreciation	1
10.2	Depreciation methods	1
10.3	Computer illustration 10.3-1: Depreciation methods	1
10.4	Additional depreciation issues	2
10.5	Impairment of capital assets and goodwill	1
10.6	Capital cost allowance	2
10.7	Depreciation of natural resources	2
10.8	Disclosure requirements	1
10.9	Ethical considerations	2

Financial Accounting: Liabilities & Equities [FA3]

Prerequisites	<i>Financial Accounting: Assets [FA2]*</i>
Calendar Description	This intermediate financial accounting course emphasizes the critical concepts of liabilities and equities. Topics include legal and financial aspects of partnerships and corporations; current and long-term liabilities; shareholders' equity; complex debt and equity instruments; leases; accounting for income taxes; pension and other post-employment benefits; accounting changes; cash flow statement; and the analysis of financial statements. Computer software is used to illustrate concepts and give students valuable hands-on experience.
Study Materials	<p><i>FA3</i> is delivered online. Additional study materials include:</p> <p>Beechy and Conrod, <i>Intermediate Accounting</i>, Fourth Canadian Edition (Toronto, Ontario: McGraw-Hill Ryerson, 2007), Volume 2 only</p> <p>Hilton, "Accounting for Partnerships," Bonus Chapter in <i>Modern Advanced Accounting in Canada</i>, Fourth Edition (Toronto, McGraw-Hill Ryerson, 2005) http://highered.mcgraw-hill.com/sites/0070930376/student_view0/bonus_chapters.html</p> <p><i>Ethics Readings Handbook [ERH]</i>, Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)</p> <p><i>Model Financial Statements</i>, Seventeenth Edition, CGA-Canada, 2010 (provided electronically with the course modules)</p> <p>Sage Accpac ERP CGA Educational Version 5.6A</p>

Level of Competence

FOUNDATION REVIEW		
FR.1	Journal entries and financial statement preparation	
FR.2	Financial statement concepts and principles	
FR.3	Present value	
1. ACCOUNTING POLICY AND ANALYSIS		
1.1	The financial reporting environment and capital markets	2
1.2	Ethical accounting policy choices	1
1.3	Strategic analysis	2
1.4	Horizontal and vertical analysis	1
1.5	Ratio analysis	1
1.6	Analysis of the statement of cash flow	1
1.7	Introduction to case analysis	1
1.8	Quality-of-earnings analysis	1

* Must have qualified for examination.

		Level of Competence
2.	LIABILITIES	
2.1	Liabilities: Theoretical foundation	1
2.2	Contractual obligations, lawsuits, and guarantees	1
2.3	Environmental liabilities	2
2.4	Current liabilities and long-term liabilities	1
2.5	Calculating bond prices	1
2.6	Subsequent changes in bond interest rates	1
2.7	Bond premiums and discounts	1
2.8	Preparing a bond amortization schedule	1
2.9	Debt retirement and defeasance	1, 2
2.10	Foreign-currency denominated debt	1
2.11	Disclosure, statement of cash flow (SCF), international aspects, and quality of earnings (QOE)	1
3.	SHAREHOLDERS' EQUITY	
3.1	Equity: Theoretical foundation	1
3.2	Moral foundation of a corporation	2
3.3	Issuance of share capital	1
3.4	Retirement of share capital and treasury stock	1
3.5	Retained earnings	1
3.6	Dividend distribution	1
3.7	Stock dividends and stock splits	1
3.8	Reserves and comprehensive income	1
3.9	Disclosure, cash-flow statement, and QOE	1
3.10	Preparing financial statements using Accpac	1
4.	COMPLEX DEBT AND EQUITY INSTRUMENTS	
4.1	Financial instruments: Classification and identification	1
4.2	Debt convertible at the investor's option	1
4.3	Debt convertible at the issuer's option	1
4.4	Share-based payments	1
4.5	Derivatives	1
4.6	Statement of cash flow and QOE	1
4.7	Disclosure	1
4.8	Financial restructuring, bankruptcy, and receivership	1
5.	LEASES	
5.1	Leases: Theoretical foundation	1
5.2	Leasing versus owning	1
5.3	Classifying leases	1
5.4	Lease accounting: Lessee	1
5.5	Accounting for a financing lease	1
5.6	Financial statement disclosure for lessees and QOE	1
5.7	Lease accounting: Lessor	1
6.	ACCOUNTING FOR INCOME TAX	
6.1	Permanent and temporary differences	1
6.2	Accounting alternatives	1
6.3	Tax allocation	1
6.4	Investment tax credits	2
6.5	Tax losses	2
6.6	Disclosure, statement of cash flow and QOE	1

		Level of Competence
7.	PENSION COSTS AND OBLIGATIONS	
7.1	Characteristics of pensions	1
7.2	Defined contribution pension plans	1
7.3	Pension funding methods	2
7.4	Pension obligations and assets	1
7.5	Determining pension expense	1
7.6	Pension plan liability recognition	2
7.7	Other post-retirement benefits	1
7.8	Pension cash flow, disclosure and QOE	
8.	ACCOUNTING CHANGES	
8.1	Accounting changes: Theoretical foundation	1
8.2	Types of accounting changes	1
8.3	All-inclusive earnings and current operating performance	2
8.4	Retrospective treatment with restatement	1
8.5	Retrospective treatment without restatement	1
8.6	Prospective approach	1
8.7	Disclosure of accounting changes	1
8.8	Statement of cash flow and other per share amounts	1
8.9	QOE and accounting policy choice	1
9.	EARNINGS PER SHARE	
9.1	Earnings per share: Theoretical foundation	1
9.2	Basic EPS	1
9.3	Diluted EPS	1
9.4	EPS reporting requirements and IFRS	1
9.5	Interpreting EPS and assessing QOE	1
10.	PARTNERSHIP EQUITY ACCOUNTING	
10.1	Partnership equity accounting: Theoretical foundation	2
10.2	Characteristics of a partnership	2
10.3	Creation and termination of a partnership	2
10.4	General and limited partnerships	2
10.5	Partnership contribution and profit distribution	1
10.6	Admission, retirement, and withdrawal or death of a partner	1
10.7	Liquidation of a partnership	2
10.8	Financial statement presentation and QOE	1

Accounting Business Case [BC1]

Prerequisites

Managing Information Systems [MS1]
Management Accounting Fundamentals [MA1]
Corporate Finance Fundamentals [FN1]
Financial Accounting: Liabilities & Equities [FA3]
Business Communication [CM1]

Calendar Description

This business case provides an opportunity to apply and integrate knowledge from various subject areas of accounting. In this simulation exercise, students are asked to solve specific business problems encountered by a sample company and produce high-level management reports. Students must apply knowledge of concepts covered in financial accounting, management information systems, management accounting, finance, and communications to:

- account for financial transactions
- prepare financial statements and report on the company's current financial situation
- evaluate alternative new product lines and their financial impact
- advise on the management information system
- provide a final report with recommendations to the company's owners

Information on the operations and accounts of the fictitious company Handy Hardware Ltd., a list of accounting issues to be resolved, and the requirements of the student assignment submissions are included in the *Accounting Business Case* document.

Study Materials

BCI is delivered online. Additional study materials include:

CICA Handbook – Accounting, updated to January 2010 release (purchased through the Accounting, Assurance, and Public Sector Supplement CD)

Ethic Readings Handbook [ERH], Third Edition, CGA-Canada 2010 (provided electronically with the case modules)

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- 1. HANDY HARDWARE LTD.**
- 2. TRIAL BALANCE**
2.1 Trial balance, November 30, 2007
- 3. ADDITIONAL INFORMATION FOR EACH ACCOUNT**
- 4. TRANSACTION LISTINGS**
4.1 Transaction listing — December 1 to December 31, 2007 — Batch 2
- 5. ACCOUNTING ISSUES**

FIVE ASSIGNMENTS COVERING THE FOLLOWING:

- Prepare transactions for December — Batch 2
- Post December transaction batches
- Prepare and post adjusting entries for year end — Batches 3 and 4
- Print final chart of accounts
- Print year-end trial balance and transactions listing
- Prepare and print year-end financial statements
- Product decision
- Evaluate the mall store's operations
- Recommend improvements to the MIS
- Analyze pension proposal
- Research question on IFRS

Financial Accounting: Consolidations & Advanced Issues [FA4]

Prerequisites	<i>Financial Accounting: Liabilities & Equities [FA3]</i>
Calendar Description	This financial accounting course offers students an in-depth look at six principal areas of advanced financial accounting: standard setting in Canada and internationally, financial instruments and income tax allocation, long-term intercorporate investments, consolidation, foreign currency translation and the translation and consolidation of foreign subsidiaries, and not-for-profit and public sector accounting. Computer spreadsheets are used to demonstrate concepts and give students practice in advanced financial accounting.
Study Materials	<p><i>FA4</i> is delivered online. Additional study materials include:</p> <p>Hilton, <i>Modern Advanced Accounting in Canada</i>, Fifth Edition (Toronto, Ontario: McGraw-Hill Ryerson, 2008)</p> <p><i>CICA Handbook — Accounting</i>, updated to January 2010 (purchased through the Accounting, Assurance, and Public Sector Supplement CD)</p> <p><i>Ethics Readings Handbook [ERH]</i>, Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)</p> <p><i>Model Financial Statements</i>, Seventeenth Edition, CGA-Canada, 2010 (provided electronically with the course modules)</p>

		Level of Competence
1.	INTERNATIONAL ACCOUNTING STANDARDS AND FINANCIAL INSTRUMENTS – PART I	
1.1	Adoption of international accounting standards	1
1.2	Financial instruments – Basics	1
1.3	Comprehensive income and equity	1
1.4	Classifying and categorizing financial instruments	1
1.5	Initial recognition and measurement of financial assets	1
1.6	Accounting for initial recognition	1
1.7	Accounting after initial recognition	1
1.8	Special Issues: Loans and receivables; related party transactions; interest free loans	1, 2
2.	FINANCIAL INSTRUMENTS – PART II, AND INCOME TAX ALLOCATION	
2.1	Derivatives: Futures, options, and swap contracts	1
2.2	Embedded derivatives	1
2.3	Non-financial instruments	1
2.4	Financial instruments and not-for-profits	1
2.5	Impairments in value	1
2.6	Reclassification and subsequent measurement	1
2.7	Presentation and disclosure	1
2.8	Accounting income before tax and taxable income	2
2.9	Disclosure and accounting for deferred income tax	2

	Level of Competence
3. INTRODUCTION TO INTERCORPORATE INVESTMENTS	
3.1 Control, significant influence, and no significant influence	1
3.2 Equity method	1
3.3 Business combinations	1
3.4 Recording and reporting	1
3.5 Overview of consolidation procedures	1
3.6 Calculation of goodwill and allocation of purchase discrepancy	1
3.7 Consolidated with 100% ownership	1
3.8 Negative goodwill	2
3.9 Consolidation with less than 100% ownership	1
3.10 Consolidated financial statements — Working paper approach	1
3.11 Consolidated financial statements — Direct approach	1
3.12 Consolidation — Related issues	2
3.13 Using consolidation worksheets	1
4. CONSOLIDATION SUBSEQUENT TO ACQUISITION	
4.1 Accounting for goodwill	1
4.2 Purchase discrepancy	1
4.3 Recording and reporting one or more years after acquisition — Equity method	1
4.4 Consolidation one year after acquisition — Equity method	1
4.5 Purchase discrepancy more than one year after acquisition	1
4.6 Consolidation in subsequent years — Equity method	1
4.7 Consolidation of non-wholly-owned subsidiaries — Equity method	1
4.8 Intercompany receivables and payables	1
4.9 Consolidation of wholly-owned subsidiaries — Cost method	1
4.10 Consolidation of non-wholly-owned subsidiaries — Cost method	1
4.11 Worksheets one year after acquisition	1
4.12 Worksheets more than one year after acquisition	1
5. INTERCOMPANY TRANSACTIONS	
5.1 Intercompany revenues and expenses	1
5.2 Downstream and upstream sales	1
5.3 Intercompany inventory profit	2
5.4 Unrealized profit from intercompany inventory sales	1
5.5 Realized profit from intercompany inventory sales	1
5.6 Intercompany profit from the sale of land	1
5.7 Intercompany profit in depreciable assets	1, 2
5.8 Consolidation review	1
5.9 Converting cost recording to equity recording	1
5.10 Consolidation with intercompany unrealized profit	1
6. ISSUES IN OWNERSHIP AND JOINT VENTURES	
6.1 Increase in ownership interest	1
6.2 Impact of step purchases on parent's investment account	1
6.3 Share purchases: Change in level of influence	1
6.4 Decrease in ownership interest: Sale of shares by the parent	1
6.5 Decrease in ownership: Parent's non-participation in subsidiary's share issue	1
6.6 Subsidiary's preferred shares without parent's holding	2
6.7 Subsidiary's preferred shares owned by parent	2
6.8 Indirect shareholdings	2
6.9 Reporting joint ventures	2
6.10 Joint ventures with intercompany transactions	2

		Level of Competence
7.	FOREIGN CURRENCY TRANSLATION AND HEDGE ACCOUNTING	
7.1	Foreign currency transactions	1
7.2	Reporting foreign currency denominated monetary and non-monetary items	1
7.3	Introduction to hedge accounting	1
7.4	Fair-value hedge	1
7.5	Cash-flow hedge	1
7.6	Financial reporting in the international environment	2
8.	TRANSLATION AND CONSOLIDATION OF FOREIGN SUBSIDIARIES	
8.1	Financial statement translation	1
8.2	Foreign operations and subsidiaries accounted for using the foreign currency transactions approach	1
8.3	Translating and consolidating foreign subsidiaries	1
8.4	Hedging a net investment in a foreign operation	2
8.5	Foreign currency translation and consolidation	1
8.6	Foreign subsidiaries: Consolidation with a purchase discrepancy	1
8.7	Segment reporting and predictive ability	2
9.	FINANCIAL REPORTING IN THE NOT-FOR-PROFIT SECTOR	
9.1	Not-for-profit organizations	1
9.2	Not-for-profit reporting issues	1
9.3	Introduction to fund accounting	1
9.4	Application of NFPO standards	1, 2
9.5	Budgetary control	1
9.6	Financial instruments and not-for-profits	2
9.7	Financial reporting for government	1, 2
9.8	GAAP for public-sector organizations	1
10.	ADDITIONAL ISSUES AND INTEGRATION	
10.1	Additional issues in international reporting	1
10.2	Case: Business combinations, foreign currency issues, and management issues	1
10.3	Case: Business combinations, inter-company arrangements, and ethics	1
10.4	Case: Not-for-profit organizations	1

Accounting Theory & Contemporary Issues [AT1]

Prerequisites	<i>Financial Accounting: Liabilities & Equities [FA3]</i> <i>Corporate Finance Fundamentals [FNI]</i>
Calendar Description	This advanced course looks at current issues and problems in the field of financial accounting. Topics covered include the contributions of economics, finance, and other disciplines to accounting theory; the practical and theoretical problems of the present value model; foreign exchange accounting; hedging; the process and issues of standard setting; agency theory; and other topics related to specific industries or sectors of the economy.
Study Materials	<p><i>ATI</i> is delivered online. Additional study materials include:</p> <p>Scott, <i>Financial Accounting Theory</i>, Fifth Edition (Scarborough, Ontario: Prentice Hall, 2009)</p> <p><i>CICA Handbook — Accounting</i>, updated to January 2010 (purchased through the Accounting, Assurance, and Public Sector Supplement CD)</p> <p><i>Ethics Readings Handbook [ERH]</i>, Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)</p>

		Level of Competence
1.	ACCOUNTING UNDER IDEAL CONDITIONS	
1.1	Due process	2
1.2	Recent developments relevant to financial accounting	2
1.3	Present value accounting	1
1.4	Present value model under certainty	1
1.5	Present value model under uncertainty	1
1.6	Reserves recognition accounting	?
1.7	Historical cost accounting revisited	1
1.8	Conclusion	
2.	DECISION USEFULNESS APPROACH TO FINANCIAL REPORTING	
2.1	Decision usefulness approach	1
2.2	Single-person decision theory	1
2.3	The rational, risk-averse investor	2
2.4	Principle of portfolio diversification	2
2.5	Optimal investment decision — ignoring transaction costs	3
2.6	The concept of beta risk	2
2.7	Professional accounting bodies and the decision usefulness approach	1
2.8	Ethical undertones of the usefulness criterion	2
2.9	Conclusion	
3.	EFFICIENT SECURITIES MARKETS	
3.1	Efficient securities markets	1
3.2	Implications of efficient securities markets for financial reporting	1, 3
3.3	Informativeness of price	1
3.4	A capital asset pricing model	1
3.5	Information asymmetry	1, 3
3.6	Social significance of properly working securities markets	2
3.7	Example of full disclosure	1, 2
3.8	Conclusion	

		Level of Competence
4.	INFORMATION APPROACH TO DECISION USEFULNESS	
4.1	Outline of the research problem	1
4.2	Ball and Brown study	1
4.3	Earnings response coefficients	1
4.4	Unusual, non-recurring and extraordinary items	1, 2
4.5	A caveat	2
4.6	Information content of other financial statement information	2
4.7	Conclusion	
5.	MEASUREMENT APPROACH TO DECISION USEFULNESS	
5.1	Measurement approach	1
5.2	Reasons for increased attention to measurement	1, 2
5.3	Using clean surplus theory for firm valuation	1, 2, 3
5.4	Measurement-oriented standards in GAAP	2
5.5	Financial instruments	1, 2, 3
5.6	Accounting for intangibles	1
5.7	Reporting on risk	1
5.8	Conclusion	
6.	ECONOMIC CONSEQUENCES	
6.1	Rise of economic consequences	2
6.2	Employee stock options	1
6.3	Efficient securities market theory and economic consequences	1
6.4	Positive theory of accounting	1
6.5	Opportunistic and efficient contracting form of positive accounting theory	2
6.6	Conclusion	
7.	AN ANALYSIS OF CONFLICT	
7.1	Understanding game theory	1, 2, 3
7.2	A non-cooperative game theory model of manager-investor conflict	2
7.3	Agency theory	1, 2
7.4	Implications of agency theory for accounting	1
7.5	Reconciliation of efficient securities market theory with economic consequences	1
7.6	Conclusion	
8.	CONFLICT BETWEEN CONTRACTING PARTIES	
8.1	Are incentive contracts necessary?	2
8.2	A typical managerial compensation plan	2
8.3	Executive compensation: theory and evidence	1
8.4	Politics of executive compensation	1
8.5	The power theory of executive compensation	2
8.6	Conclusion re: executive compensation	1
8.7	Patterns of earnings management	1
8.8	Evidence of earnings management for bonus purposes	2
8.9	Other motivations for earnings management	1
8.10	Is earnings management “good” or “bad”?	1
8.11	Do managers accept securities market efficiency?	1
8.12	Conclusion	

	Level of Competence
9. STANDARD SETTING: ECONOMIC ISSUES	
9.1 Regulation of economic activity	2
9.2 Private incentives for information production	1
9.3 Sources of market failure	1
9.4 How much information is enough?	1
9.5 Decentralized regulation	2
9.6 Conclusion	
10. STANDARD SETTING: POLITICAL ISSUES	
10.1 Two theories of regulation	1
10.2 Standard setting in Canada, the United States, and internationally	2
10.3 An ethical perspective on standard setting	2
10.4 Conflict and compromise	1
10.5 Criteria for standard setting	1
10.6 Conclusion	

Public Sector Financial Management [PF1]

Prerequisites

Financial Accounting: Assets [FA2]
Advanced Management Accounting [MA2]
External Auditing [AU1]

Calendar Description

Public Sector Financial Management [PF1] is a comprehensive survey course that offers an overview of the public sector for accountants. The course deals with financial management concepts, methods, and standards in use in the public sector generally, and in the Canadian public sector more specifically. The focus is on the federal and provincial governments, although international issues are also covered. After completing *PF1*, students will be familiar with planning, control, and reporting in government. They will be able to review and analyze government annual reports and budget documents; critically analyze public-sector performance information; review, evaluate, and/or recommend cost management and control practices in public-sector enterprises; and identify and manage risk. *PF1* integrates examples and assignments (including case studies) that require application of concepts.

Study Materials

PF1 is delivered online. Additional study materials include:

PF1 Readings Book, CGA-Canada, 2010

Public Sector Accounting Handbook, release 29 and *Statements of Recommended Practice* (available on the Accounting, Assurance, and Public Sector Supplement CD)

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)

Model Financial Statements, Seventeenth Edition, CGA-Canada, 2010 (provided electronically with the course modules)

Level of Competence**1. CANADIAN GOVERNMENTS: THE FINANCIAL AND INSTITUTIONAL SETTING**

1.1	Government responsibility	1
1.2	Distinguishing characteristics of the public sector	1
1.3	Rethinking government	1
1.4	Focusing on the core business	1
1.5	Applying business principles to the public sector	1
1.6	Building networks: joined-up government	2
1.7	Addressing the democratic deficit	2
1.8	Value issues and professional responsibility	1
1.9	Public service renewal	2

2. ACCOUNTABILITY AND PERFORMANCE MANAGEMENT

2.1	Introduction to performance management, program evaluation, performance measurement, and performance reporting	1
2.2	Performance measurement and reporting	1
2.3	Logic modeling	1
2.4	Establishing and reporting upon performance measures	1
2.5	Performance management and incentives	1
2.6	Auditor attestation of performance information	2

	Level of Competence
3. FINANCIAL BUDGETING AND REPORTING — PART I	
3.1 The financial management cycle	2
3.2 The planning and budgeting cycle	1
3.3 Government and department planning	1
3.4 Preparing departmental budget requests	1
3.5 The economic and fiscal update	1
3.6 The executive budget	1
3.7 Parliament's role in the expenditure management process	1
4. FINANCIAL BUDGETING AND REPORTING — PART II	
4.1 Accrual budgeting	1
4.2 Operating and capital budgeting	2
4.3 Deficits, debts, and fiscal sustainability	1
5. PUBLIC-SECTOR ACCOUNTING STANDARDS	
5.1 Public Sector Accounting Board	1
5.2 Public Sector Accounting Handbook	1
5.3 Evolution of PSAB standards	2
5.4 Current PSAB issues	1
5.5 International Public Sector Accounting Standards Board	2
6. FINANCIAL REPORTING STANDARDS, TOOLS, AND PRACTICES	
6.1 Government financial reporting	1
6.2 Accrual basis of accounting	1
6.3 The government reporting entity and control	1
6.4 Government reporting entity framework	1
6.5 Restricted assets and revenues	1
6.6 Reporting legislative control	1
7. FINANCIAL STATEMENTS	
7.1 Government statement of responsibility	1
7.2 Financial statement concepts and objectives	1
7.3 Standards of presentation	1
7.4 Relationship among the statements	1
7.5 Disclosure standards	2
7.6 Summary financial statements	2
7.7 Schedules to the financial statements	2
8. ANALYSIS OF GOVERNMENTAL FINANCIAL PERFORMANCE	
8.1 Evaluating governmental financial performance	1
8.2 Financial position and financial condition	1
8.3 Analyzing annual financial reports	1
9. COST MANAGEMENT AND CONTROL PRACTICES	
9.1 Financial administration legislation	1
9.2 Control systems in public-sector organizations	2
9.3 Management accountability framework	2
9.4 Auditing	1
9.5 Costing of government services	1

10.	RISK MANAGEMENT	
10.1	Enterprise-wide risk management	1
10.2	Developing a risk model	1
10.3	Risk management in public administration	1
10.4	Strategies for public-private partnerships	1
10.5	Considering stakeholders	1
10.6	Changing the culture of government	1

Management Accounting Courses

Management Accounting Fundamentals [MA1]

Advanced Management Accounting [MA2]

CERTIFIED GENERAL ACCOUNTANTS ASSOCIATION OF CANADA

MANAGEMENT ACCOUNTING COURSES

Topic	Management Accounting Fundamentals (MA1)	Advanced Management Accounting (MA2)
Accounting information requirements for management decisions (e.g., pricing, purchasing, production)	X	X
Activity-based management (ABM)		X
Agency theory		X
Balanced scorecard	X	X
Budgeted financial statements	X	X
Budgeting: Flexible Zero base	X X	
Capital budgeting: Payback method Accounting rate of return Net present value Internal rate of return		X X X X
Compensation contracts and participative budgeting		X
Cost-volume-profit (CVP) analysis	X	X
Costing: Activity-based Direct Full (including alternative methods of overhead allocation) Job-order Process Variable Target Kaizen Benchmarking	X X X X X X X	X X X X X X X
Costs: Behaviour patterns Joint Standard	X X X	X
Emerging Issues Corporate social responsibility Sustainable development		X X
Ethics	X	X
Inventory control and management	X	X
Just-in-time (JIT) inventory and purchasing methods	X	X
Key success factors		X
Management control	X	X

Topic	Management Accounting Fundamentals (MA1)	Advanced Management Accounting (MA2)
Managerial accounting uses of quantitative techniques:		
Linear programming		X
Regression analysis	X	
Sensitivity analysis	X	X
Overhead control	X	X
Make or buy (outsourcing) decisions	X	X
Performance evaluation:		
Common costs	X	
Nonfinancial performance measures		X
Nonfinancial variance analysis	X	
Residual income	X	X
Responsibility accounting	X	X
Return on investment	X	X
Segment reporting	X	X
Transfer pricing		X
Planning:		
Long-range	X	
Short-range	X	
Pricing:		
New products	X	X
Standard products	X	X
Quality reporting		X
Responsibility accounting		
Cost	X	X
Profit	X	X
Investment	X	X
Special considerations in non-manufacturing concerns	X	
Spoilage, waste, defective units and scrap	X	
Strategy and Management Accounting		
SWOT analysis		X
Theory of constraints	X	X
Variance analysis		
Activity-based variance analysis		X
Customer profitability		X
Full income statement analysis		X
Mix-and-yield		X
Sales volume		X
Spending and efficiency		X

Management Accounting Fundamentals [MA1]

Prerequisites *Financial Accounting Fundamentals [FA1]**

Calendar Description This course introduces students to key concepts and practices of management accounting. The main topics covered are cost accounting fundamentals, job and process costing, cost-volume-profit analysis, budgeting and control, inventory costing, and information for management control and decision analysis. Computer spreadsheets are used to illustrate concepts and provide students with valuable hands-on experience.

Study Materials *MA1* is delivered online. Additional study materials include:

Garrison, Chesley, Carroll, and Webb, *Managerial Accounting*, Eighth Canadian Edition (Toronto, Ontario: McGraw-Hill Ryerson, 2009)

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)

		Level of Competence
1.	BASIC CONCEPTS OF MANAGEMENT ACCOUNTING	
1.1	The manager's need for information	2
1.2	Comparing financial and managerial accounting	2
1.3	Organizational structure	2
1.4	Process management	2
1.5	Ethical standards	2
1.6	General cost classifications	2
1.7	Cost classifications on financial statements	2
1.8	Costs for planning, costing, and decision-making	1
2.	JOB-ORDER COSTING	
2.1	Job-order costing — Overview	1
2.2	Job-order costing — Flow of costs	1
2.3	Using predetermined overhead rates	1
2.4	Complications of overhead application	1
2.5	Job-order costing in service companies	1
2.6	Scrap and rework	1
2.7	Computer illustration 2.7-1: Cost schedules	1
3.	PROCESS COSTING	
3.1	Comparison of job-order and process costing	2
3.2	A perspective of process cost flows	1
3.3	Equivalent units of production	1
3.4	Production report — Weighted-average method	1
3.5	Production report — FIFO method	1
3.6	Shrinkage, spoilage, and lost units	1
3.7	Operation costing	2
3.8	Computer illustration 3.8-1: Production report — Weighted-average method and FIFO method	1

* Must have qualified for examination.

Level of Competence

4.	COST BEHAVIOUR AND COST-VOLUME-PROFIT ANALYSIS	
4.1	Variable cost behaviour patterns	1
4.2	Fixed costs	1
4.3	Analysis of mixed costs	1
4.4	Contribution margin and contribution format income statement	1
4.5	Computer illustration 4.5-1: Regression analysis	2
4.6	Basics of cost-volume-profit analysis	1
4.7	Break-even analysis	1
4.8	CVP considerations in choosing a cost structure	1
4.9	Sales mix	1
4.10	Assumptions of CVP analysis	2
4.11	Computer illustration 4.11-1: CVP sensitivity analysis	2
5.	ACTIVITY-BASED COSTING AND SERVICE DEPARTMENT COSTING	
5.1	Overhead costing in the new manufacturing environment	1
5.2	Design of an activity-based costing system	1
5.3	Comparison of traditional and ABC product costs	2
5.4	Computer illustration 5.4-1: Activity-based costing	1
5.5	Guidelines for service department cost allocation	1
5.6	Computer illustration 5.6-1: Step method and direct method of cost allocation	1
6.	ABSORPTION AND VARIABLE COSTING AND BUDGETING	
6.1	Absorption and variable costing	1
6.2	Absorption and variable costing income statements	1
6.3	Advantages and disadvantages of absorption and variable costing	1
6.4	Impact of lean production	1
6.5	Basic framework of budgeting	2
6.6	Advantages of budgets	2
6.7	Preparing the master budget	1
6.8	Computer illustration 6.8-1: Sales budget and cash collection schedule	1
6.9	Flexible budgets	1
6.10	Computer illustration 6.10-1: Determining flexible budget and sales-volume variances	1
7.	STANDARD COSTS FOR MATERIALS, LABOUR, AND VARIABLE OVERHEAD	
7.1	Standard costs — Management by exception	2
7.2	Setting standard costs	1
7.3	A general model for variance analysis	1
7.4	Variable overhead variances	2
7.5	Variance analysis and management by exception	2
7.6	Advantages and disadvantages of standard costs	
7.7	Computer illustration 7.7-1: Mix and yield variances	2

	Level of Competence
8. FIXED OVERHEAD ANALYSIS AND REPORTING FOR CONTROL	
8.1 Overhead rates and standard costing	1
8.2 Fixed overhead budget and volume variances	1
8.3 Journal entries to record standard costs and variances	2
8.4 Computer illustration 8.4-1: Fixed costs in a flexible budget	1
8.5 Full income statement variance analysis	2
8.6 Decentralization in organizations	2
8.7 Segment reporting	1
8.8 Revenue variance and marketing expense analysis	1
8.9 Return on investment and residual income	1
8.10 Balanced Scorecard	1
8.11 Other performance measures	1
9. RELEVANT COSTS FOR DECISION-MAKING AND INVENTORY MANAGEMENT	
9.1 Cost concepts for decision-making	1
9.2 Adding and dropping product lines	1
9.3 The make-or-buy decision	1
9.4 Computer illustration 9.4-1: Relevant costs	1
9.5 Special orders	1
9.6 Utilization of a constrained resource	2
9.7 Joint product costs and the contribution approach	1
9.8 Economic order quantity (EOQ) and the reorder point	1
10. PRICING AND TRENDS IN MANAGEMENT ACCOUNTING	
10.1 Cost-plus pricing	1
10.2 Computer illustration 10.2-1: Pricing	2
10.3 Target costing	1
10.4 Time and material pricing	1
10.5 Cost of quality	2
10.6 Ethical considerations	2

Advanced Management Accounting [MA2]

Prerequisites

Management Accounting Fundamentals [MA1]
Business Quantitative Analysis [QU1]

Calendar Description

This course equips students with a conceptual understanding of the design and use of management accounting information and the role of the management accountant. Students learn to perform analyses to support managerial decisions, design and implement effective management control systems, and develop an awareness of the moral responsibilities of management accountants. Topics include: strategic decision making, customer profitability analysis, capital budgeting, time drivers, supply-chain analysis, agency theory, responsibility accounting and transfer pricing, performance measures, and emerging issues. The importance of understanding ethical issues in management accounting is stressed. The final module integrates student learning with a set of cases on managerial decision making, agency costs, and strategic planning. Computer spreadsheets are used to illustrate concepts and provide practical, hands-on experience.

Study Materials

MA2 is delivered online. Additional study materials include:

Horngren, Foster, Datar, Teall and Gowing, *Cost Accounting: A Managerial Emphasis*, Fifth Canadian Edition (Toronto, Ontario: Pearson Prentice Hall, 2010)

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)

Level of Competence**1. STRATEGY, MANAGEMENT ACCOUNTING, AND DECISION-MAKING**

1.1	What is strategy?	2
1.2	PEST and SWOT analysis	1
1.3	Implementing strategy	2
1.4	Planning and control	2
1.5	Different kinds of costs	1
1.6	Decision framing	1
1.7	Decision models and uncertainty	1
1.8	Linear programming	2
1.9	Make-or-buy and add-or-drop decisions	1
1.10	Management accounting and professional ethics	1

2. VARIANCE AND CUSTOMER PROFITABILITY ANALYSIS

2.1	Revenue allocation	2
2.2	Sales-volume variance	1
2.3	Mix-and-yield variances for substitutable inputs	2
2.4	Activity-based costing and variance analysis	1
2.5	Customer profitability analysis	1
2.6	Full-income statement variance analysis	1

	Level of Competence
3. QUALITY AND TIME	
3.1 Quality as a competitive tool and the costs of quality	1
3.2 Analyzing and improving quality	1
3.3 Costs and benefits of quality improvement	1
3.4 Time and competitiveness	1
3.5 Theory of constraints	1
3.6 Case: Quality and time initiatives	1
4. INVENTORY MANAGEMENT	
4.1 Inventory management and EOQ	1
4.2 Estimating inventory-related costs	2
4.3 JIT and supply-chain analysis and management	2
4.4 MRP and ERP inventory management systems	2
4.5 Backflush costing	1
4.6 Case: Supply-chain management	1
5. KAIZEN, ACTIVITY-BASED, AND CAPITAL BUDGETING	
5.1 Sensitivity analysis, kaizen budgeting, and activity-based budgeting	1
5.2 Capital budgeting stages	2
5.3 Discounted cash flows: Net present value	1
5.4 Discounted cash flows: Internal rate of return	1
5.5 Sensitivity analysis and relevant cash flows	1
5.6 Payback period and accrual accounting rate of return	1
5.7 Complexities in capital budgeting applications	2
5.8 Capital budget and master budget	1
5.9 Integrative case	1
6. TRANSFER PRICING	
6.1 Organizational structure and decentralization	2
6.2 Transfer pricing policies	1
6.3 Transfer pricing measures	1
6.4 Determining minimum transfer price	1
6.5 Multinational companies and transfer pricing	2
7. MANAGEMENT CONTROL SYSTEMS	
7.1 Management control systems: Introduction	2
7.2 Agency theory and control	2
7.3 Corporate-level strategies	2
7.4 Business-unit strategies	
7.5 Management control and strategy	2
7.6 Management control and goal congruence	1
7.7 Types of controls	1
7.8 Summary: Evaluating design and use of MCS	1
8. PERFORMANCE MEASUREMENT AND COMPENSATION	
8.1 Financial and nonfinancial performance measures	1
8.2 Accounting-based performance measures	2
8.3 Responsibility centers and performance measures	1
8.4 Return on investment, residual income, economic value added, and return on sales	1
8.5 Time horizon of performance measures	2
8.6 Alternative measurements of assets	2
8.7 Selecting performance goals and timing of feedback	2
8.8 Global performance measurement	2
8.9 Evaluation of managers and organizational units	2
8.10 Executive performance measures and compensation	2
8.11 Performance measures and fraud	2

	Level of Competence
9. STRATEGY AND THE BALANCED SCORECARD	
9.1 Strategy evaluation and the Balanced Scorecard	2
9.2 BSC application to enterprise risk management	2
9.3 BSC and corporate sustainability	2
9.4 Implementation of the BSC	1
9.5 Evaluating outcomes of strategic initiatives	1
9.6 Strategic analysis of operating income	1
9.7 Specific control strategies	1
10. EMERGING ISSUES AND INTEGRATION	
10.1 Emerging issues	1
10.2 Case: Managerial decision-making and the Balanced Scorecard	2
10.3 Case: Managerial decision-making and customer profitability	2
10.4 Case: Agency costs and strategic planning — Capital budgeting	2
10.5 Case: Agency costs and strategic planning — Transfer pricing	1

Auditing Courses

External Auditing [AU1]

Advanced External Auditing [AU2]

Internal Auditing & Controls [MU1]

Public Practice Audit Case [BC2]

CERTIFIED GENERAL ACCOUNTANTS ASSOCIATION OF CANADA

AUDITING COURSES

Topic	External Auditing (AU1)	Advanced External Auditing (AU2)	Internal Auditing & Controls (MU1)
Attest and nonaudit engagement		X	X
Audit administration:			
Client relations	X	X	X
Planning and supervision	X	X	X
Review (quality control issues)	X		X
Audit of a small business		X	
Audit risk and materiality	X	X	X
Auditing in an EDP environment	X	X	X
Auditing standards:			
GAAS	X	X	
International standards		X	X
CAATs	X	X	X
Comprehensive auditing		X	X
Ethics	X	X	X
Evidence	X	X	X
Fraud and illegal acts	X	X	X
Influence of regulatory bodies on the auditing function	X	X	X
Internal control	X	X	X
Legal responsibilities of the auditor	X	X	
Management letter	X	X	
Not-for-profit organizations, audits — special considerations		X	
Operational auditing	X		X
Post-statement events	X	X	
Procedures:			
Analytical	X	X	
Compliance tests	X	X	X
Review of operations	X	X	X
Tests of account balances (substantive testing)	X	X	X
Tests of transactions	X	X	X
Working papers			
Prospectuses and annual reports		X	

Topic	External Auditing (AU1)	Advanced External Auditing (AU2)	Internal Auditing & Controls (MU1)
Reports: Long form Special reports Standard short-form	X	X	X
Rules of professional conduct	X	X	X
Sampling: Judgmental sampling Other statistical methods Statistical sampling	X X	X X	
Users' expectations regarding the auditors' role	X	X	X

External Auditing [AU1]

Prerequisites

Financial Accounting: Liabilities & Equities [FA3]
Managing Information Systems [MS1]
Business Quantitative Analysis [QU1]

Calendar Description

This introductory course offers students thorough coverage of the auditing concepts and procedures of external auditing. After completing *AUI*, students will be familiar with key topics including reporting; professional standards and ethics; legal liability; audit objectives, evidence, and documentation; planning and analysis; materiality and risk; internal control; audit sampling; and computer auditing. The functions and procedures related to the revenue and collection cycle, acquisition and expenditure cycle, inventory and capital asset balances, production and payroll cycle, and finance and investment cycle are studied. Completion of the audit, including evaluation and communication of findings, is also studied.

Study Materials

AUI is delivered online. Additional study materials include:

Smieliauskas and Bewley, *Auditing: An International Approach*, Fifth Edition (Toronto: McGraw-Hill Ryerson, 2010)

CICA Handbook — Assurance, updated to January 2010 release (purchased through the Accounting, Assurance, and Public Sector Supplement CD)

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)

		Level of Competence
1.	INTRODUCTION TO AUDITING	
1.1	Overview of auditing	1
1.2	Information risk	1
1.3	Public accounting	1
1.4	The role of the staff accountant	2
1.5	External and internal auditing	2
1.6	Assurance engagements	1
1.7	Audit, review, and compilation engagements	1
1.8	Reporting	1
1.9	Reservation of opinion	1
2.	PROFESSIONAL STANDARDS, ETHICS, AND LEGAL LIABILITIES	
2.1	Professional standards	1
2.2	Assurance standards, generally accepted audit standards, and audit procedures	1
2.3	Professional ethics	1
2.4	Independence	1
2.5	An ethical case study	1
2.6	Legal liability and ethical responsibility	2
2.7	Liability to clients and third parties	2
2.8	Responding to legal liability	2

Level of Competence

3.	AUDIT OBJECTIVES, EVIDENCE, PROCEDURES, AND DOCUMENTATION	
3.1	Audit objectives	2
3.2	Specific audit objectives	1
3.3	Audit evidence	1
3.4	Evidence-gathering audit procedures	1
3.5	Documentation	1
3.6	Pre-engagement arrangements	1
3.7	Engagement letters	2
4.	PLANNING, MATERIALITY, AND RISK	
4.1	Audit planning	1
4.2	Role of analysis in audit planning	1
4.3	Analysis of unaudited financial statements	1
4.4	Determining materiality	1
4.5	Applying materiality	1
4.6	Components of audit risk	1
4.7	Audit risk model	1
4.8	Impact of auditee's risk on risk of material misstatement	1
4.9	Audit programs	1
5.	INTERNAL CONTROL	
5.1	Evaluation of internal controls	1
5.2	Management and auditor responsibility	1
5.3	Internal control components and control environment	1
5.4	Evaluation of internal control	1
5.5	Combined and substantive planning approaches	1
5.6	Internal control objectives and control procedures	1
5.7	Documenting internal controls	1
5.8	Assessing the risks of material misstatement	1
5.9	Testing internal controls	1
5.10	Timing of tests of controls	1
5.11	Internal control in audit strategy	1
5.12	Audit reports on internal control	2
6.	AUDIT SAMPLING	
6.1	Audit sampling: Introduction	2
6.2	Statistical and nonstatistical sampling	2
6.3	Sampling and nonsampling error	2
6.4	Attribute sampling and tests of controls	2
6.5	Determining sample size and selecting the sample	2
6.6	Evaluating test results	2
6.7	Audit sampling for substantive testing	2
6.8	Sampling procedures for substantive testing	2
6.9	Determining sample size in substantive testing	2
6.10	Evaluating test results for substantive testing	2
6.11	Dollar unit sampling	2
7.	COMPUTER AUDITING	
7.1	Company operations and computer systems	1
7.2	Major elements in today's computer environment	2
7.3	Audit implications: Internal control processes	1
7.4	Audit implications: System access and design	1
7.5	General controls and application controls	2
7.6	Audit implications of electronic commerce	2
7.7	Auditing computerized systems — General considerations	1

	Level of Competence	
7.8	General strategy in auditing computerized systems	1
7.9	Internal control considerations in personal computer, online, and database environments	1
7.10	Approaches to auditing computerized systems	1
7.11	Approaches to auditing through the computer	1
7.12	Computer-aided auditing	1
8.	REVENUE AND COLLECTION CYCLE, AND ACQUISITION AND EXPENDITURE CYCLE	
8.1	The balance sheet approach	1
8.2	Revenue and collection cycle — The basics	1
8.3	Revenue and collection cycle — Tests of controls	1
8.4	Cash balances	1
8.5	Accounts receivable	1
8.6	Accounts receivable — Substantive procedures	1
8.7	Accounts receivable — Confirmations	1
8.8	Acquisition and expenditure cycle — The basics	1
8.9	Acquisition and expenditure cycle — Tests of controls	1
8.10	Accounts payable and accrued liabilities — Knowledge of the business	1
8.11	Accounts payable and accrued liabilities — Substantive procedures	1
9.	INVENTORY AND CAPITAL ASSET BALANCES, PRODUCTION AND PAYROLL CYCLES, AND FINANCE AND INVESTMENT CYCLE	
9.1	Inventory — Knowledge of the business	1
9.2	Inventory — Substantive procedures	2
9.3	Inventory — Observation	1
9.4	Manufacturing inventory — Substantive procedures	2
9.5	Capital assets — Knowledge of the business	2
9.6	Capital assets — Substantive procedures	2
9.7	Production and payroll cycles — The basics	2
9.8	Production and payroll cycles — Tests of controls	2
9.9	Payroll — Substantive procedures	2
9.10	Finance and investment cycle — The basics	1
9.11	Finance and investment cycle — Tests of controls	2
10.	INVESTMENTS, LONG-TERM DEBT, SHAREHOLDERS' EQUITY BALANCES, AND COMPLETION OF THE AUDIT	
10.1	Investments — Substantive procedures	2
10.2	Long-term debt — Substantive procedures	2
10.3	Shareholders' equity — Substantive procedures	2
10.4	Revenue and expenses	1
10.5	Contingencies	1
10.6	Communication with client's law firm	1
10.7	Management representations	2
10.8	Related parties	1
10.9	Subsequent events	2
10.10	Evaluation of audit findings	2
10.11	Audit findings and independent reviews	2
10.12	Audit findings and communication with management	2
10.13	Communication with the audit committee	2

Advanced External Auditing [AU2]

Prerequisites *External Auditing [AU1]*

Calendar Description This course offers in-depth coverage of the concepts and procedures of external auditing and other assurance engagements. Topics include the professional, legal, and ethical environment of analysing and assessing risk factors, planning and performing engagement, interpreting and documenting results. *AU2* helps to develop competencies related to evaluating and advising on accounting policies and procedures, in accordance with professional standards, through tasks such as evaluating and reporting on internal control systems, computer-assisted auditing techniques, substantive testing and evidence. *AU2* also covers audits for special circumstances such as consolidated financial statements, not-for-profit and public sector audits and introduces to some of the changes that the auditing profession is facing and the reasons for these changes.

Study Materials *AU2* is delivered online. Additional study materials include:

AU2 Readings Book, Twelfth Edition, CGA-Canada, 2010

CICA Handbook — Assurance, January 2010 release (purchased through the Accounting, Assurance, and Public Sector Supplement CD)

Audit Command Language (ACL) 9.1 CGA

Audit Command Language (ACL) for Windows Software Guide, Fourth Edition, CGA-Canada, 2005

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)

		Level of Competence
1.	THE ASSURANCE PROCESS	
1.1	The value added by assurance services	1
1.2	The expectation gap	2
1.3	Auditor independence	1
1.4	A general assurance framework	1
1.5	Professional standards and ethics	1, 2
1.6	The audit risk model	1
2.	ENGAGEMENT PLANNING	
2.1	Accepting audit engagements	1
2.2	Understanding the entity and its environment	1
2.3	Planning materiality	1
2.4	Assessing the risk of material misstatement	1, 2
2.5	Use of analysis in planning	1
2.6	Developing the overall audit strategy and audit plan	1
2.7	First-time engagements	1

		Level of Competence
3.	INTERNAL CONTROLS	
3.1	Internal control fundamentals	1
3.2	The control environment and risk assessment process	1, 2
3.3	The information system	1
3.4	Control activities and monitoring of controls	1
3.5	Tests of controls	1
3.6	General computer controls	1, 2
3.7	Tests of application controls	1
3.8	Computer-assisted audit techniques	1
3.9	Relying on service auditors' reports	2
3.10	Using the work of internal audit	2
4.	AUDIT SAMPLING	
4.1	Sampling concepts	1
4.2	Attribute sampling	1, 2
4.3	Attribute sampling illustration	1
4.4	Dollar-unit sampling	1, 2
4.5	Dollar-unit sampling illustration	1
4.6	Evaluation of statistical sampling	1, 2
5.	SUBSTANTIVE TESTING AND EVIDENCE	
5.1	Sufficiency and appropriateness of evidence	1
5.2	Fraud considerations	2
5.3	Using data-oriented CAATs in substantive testing	1, 2
5.4	Special considerations in obtaining audit evidence	1, 2
5.5	Use of an expert or specialist	1, 2
5.6	Aggregating misstatements	1
6.	REPORTING ISSUES	
6.1	Audit reports	1
6.2	Subsequent events and subsequent discovery of a material misstatement	1
6.3	Comparatives	1
6.4	Foreign reporting	2
6.5	Canada-U.S. differences	2
6.6	Communication with client	1
6.7	Annual reports and MD&A	1, 2
7.	PRACTICAL CONSIDERATIONS	
7.1	Small business audit issues	1
7.2	Roles of audit team members	1, 2
7.3	Team and client relations	1, 2
7.4	Meeting management	2
7.5	Comprehensive case	2
8.	AUDITS FOR SPECIAL CIRCUMSTANCES	
8.1	Audit of consolidated statements	1, 2
8.2	Audit of NFPs	2
8.3	Public sector auditing	2
8.4	Second opinions	2

		Level of Competence
9.	OTHER ENGAGEMENTS	
9.1	Review engagements	1
9.2	Review of interim statements	1, 2
9.3	Other assurance engagements	2
9.4	Compilation engagements	1
9.5	Specified audit procedures	1
9.6	The auditor's involvement with offering documents	2
9.7	The auditor's assistance to underwriters and others	2
9.8	The auditor's consent to the use of the auditor's report in connection with designated documents	2
9.9	Special considerations	2
9.10	Forecasts and projections	2
9.11	Reporting on internal control over financial reporting	2
10.	RECENT ISSUES AND E-COMMERCE APPLICATIONS	
10.1	Changes to the audit risk model	1
10.2	Audit committees	1
10.3	Continuous auditing	2
10.4	Impact of e-commerce	2

Internal Auditing & Controls [MU1]

Prerequisites*External Auditing [AU1]***Calendar Description**

This course covers objectives, concepts, principles, and techniques of internal auditing. Students who take *MU1* will be well prepared to play a senior role in the internal auditing team of a private or public organization. Topics include the role of the internal auditor; types of audits; enterprise risk management; planning the internal audit; the examination phase of internal auditing; reporting audit observations and monitoring; the impact of information technology on internal auditing; internal audit of purchasing, human resources management, marketing, and financial management; and internal auditing in the public-sector and non-profit organizations. Computer software is used to illustrate concepts and offer students practical, hands-on experience.

Study Materials

MU1 is delivered online. Additional study materials include:

MU1 Selected Readings, CGA-Canada, 2010

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010
(provided electronically with the course modules)

Audit Command Language (ACL) for Windows v9.1CGA

Audit Command Language (ACL) for Windows Software Guide, Fourth Edition, CGA-Canada, 2009

		Level of Competence
1.	INTRODUCTION TO INTERNAL AUDITING	
1.1	Definition of internal auditing	1
1.2	Scope of internal auditing	1
1.3	Functions of management	2
1.4	Enterprise risk	1
1.5	Role of the internal auditor	1
1.6	Types of internal audit assignments	1
1.7	Performance measurement	2
1.8	The ethical climate	1
1.9	Ethical considerations	1, 2
1.10	Introduction to case analysis	2
2.	INTERNAL AUDITING STANDARDS	
2.1	Overview of internal auditing standards	1
2.2	Purpose, authority, and responsibility	1
2.3	Independence and objectivity	1
2.4	Independence considerations in internal audit consulting engagements	2
2.5	Proficiency and due professional care	1
2.6	The outsourcing alternative	2
2.7	Managing the internal audit department	1

Level of Competence

3.	RISK MANAGEMENT, CONTROL FRAMEWORKS, AND GOVERNANCE	
3.1	Risk management	1
3.2	Role of the internal auditor	1
3.3	Risk assessment process	1
3.4	Control frameworks	2
3.5	Auditing using control frameworks	2
3.6	Control self-assessment	2
3.7	Governance	1, 2
3.8	Role of the audit committee	1, 2
3.9	Corporate governance	2
4.	PLANNING THE INTERNAL AUDIT	
4.1	The internal auditing process	1
4.2	Internal audit planning process	1
4.3	Long-term planning — Overview	2
4.4	Long-term planning — Risk assessment matrix	2
4.5	Long-term planning — Case study	2
4.6	Short-term audit planning	2
4.7	Engagement planning	1, 2
4.8	Engagement planning — Case study	1
5.	EXAMINATION PHASE OF THE INTERNAL AUDIT	
5.1	Overview of the examination phase	1
5.2	Planning the audit work program	1
5.3	Testing and evidence	1
5.4	Developing audit criteria and preparing an audit program — Case study	1
5.5	Computer-assisted audit techniques	1
5.6	Generalized audit software	1
5.7	Evaluating audit results	1
5.8	Completing and reviewing audit files	2
5.9	Internal auditing and fraud	1, 2
5.10	Conducting a fraud investigation	1
5.11	Fraud in a technological environment	1, 2
6.	INTERNAL AUDIT COMMUNICATIONS	
6.1	Interviewing skills	2
6.2	Purpose and functions of internal audit reporting	1
6.3	Internal audit reporting standards	1
6.4	Contents of the internal audit report	1
6.5	Presentation of the internal audit report	1, 2
6.6	Monitoring recommendations	1
6.7	Internal audit reporting — Case study	2
7.	IMPACT OF IT ON INTERNAL AUDITING	
7.1	How IT affects the internal audit process	2
7.2	IT auditing	1, 2
7.3	Risk in an IT environment	1
7.4	IT Control frameworks	2
7.5	General controls	1
7.6	Application controls	1
7.7	Communications network controls	2
7.8	Controls for end-user computing	1
7.9	Emerging technologies and the auditor	2
7.10	Impact of e-commerce	2

		Level of Competence
8.	MARKETING, PURCHASING, AND PRODUCTION	
8.1	Marketing	2
8.2	Marketing audit — Case study	1
8.3	Marketing audit — Data analysis	2
8.4	Purchasing	2
8.5	Purchasing audit — Case study	1, 2
8.6	Production	2
8.7	Production audit — Case study	1
9.	HUMAN RESOURCES MANAGEMENT, TREASURY, AND STRATEGIC PLANNING	
9.1	Human resources management	2
9.2	Human resources planning audit — Case study	1
9.3	Human resources planning audit — Data analysis	2
9.4	Treasury	2
9.5	Treasury audit — Case study	1
9.6	Auditing the financial reporting process	2
9.7	Strategic planning	2
9.8	Strategic planning audit — Case study	1
10.	INTERNAL AUDITING IN THE PUBLIC AND NOT-FOR-PROFIT SECTORS	
10.1	Roles, activities, and risks in the public sector	1
10.2	Governance in the public sector	2
10.3	Legislative auditing — Role of the Auditor General	2
10.4	Internal auditing in the public sector	1, 2
10.5	Comprehensive auditing and performance auditing	2
10.6	Roles, activities, risks, and governance in the not-for-profit sector	2
10.7	Internal audit considerations for NFPs	1

Public Practice Audit Case [BC2]

Prerequisites	<p><i>Managing Information Systems [MS1]</i> <i>Financial Accounting: Liabilities & Equities [FA3]</i> <i>Business Quantitative Analysis [QUI]</i> Concurrent or prior completion of <i>External Auditing [AU1]</i></p>
Calendar Description	<p><i>Public Practice Audit Case</i> provides students with hands-on experience in preparing audit working papers and performing audit programs in public practice. Audit working papers are required to support the audit opinion reached by the auditor.</p> <p>In this real-life simulation exercise, students take on the role of an auditor, and complete a year-end audit file for review by a partner. The case requires students to develop expertise by working through the following four phases of an audit:</p> <p>Planning and design Testing internal control Directly testing the financial balances Completing the audit and issuing the auditor's report</p> <p><i>BC2</i> also requires students to work within CaseWare to complete an online submission of five assignments.</p>
Study Materials	<p><i>BC2</i> is delivered online. Additional study materials include:</p> <p><i>CICA Handbook – Assurance</i>, updated to January 2010 release (purchased through the Accounting, Assurance, and Public Sector Supplement CD)</p> <p><i>Ethics Readings Handbook [ERH]</i>, Third Edition, CGA-Canada 2010 (provided electronically with the case modules)</p> <p>CaseWare 2008, CGA Educational Version</p>
1.	CLIENT BACKGROUND AND FINANCIALS
2.	WORKING PAPER PREPARATION GUIDE
3.	<p>STUDENT TASKS</p> <p>Task 1 Review client communication (client acceptance letter, engagement letter, takeover letter, and reply) Task 2 Determine materiality and perform preliminary analysis Task 3 Determine materiality and assess inherent risk Task 4 Gain an understanding of the client's internal control environment and assess control risk Task 5 Design and perform tests of controls and dual purpose tests Task 6 Perform audit of cash and investments Task 7 Perform audit of Accounts receivable using dollar unit sampling Task 8 Perform audit of inventory Task 9 Perform audit of Accounts payable using non-statistical sampling Task 10 Complete the audit</p>
4.	WORKING PAPERS
5.	PERMANENT FILE
6.	CLIENT DOCUMENTS
7.	BLANK WORKING PAPERS

Finance Courses

Corporate Finance Fundamentals [FN1]
Advanced Corporate Finance [FN2]

CERTIFIED GENERAL ACCOUNTANTS ASSOCIATION OF CANADA

FINANCE COURSES

Topic	Corporate Finance Fundamentals (FN1)	Advanced Corporate Finance (FN2)
Adjusted present value	X	X
Capital: Cost of Short- and long-term	X X	X X
Capital budgeting	X	X
Capital market theories: Capital asset pricing model Efficient capital markets Portfolio theory	X X X	X X X
Capital structure: Impact of corporate taxes Theory of capital structure	X X	X X
Cash management	X	X
Common shares, warrants & convertibles	X	X
Dividend policy	X	X
Ethics	X	X
Expected returns	X	X
Financial analysis	X	X
Hedging	X	X
Leases	X	X
Long-term debt & preferred shares	X	X
Mergers and acquisitions	X	X
Optimal investment strategy	X	X
Options	X	X
Planning: Long-range	X	X
Project financing and venture capital	X	X
Taxation	X	X
Time value of money	X	X
Treasury risk management	X	X
Uses of quantitative techniques: Corporate planning models Sensitivity analysis	X	X
Working capital management	X	X

Corporate Finance Fundamentals [FN1]

Prerequisites	<i>Financial Accounting Fundamentals [FA1]</i> <i>Micro & Macro Economics [EM1]</i> <i>Financial Accounting: Assets [FA2]</i>
Calendar Description	<i>FNI</i> is a comprehensive course in business finance that studies the major decisions made by the financial executive. Students are introduced to a wide range of topics, including the analysis of the financial environment and its components; the determinants of interest rates; security evaluation; capital budgeting and cash flow estimation; determining the cost of capital; capital structure; dividend policy; leasing; working capital management; derivatives; and financial planning. Computer spreadsheets are used to demonstrate concepts and provide practice in basic financial analysis.
Study Materials	<i>FNI</i> is delivered online. Additional study materials include: Booth and Cleary, <i>Introduction to Corporate Finance</i> , First Edition (Toronto, Ontario: John Wiley & Sons, 2008) <i>Ethics Readings Handbook [ERH]</i> , Third Edition, CGA-Canada, 2010 (provided electronically with the course modules) <i>Model Financial Statements</i> , Seventeenth Edition, CGA-Canada, 2010 (provided electronically with the course modules)

Level of Competence

FOUNDATION REVIEW		
FR.1	Legal forms of organization	
FR.2	Time value of money	
FR.3	Review questions	
1. INTRODUCTION TO CORPORATE FINANCE		
1.1	Major tasks of the financial executive	2
1.2	Objectives of the financial executive	1
1.3	Conflicts of interest	2
1.4	The financial system	2
1.5	Major financial securities: Short-term securities	2
1.6	Major financial securities: Bonds	2
1.7	Major financial securities: Equity	2
1.8	Venture capital	2
1.9	Personal and corporate taxes	1
2. DETERMINANTS OF INTEREST RATES		
2.1	Interest rate as an opportunity cost	1
2.2	Overview of determinants of interest rates	2
2.3	Term structure effects	2
2.4	Determinants of foreign exchange rates	1
2.5	Risk premiums on bonds and preferred shares	2
2.6	Efficient capital markets	2
2.7	Additional ethical issues	2
3. SECURITY VALUATION		
3.1	Determinants of equity prices	1
3.2	Relationship between price and expected return	2

	Level of Competence	
3.3	Relationship between expected return and required return	2
3.4	Risk and return in stock portfolios	1
3.5	Determinants of required return	1
3.6	Capital asset pricing model (CAPM) approach to risk assessment	1
3.7	Risk-adjusted discount rate (RAD) approach	2
4.	CAPITAL BUDGETING AND CASH FLOW ESTIMATION	
4.1	Capital budgeting process	2
4.2	Estimating cash flows	1
4.3	Economically dependent cash flows	2
4.4	Estimating risky (uncertain) cash flows	2
4.5	International complications	3
4.6	Business in multicultural and multinational contexts	2
5.	CAPITAL BUDGETING EVALUATION CRITERIA AND THE COST OF CAPITAL	
5.1	Using NPV to measure shareholder wealth	1
5.2	Discount rates in capital budgeting	2
5.3	CAPM and project beta	1
5.4	Alternative capital budgeting criteria	1
5.5	Capital rationing	2
5.6	Determining the cost of capital	1
5.7	Using the cost of capital	2
5.8	Calculating the component costs of capital	1
5.9	Calculating the component weights	1
5.10	Calculating the weighted average cost of capital (WACC)	1
5.11	Risk adjustment by project or division	2
6.	CAPITAL STRUCTURE	
6.1	Debt financing, business risk, and financial risk	2
6.2	The influence of operating leverage and other factors on capital structure	2
6.3	Selecting capital structure	2
6.4	Impact of capital structure on WACC	2
7.	DIVIDEND POLICY AND LEASING	
7.1	Dividend policy and payment procedures	2
7.2	Alternative dividend policies	2
7.3	Factors affecting dividend policies	2
7.4	Stock dividends and stock splits	2
7.5	Share repurchases	2
7.6	Types of leases	2
7.7	Analyzing the lease versus buy decision	1
8.	WORKING CAPITAL MANAGEMENT	
8.1	Net working capital (NWC) management	2
8.2	Objective of net working capital management	2
8.3	Net working capital management procedure	3
8.4	Optimal levels for cash and marketable securities	2
8.5	Cash management techniques	1
8.6	Optimal levels for accounts receivable	1
8.7	Optimal levels for inventory	2
8.8	Managing accounts payable	1, 2
8.9	Securitization	2
8.10	Cyclical patterns and cash flow planning	1
8.11	International complications	3

	Level of Competence
9. INTRODUCTION TO DERIVATIVES	
9.1 Futures and forwards	2
9.2 Margin requirements in futures markets	2
9.3 Pricing futures and forwards	2
9.4 Options and options markets	2
9.5 Basic option trading strategies	2
9.6 Comparing options and futures/forwards	2
9.7 Valuing options	2
9.8 The Black-Scholes option-pricing model	2
9.9 Currency and interest rate swaps	2
9.10 Overview of treasury risk management	2
10. FINANCIAL PLANNING	
10.1 Important elements in financial planning	2
10.2 Objective and benefits of financial planning	2
10.3 Financial planning models	1
10.4 Long-term and short-term financing decisions	2
10.5 Financial ratio analysis	1
10.6 Business valuation, mergers, and acquisitions	2
10.7 Review of ethics issues	2

Advanced Corporate Finance [FN2]

Prerequisites *Corporate Finance Fundamentals [FN1]*

Calendar Description This advanced finance course provides an in-depth study of issues and tools that financial managers use in making decisions. Students learn to explore issues and make sound corporate financing decisions. Topics include financial markets and portfolio risk; capital budgeting under uncertainty; long-term sources of funds; capital structure and dividend policy; special financing and investment decisions; an introduction to the valuation of corporations; treasury risk management; futures, forwards, options, and swaps; financial planning; and long-term planning and strategic issues in finance.

Study Materials FN2 is delivered online. Additional study materials include:

Wajeeh Elali and Therese Trainor, *Advanced Corporate Finance: A Practical Approach*, First Edition (Pearson Addison Wesley, Toronto, 2008)

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)

Level of Competence

FOUNDATION REVIEW		
FR.1	Time value of money (with calculator)	
FR.2	Term structure of interest rates	
FR.3	Valuation of bonds, preferred shares, and common shares	
FR.4	Weighted average cost of capital	
FR.5	Statistical concepts	
FR.6	Cash management concepts	
FR.7	Financial analysis	
1.	FINANCIAL MARKETS AND PORTFOLIO RISK	
1.1	Transferring wealth	1
1.2	Investing in real assets	1
1.3	Investment and consumption decisions	1
1.4	Market efficiency	2
1.5	Estimating portfolio return and risk	1
1.6	Efficient portfolios and the capital market line	1
1.7	Risk and return of a single security — CAPM	1
1.8	Agency issues	1
2.	CAPITAL BUDGETING UNDER UNCERTAINTY	
2.1	Net present value and internal rate of return	1
2.2	Estimating cash flows	1
2.3	Calculating net present value	1
2.4	Other valuation methods	1
2.5	Economically dependent projects	1
2.6	Adjusting for inflation	2
2.7	Capital budgeting and systematic risk	1
2.8	Capital budgeting and total risk	1
2.9	Capital rationing	1

	Level of Competence	
2.10	The capital budgeting process	2
2.11	Capital budgeting plans and control	2
3.	LONG-TERM SOURCES OF FUNDS	
3.1	Bank financing	1
3.2	Lending ethics	1
3.3	Bonds	1
3.4	Bond refinancing	1
3.5	Preferred shares	2
3.6	Preferred share refinancing	1
3.7	Common shares	1
3.8	Warrants and convertibles	1
3.9	Issuing securities	1
3.10	Rights offerings	1
4.	CAPITAL STRUCTURE AND DIVIDEND POLICY	
4.1	Unlevered versus levered firms	1
4.2	Capital structure theory in perfect markets	1
4.3	Taxes and other influences on capital structure	1
4.4	Bankruptcy costs	2
4.5	Setting the optimal capital structure	1
4.6	Dividend policies — Theory and practice	1
4.7	Making dividend payments	1
4.8	Cash dividend alternatives	1
5.	SPECIAL FINANCING AND INVESTMENT DECISIONS	
5.1	Adjusted present value method	1
5.2	Weighted average cost of capital method	1
5.3	Equity residual method	1
5.4	Comparison of APV, WACC, and ERM	1
5.5	Types of leases	1
5.6	Making the lease-versus-buy financing decision	1
6.	INTRODUCTION TO VALUATION OF CORPORATIONS	
6.1	Project financing	2
6.2	Raising venture capital and stages of financing	2
6.3	Introduction to mergers and acquisitions	1
6.4	Leveraged buyouts	2
6.5	Valuation using discounted cash flow methods	1
6.6	Valuation using operating cash flows	1
6.7	Valuation using free cash flows to the firm	1
6.8	Valuation using free cash flows to equity	1
7.	TREASURY RISK MANAGEMENT	
7.1	Interest rate risk	1
7.2	Foreign exchange risk	1
7.3	Commodity price risk	1
7.4	Measuring a security's interest-rate risk using duration	1
7.5	Measuring portfolio risk using duration	1
7.6	Measuring interest-rate risk using gap analysis	1
7.7	Measuring risk exposure using sensitivity and scenario analyses	1
7.8	Approaches to risk management	2
7.9	Measuring risk using value at risk	1
7.10	International trade financing	2

	Level of Competence
8. FUTURES, FORWARDS, AND SWAPS	
8.1 Futures and forwards	1
8.2 Pricing futures	1
8.3 Hedging with futures and forwards	1
8.4 Swaps	1
8.5 Ethics in the derivatives market	1
8.6 Treasury risk management case	1
9. OPTIONS	
9.1 The options market	1
9.2 Pricing options	1
9.3 Corporate securities with options	1
9.7 Hedging with options	1
9.8 Costs of hedging	1
9.9 Ethical considerations in the options market	1
9.10 Integrated case	1
10. FINANCIAL PLANNING	
10.1 The financial planning process	2
10.2 Forecasting	1
10.3 Pro forma financial statements	1
10.4 Short-term financial planning	1
10.5 Short-term versus long-term financial planning	1
10.6 Financial ratio analysis	1
10.7 Long-term financial planning model	1
10.8 Strategic decisions and ethical considerations	1

Management Information Systems Courses

**Managing Information Systems [MS1]
Information Systems Strategy [MS2]**

CERTIFIED GENERAL ACCOUNTANTS ASSOCIATION OF CANADA

MANAGEMENT INFORMATION SYSTEMS COURSES

Topic	Managing Information Systems (MS1)	Information Systems Strategy (MS2)
Administration	X	X
Applications	X	
Audit and control	X	X
Characteristics of an MIS	X	X
Communication networks	X	X
Databases:		
Characteristics	X	X
Concepts	X	X
Design		X
Types	X	X
Decision support/Executive support system	X	X
Design and development	X	X
Ethics	X	X
Expert systems and artificial intelligence	X	
Files:		
Design		X
Organization methods	X	X
Hardware components	X	
Implementation		X
Information requirements for management decisions	X	X
Input and output design/technology	X	X
Internal control	X	X
Modeling		X
Multitasking	X	
Project management	X	X
Prototyping	X	X
Risk	X	X
Software:		
Application programs	X	
Fourth-generation languages	X	X
Operating systems software	X	
Stages and life cycle	X	X
Strategic uses	X	X

Topic	Managing Information Systems (MS1)	Information Systems Strategy (MS2)
System analysis: Data flow diagrams Object-oriented analysis Phases Project repositories Specifications Tools and techniques	X X X	X X X X X X
System maintenance	X	X
System planning	X	X
Testing	X	X
Types of systems	X	X
User interfaces	X	X

Managing Information Systems [MS1]

Prerequisites *Financial Accounting Fundamentals [FAI]*

Calendar Description *MSI* is an introductory course that covers the use of computer-based information systems in management and accounting. After completing this course, students will have the knowledge required to make informed decisions about the applications of information technology. Topics surveyed include hardware and software of computer systems; file and database organization; networks and telecommunications; the systems development process; designing information systems solutions; systems security and controls; artificial intelligence; and the management of information systems.

Study Materials *MSI* is delivered online. Additional study materials include:

Stair and Reynolds, *Principles of Management Information Systems: A Managerial Approach*, Eighth Edition (Boston: Thomson Course Technology, 2008)

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)

		Level of Competence
1.	INTRODUCTION TO INFORMATION SYSTEMS	
1.1	Why study information systems?	2
1.2	Information systems concepts	1, 2
1.3	What is an information system?	1
1.4	Major types of information systems	1
1.5	Systems development	1
1.6	Information systems in organizations	1
1.7	Strategies for change	1
1.8	Using information systems to attain competitive advantage	1, 2
1.9	Justifying computer-based information systems	2
1.10	Functions, roles, and careers in IT	2
1.11	Ethics and societal issues	1
2.	FOUNDATIONS OF COMPUTERS	
2.1	Major hardware components of a computer	1
2.2	Secondary storage	1
2.3	Input and output technology	1
2.4	Computer types, standards, selecting, and upgrading	1, 2
2.5	Software	1
2.6	Programming languages	2
2.7	Software issues and trends	1
2.8	Introducing Microsoft Access	

	Level of Competence
3. FILE AND DATABASE ORGANIZATION	
3.1 Data organization and information	1
3.2 Database organization methods	1
3.3 Database management systems	1
3.4 Database storage and analysis	2
3.5 Database developments	2
3.6 Basic concepts of an Access database and its elements	
4. THE SYSTEMS DEVELOPMENT PROCESS	
4.1 Introduction to systems development	1
4.2 Information systems planning	1
4.3 Systems development life cycle	1
4.4 Alternates to the traditional SDLC	1
4.5 Factors affecting systems development success	2
4.6 Systems investigation	1
4.7 Systems analysis	1
4.8 Data flow diagrams	1
4.9 Using Excel as a data flow diagram drawing tool	1
4.10 Primary key and table relationships in Access	
5. DESIGNING INFORMATION SYSTEMS SOLUTIONS	
5.1 Logical and physical design	1
5.2 Spreadsheet applications	1
5.3 Special considerations and user interface designs	1
5.4 Emergency procedures and disaster recovery	1
5.5 Systems controls	1
5.6 General and application controls	1
5.7 Internal controls for computer systems	1
5.8 Generating systems design alternatives	2
5.9 Evaluating and selecting a systems design	1
5.10 The design report	2
5.11 Creating a report using Access	
6. SYSTEMS IMPLEMENTATION, MAINTENANCE, REVIEW, AND AUDIT	
6.1 Systems implementation	1
6.2 Software development	1
6.3 In-house developed software	1
6.4 Software development tools and techniques	2
6.5 Preparation	1
6.6 Installation and testing	1
6.7 Conversion and acceptance	1
6.8 Systems maintenance	1
6.9 Systems review	1
6.10 Systems audits	2
6.11 Audit trails	1
6.12 Creating queries and validation rules in Access	

Level of Competence

7.	NETWORKS AND TELECOMMUNICATIONS	
7.1	Basic concepts of telecommunications	2
7.2	Telecommunications models	1
7.3	Basic network topology	2
7.4	Network types	1
7.5	Distributed processing	1
7.6	Client/server advantages and disadvantages	1
7.7	Interconnecting networks: Telecommunications software, protocols, and devices	2
7.8	Telecommunications applications and issues	2
7.9	The Internet	1
7.10	The World Wide Web	1, 2
7.11	Intranets and extranets	1
7.12	Net issues	2
8.	E-COMMERCE, TRANSACTION PROCESSING, AND ENTERPRISE RESOURCE PLANNING	
8.1	Introduction to e-commerce	1
8.2	Mobile commerce	1
8.3	E-commerce applications	2
8.4	Technology infrastructure	1
8.5	Electronic payment systems	2
8.6	Threats to e-commerce	1
8.7	Strategies for successful e-commerce	2
8.8	Transaction processing systems	1
8.9	Traditional transaction processing applications	2
8.10	Enterprise resource planning	1
9.	INFORMATION SYSTEMS AND MANAGEMENT	
9.1	Decision making and problem solving	1
9.2	Types and functional aspects of management information systems	1
9.3	Management information systems in perspective	1, 2
9.4	Decision support systems	1
9.5	Group decision support systems	1
9.6	Computer illustration 10-1: Using a spreadsheet for decision support	2
9.7	Executive support systems	1
10.	KNOWLEDGE MANAGEMENT, ARTIFICIAL INTELLIGENCE, AND INFORMATION SYSTEMS ISSUES	
10.1	Basic concepts of knowledge management and artificial intelligence	2
10.2	Major branches of artificial intelligence	2
10.3	Intelligent agents/bots	3
10.4	Expert systems	2
10.5	Components of expert systems	2
10.6	Expert systems development	2
10.7	Applications of ES and AI	2
10.8	Virtual reality	2
10.9	Other specialized systems	2
10.10	Building and running simple Access applications using macros	
10.11	Computer waste, mistakes, and security	1
10.12	Computer crime	1
10.13	Preventing computer crime	1
10.14	Health and environment issues	2
10.15	Ethical issues	1

Information Systems Strategy [MS2]

Prerequisites *Managing Information Systems [MS1]*

Calendar Description *MS2 is an advanced course in analysis, design, and implementation of computer-based information systems. Presented from a strategic management perspective, it is intended for students looking to enhance skills in the role of IS/IT in strategic planning, competitive advantage, and business transformation; identifying systems requirements; the systems development life cycle and systems analysis; systems and process design; systems implementation, testing and support; Internet technologies, extranet and intranet; e-commerce and EDI; managing telecommunications and networks; IT operational and security issues; and the human side of IS change management.*

Study Materials *MS2 is delivered online. Additional study materials include:*

Laudon, Laudon, and Brabston, *Management Information Systems: Managing the Digital Firm*, Fourth Canadian Edition (Toronto, Ontario: Prentice Hall, 2008)

Ivey and Pearson, *MS2 Cases*, 2010

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)

	Level of Competence
1. STRATEGIC IMPORTANCE OF IS	
1.1 IS as an integral part of strategic planning	1
1.2 IS for competitive advantage	1
1.3 IS to achieve business transformation	1
1.4 IS and globalization	1
1.5 Managing IS human resources	2
1.6 IS's rapid pace of change	1
2. INFORMATION TECHNOLOGY GOVERNANCE — ORGANIZATION AND PLANNING FOR IS	
2.1 IT governance	1
2.2 Short- and long-range technology planning	1
2.3 Data and information management issues	2
2.4 IS economics	1, 2
2.5 Developing an IS strategic plan	1
3. SYSTEMS DEVELOPMENT OVERVIEW AND ISSUES	
3.1 Systems development	1
3.2 Systems development methods and techniques	1
3.3 Make or buy decisions	1
3.4 Acquisition of software and hardware	1
3.5 Vendor selection and contractual issues	2
3.6 Project management	1
3.7 Feasibility and cost-benefit analyses	1

		Level of Competence
4.	SYSTEMS ANALYSIS AND DESIGN	
4.1	Analysis and design overview	1
4.2	Systems analysis — Requirements gathering	1
4.3	Process modeling	1
4.4	Data modeling	1
4.5	Logic modeling	2
4.6	Use case analysis	2
4.7	Systems design	2
4.8	Systems analysis and design in smaller organizations	2
4.9	Ethical issues in systems development	2
5.	SYSTEMS IMPLEMENTATION, TESTING, AND SUPPORT	
5.1	Systems installation and conversion	1
5.2	Testing in systems implementation	1
5.3	Quality assurance in system development	1
5.4	Systems maintenance	2
5.5	System enhancement and reengineering	2
5.6	Legacy systems issues	1
5.7	Measuring system benefits	1
6.	NETWORKS OF NETWORKS: INTERNET, EXTRANET, INTRANET, AND WEB 2.0	
6.1	The Internet as a business tool	1
6.2	Use of the Internet to streamline operations	1
6.3	Technologies to support groups and group work	1
6.4	Intranet and extranet	1
6.5	Strategic uses of Internet technologies	1
6.6	Web 2.0	1
7.	ELECTRONIC COMMERCE AND EDI	
7.1	E-business, e-commerce, and e-service	1
7.2	E-business opportunities and challenges	1
7.3	Planning e-commerce operations	2
7.4	Funding issues	1
7.5	Security, privacy, taxation, and jurisdictional issues	2
7.6	Electronic data interchange and XML	2
7.7	Web-based reporting and XBRL	2
8.	MANAGING TELECOMMUNICATIONS AND NETWORKS	
8.1	Overview of telecommunications	1
8.2	Strategic uses of telecommunications	2
8.3	Network basics	1
8.4	Trends in network management	2
8.5	Network security issues	1
8.6	Planning and managing wireless networks	1,2
8.7	Remote computing management issues	1
9.	IS OPERATIONAL AND SECURITY ISSUES	
9.1	Outsourcing and outsourcing models	1
9.2	IS security: Threats and vulnerability	1
9.3	Dealing with security threats	1
9.4	Role of auditing in IS security	2
9.5	Ethical issues	1

10. HUMAN SIDE OF IS MANAGEMENT		Level of Competence
10.1	Managing internal and external resources	1
10.2	Change management	1
10.3	End-user computing and training issues	1
10.4	Managing expectations	1
10.5	Social responsibility	1

Taxation Courses

Personal & Corporate Taxation [TX1]

Advanced Personal & Corporate Taxation [TX2]

CERTIFIED GENERAL ACCOUNTANTS ASSOCIATION OF CANADA

TAXATION COURSES

Topic	Personal & Corporate Taxation (TX1)	Advanced Personal & Corporate Taxation (TX2)
Administrative procedures	X	
Alternative minimum tax		X
Anti-avoidance rules		X
Benefits to shareholders	X	X
Business income	X	
Capital cost allowance and eligible capital property	X	
Capital gains and losses	X	
Capital gains deduction	X	X
Corporate reorganizations		X
Corporations: Computing taxable income Computing taxes payable	X X	
Death and trusts		X
Debt forgiveness		X
Employment income	X	
Ethics	X	X
Income from property	X	
Individuals: Computing net income Computing taxable income and taxes payable	X X	
International taxation	X	
Liability for tax — the fundamentals	X	
Non-residents	X	X
Partnerships		X
Purchase or sale of a business — assets or shares		X
Structure and interpretation of ITA	X	
Tax planning	X	X
Transfer of property: Among family members To a taxable Canadian corporation		X X

Personal & Corporate Taxation [TX1]

Prerequisites	<i>Financial Accounting: Liabilities & Equities [FA3]*</i>
Calendar Description	<i>TX1</i> covers the fundamental principles and concepts of Canadian federal income tax legislation. The course emphasizes understanding of the conceptual structure of the <i>Income Tax Act</i> and equips students with skill in the application of its rules to practical cases. Topics include the concepts of income and liability for tax; income from employment, business, and property; shareholder benefits; deductions; capital gains and losses; computation of taxable income for individuals and corporations; tax planning; and international taxation. The course also integrates the use of tax preparation software.
Study Materials	<p><i>TX1</i> is delivered online. Additional study materials include:</p> <p>Beam, Laiken, and Barnett, <i>Introduction to Federal Income Taxation in Canada: Fundamentals</i>, Second edition 2009-2010 (Toronto, Ontario: CCH Canadian Limited, 2009) (provided electronically and in print format)</p> <p><i>Ethics Readings Handbook [ERH]</i>, Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)</p> <p>ITA CD, including:</p> <ul style="list-style-type: none"> • <i>Canadian Income Tax Act with Regulations</i>, 90th Edition (North York, Ontario: CCH Canadian Limited, 2009) (also provided in print format) • CANTAX T1 Plus CD

		Level of Competence
1.	INTRODUCTION AND CONCEPT OF INCOME	
1.1	Income tax: History, objectives, and legislative process	1, 2
1.2	Professional ethics	1
1.3	Tax evasion, avoidance, and planning	1
1.4	Administration and enforcement	1, 2
1.5	Structure and interpretation of the <i>Income Tax Act</i>	1
1.6	Learning to use the ITA	1
1.7	Steps in computing income tax	1
1.8	Computer illustration: Completing a simple income tax and benefit return	1
1.9	Liability for Part I tax	1
1.10	Computation of income	1
1.11	Steps in computing income	1

* Must have qualified for examination.

		Level of Competence
2.	EMPLOYMENT INCOME	
2.1	Definition of income from office and employment	1
2.2	Ethical concerns in tax planning for employees	
2.3	Amounts included in employment income	1
2.4	Automobiles and other taxable benefits	1
2.5	Stock options	1
2.6	Deductions in computing employment income	1
2.7	Computer illustration: Computing employment income	1
3.	BUSINESS INCOME	
3.1	Definition of business income	1
3.2	General principles	1
3.3	Amounts to include in computing business income	1
3.4	Restrictions on deductions	1
3.5	Permitted deductions	1
3.6	Computer illustration: Preparing a statement of revenue and expenses for tax purposes	1
3.7	Cessation of a business and ethical issues	1
4.	CAPITAL COST ALLOWANCE AND ELIGIBLE CAPITAL PROPERTY	
4.1	Transactions between persons not dealing at arm's length	2
4.2	Tax depreciation system	1
4.3	Capital cost allowance	1
4.4	Non-arm's length acquisition (depreciable property)	2
4.5	Eligible capital property	1
4.6	Computer illustration: Capital cost allowance and eligible capital property	1
5.	INCOME FROM PROPERTY, INCOME FROM OTHER SOURCES, AND OTHER DEDUCTIONS	
5.1	Income from property: Introduction	1
5.2	Interest	1
5.3	Dividends	1
5.4	Rental income	2
5.5	Shareholder benefits	1
5.6	Other income	1
5.7	Deductions from property income and other deductions	1
5.8	Saving for retirement	1
5.9	Attribution rules	2
5.10	Computer illustration: Computing income from property, income from other sources, and other deductions	1
6.	CAPITAL GAINS AND LOSSES	
6.1	Introduction to capital gains	1
6.2	Capital property and disposition	1
6.3	General rules for determining taxable capital gains and allowable capital losses	1
6.4	Specific provisions for capital gains and capital losses	1, 2
6.5	Special rules: Change in use and exchanges of property	2
6.6	Computer illustration: Determining capital gains and losses	1

Level of Competence

7.	TAXABLE INCOME AND TAX PAYABLE — INDIVIDUALS	
7.1	Deductions in computing taxable income	1, 2
7.2	Deductions in computing taxable income — losses	1
7.3	Capital gains deduction	2
7.4	Computing Part I tax	1
7.5	Refundable and non-refundable tax credits	1, 2
7.6	Computing tax under Part I.2 and split income	2
7.7	Computer illustration: Preparing a complete income tax and benefit return, example A	1
7.8	Computer illustration: Preparing a complete income tax and benefit return, example B	1
8.	TAXABLE INCOME AND TAX PAYABLE — CORPORATIONS PART 1	
8.1	Types of corporations	1
8.2	Calculating net income and taxable income	1
8.3	Federal basic tax, general rate reduction, and tax abatement	1, 2
8.4	Associated corporations and the small business deduction	1
8.5	Other deductions in calculating tax payable	2
9.	TAXABLE INCOME AND TAX PAYABLE — CORPORATIONS PART 2	
9.1	Refundable tax on CCPC's investment income	1
9.2	Part IV tax	1
9.3	Integration principle and distribution of corporate surpluses	1, 2
9.4	Capital dividend account	1, 2
9.5	Incorporated and unincorporated business	1
9.6	Shareholder-manager remuneration	1
9.7	Computer illustration: Using a T1 tax planner program	1
10.	INTERNATIONAL TAXATION	
10.1	Part-year residents	1
10.2	Non-residents: Tax payable under Part I	1
10.3	Non-residents: Tax payable under Part XIII	1
10.4	Tax conventions	2
10.5	Other international tax matters	2
10.6	Ethical concerns in international transactions	1

Advanced Personal & Corporate Taxation [TX2]

Prerequisites*Personal & Corporate Taxation [TX1]***Calendar Description**

This advanced course in taxation is designed to help strengthen problem-solving skills in the framework of professional practice. Topics covered include corporate reorganizations, tax planning, and the application of tax principles and concepts to complex tax situations of individuals, trusts, partnerships, and corporations. *TX2* also covers shareholder benefits; transfer of property to corporations; corporate reorganizations; anti-avoidance and other rules; purchase or sale of a business; partnerships; death; trusts; and intra-family property transfers.

Study Materials

TX2 is delivered online. Additional study materials include:

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010, (provided electronically with the course modules) or *Ethics Readings for TX2*

TX2 Readings Book, CGA-Canada, Second Edition, 2010

ITA, Bulletins, Circulars and Rulings CD, including

- *Canadian Income Tax Act with Regulations*, 90th Edition (North York, Ontario: CCH Canadian Limited, 2010)
- *Income Tax Bulletins, Circulars, Rulings*, 2010 Edition (North York, Ontario: CCH Canadian Limited, 2010)

		Level of Competence
1.	BENEFITS TO SHAREHOLDERS	
1.1	Benefits conferred on a shareholder	1
1.2	Loans to shareholders	1
1.3	Non-resident shareholders	1
1.4	Paid-up capital	1
1.5	Deemed dividends	1
1.6	Ethics and tax planning	1
1.7	Writing a tax opinion	1
2.	TRANSFER OF PROPERTY TO A TAXABLE CANADIAN CORPORATION	
2.1	Objectives of using section 85	1
2.2	Conditions	1, 2
2.3	Rule for the benefit conferred on related shareholders	2
2.4	Transfer of property to an affiliated corporation	1
2.5	Adjustments to paid-up capital	1
2.6	Election forms	1
2.7	Example of a transfer of property	1
3.	CORPORATE REORGANIZATIONS (PART 1)	
3.1	Non-arm's length sale of shares	1, 2
3.2	Reorganization of capital	1
3.3	Property convertible to shares of a corporation	1
3.4	Exchange of shares of one corporation for shares of another corporation	1

	Level of Competence
4. CORPORATE REORGANIZATIONS (PART 2)	
4.1 Amalgamation	1
4.2 Winding up a subsidiary owned 90% or more	1
4.3 Winding up a Canadian corporation	1
4.4 Deemed proceeds or capital gain under subsection 55(2)	1
5. VARIOUS TAX CONSIDERATIONS	
5.1 Incorporated or unincorporated business	1
5.2 Capital gains deduction	1, 2
5.3 Debt forgiveness and seizure of property	1, 2
5.4 Anti-avoidance rules	1, 2
6. PURCHASE OR SALE OF A BUSINESS	
6.1 Purchase or sale of shares	1, 2
6.2 Purchase or sale of property	1
6.3 Assets or shares	1
6.4 Acquisition of control	1, 2
7. PARTNERSHIPS	
7.1 Definition	2
7.2 Computation of income	1, 2
7.3 Computation of the ACB of a partnership interest	1
7.4 Transfer of property to the partnership and admission of a new partner	1
7.5 Withdrawal of a partner	1, 2
7.6 Dissolution of a partnership	1
7.7 Limited partnership	2
7.8 Transfer of property by a partnership to a corporation	1
7.9 Information return	1
8. DEATH OF A TAXPAYER	
8.1 Income in the year of death	1, 2
8.2 Deemed disposition of property on death	1, 2
8.3 Deferred income plans	1
8.4 Death benefit	1
8.5 Deductions, tax credits, and alternative minimum tax	2
8.6 Filing of income tax and benefit returns and payment of income tax	1
8.7 Capital losses realized by the estate	1
8.8 Death of the shareholder of a private corporation	1
8.9 Planning	1
8.10 A number of competencies required	1
9. TRUSTS	
9.1 Trusts — General	1, 2
9.2 Creation of a trust	1, 2
9.3 Taxation of a trust resident in Canada	1
9.4 Taxation of beneficiaries	1
9.5 Deemed disposition of trust property after 21 years	1
9.6 Income interest of a trust	1
9.7 Capital interest and liquidation of a trust	1
9.8 Use of a trust	1

		Level of Competence
10.	TRANSFERS OF PROPERTY AMONG FAMILY MEMBERS	
10.1	Gifts and non-arm's length transactions	1
10.2	Attribution rules	1, 2
10.3	Estate freeze	1
10.4	Case studies	1

General Business Courses

Business Communication [CM1]

Micro & Macro Economics [EM1]

Business Law [LW1]

Business Quantitative Analysis [QU1]

Business Communication [CM1]

Prerequisites None

Calendar Description This course is intended to develop the writing skills professionals require to succeed in business communications and academic studies. *CM1* introduces a three-stage writing process (planning, drafting, and revising), leads students through the often complex process of creating and revising documents, and encourages critical thinking about written and spoken communication. Basic grammar, spelling, and usage are reviewed. Writing assignments include typical business communications: memos, letters, and a formal report.

Study Materials *CM1* is delivered online. Additional study materials include:

Lannon and Klepp, *Technical Communication*, Fourth Canadian Edition (Toronto: Addison Wesley Longman, 2009)

Aaron, *The Little Brown Essential Handbook*, Third Canadian Edition (Toronto: Addison Wesley Longman, 2008) (referred to in the course modules as the handbook)

Pearson Education, *mytechcommlab*, (a grammar, writing, and research resource to support and accompany *Technical Communication*)

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)

Level of Competence

1.	INTRODUCTION TO THE WRITING AND READING PROCESS	
1.1	The importance of the writing process	1
1.2	Planning to write	1
1.3	Generating ideas	1
1.4	Organizing techniques	2
1.5	Reading analytically	1
1.6	Planning the formal report	1
2.	GRAMMAR, SPELLING, AND PUNCTUATION; ESL	
2.1	Spelling	1
2.2	Sentence structure	1
2.3	Punctuation	2
2.4	ESL tips	2
3.	WRITING WELL — REVISION	
3.1	Why does standard English matter?	2
3.2	Revising	1
3.3	The large matters: An overview	1
3.4	The middle matters: Paragraphs and sentences	1
3.5	The smaller matters: Consistency and accuracy	1
3.6	Choosing the best words	1
3.7	Checklist for language revision	1

		Level of Competence
4.	MEMOS; PRIMARY RESEARCH AND RFPS	
4.1	Criteria for effective memos	1
4.2	Persuasive memos	1
4.3	Organizing memos: Using outlines	1
4.4	E-mail and etiquette	1
4.5	Collecting information for the formal report	1
4.6	Request for proposals	1
5.	WRITING STYLES AND CULTURAL STYLES; OUTLINING REPORTS	
5.1	Writing styles	1
5.2	Communication across cultures	2
5.3	Outlining a formal report	1
6.	WRITING EFFECTIVE BUSINESS LETTERS	
6.1	Business correspondence: Use and format	2
6.2	Persuasive letters	1
6.3	Positive and constructive letters	1
6.4	Letter-writing strategies	1
7.	WRITING EFFECTIVE SUMMARIES	
7.1	The importance of summaries	2
7.2	Strategies for writing summaries	1
7.3	Practical application of summaries	1
8.	FINALIZING THE FORMAL REPORT	
8.1	Writing the report	1
8.2	Report conventions and format	2
8.3	Ethics and documentation styles	1, 2
8.4	Report writing styles	1
8.5	A final step for revision	1
9.	CASE ANALYSIS	
9.1	Introduction to analyzing a case	2
9.2	Nine-step approach to case analysis	1
10.	EXAMINATION-WRITING TECHNIQUES	
10.1	Preparation and strategies for writing examinations	2
10.2	A sample examination	1

Micro & Macro Economics [EM1]

Prerequisites None

Calendar Description *EMI* is a principles course that introduces issues, concepts, and theories of microeconomics and macroeconomics. It provides valuable practice in applying economic reasoning to decision and forecasting problems in business, industry, and government. Students gain understanding of how the Canadian economy functions and interacts with the global economy. Topics include supply, demand, and price; elasticity and price regulation; production costs and decisions; market structures and pricing; national economic indicators, issues, performance, and policy; money, banking, and interest; unemployment and inflation; and the global environment of trade and finance.

Study Materials *EMI* is delivered online. Additional study materials include:

Parkin and Bade, *Economics: Canada in the Global Environment*, CGA First Edition (Toronto, Ontario: Pearson Education Canada Inc., 2010)

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)

		Level of Competence
1.	INTRODUCTION TO THE STUDY OF ECONOMICS	
1.1	What is economics?	1
1.2	Making and using graphs	2
1.3	The production possibilities frontier	1
1.4	Demand	1
1.5	Supply	1
1.6	Price determination	1
1.7	Understanding graphs in economics	1
2.	ELASTICITY AND PRICE REGULATION	
2.1	Price elasticity of demand	1
2.2	Other elasticities of demand	2
2.3	Price elasticity of supply	1
2.4	Consumer and producer surpluses	2
2.5	Price regulation	1
2.6	Economics and ethics	1
3.	PRODUCTION COSTS	
3.1	The firm's economic problem	1
3.2	Efficiency of firms	1
3.3	The firm's constraints and short-run costs	1
3.4	Economies of scale and long-run costs	2
4.	MARKET STRUCTURES: COMPETITION AND MONOPOLY	
4.1	Types of market structure	1
4.2	Perfect competition	1
4.3	Other aspects of perfect competition	2
4.4	Monopoly	1
4.5	Price discrimination and other monopoly issues	1
4.6	Monopoly regulation	2

Level of Competence

5.	MARKET STRUCTURES: MONOPOLISTIC COMPETITION AND OLIGOPOLY; WAGE RATE DETERMINATION	
5.1	Definition of monopolistic competition and oligopoly	1
5.2	Price, output, and efficiency in monopolistic competition	1
5.3	Price/profit strategies of firms in an oligopolistic industry	1
5.4	Wage rate determination	1
6.	INTRODUCTION TO MACROECONOMIC INDICATORS	
6.1	Gross domestic product	1
6.2	The unemployment rate	1
6.3	Inflation and the Consumer Price Index	1
6.4	Concept of potential GDP	1
7.	MONEY, BANKING AND INTEREST RATES	
7.1	The market for loanable funds	1
7.2	Government impact on the loanable funds market	2
7.3	Definition of money	1
7.4	The banking system and money creation	1
7.5	Determination of interest rates	1
8.	EXPENDITURE DECISIONS	
8.1	Aggregate supply	1
8.2	aggregate demand	1
8.3	Macroeconomic equilibrium	1
8.4	Expenditure plans	1
8.5	The multiplier	1
9.	UNEMPLOYMENT AND INFLATION	
9.1	Inflation cycles	1
9.2	The Phillips curve	2
9.3	Fiscal policy	1
9.4	Other multipliers	1
9.5	Monetary policy	1
9.6	Comparison of monetary and fiscal policies	1
10.	THE GLOBAL ENVIRONMENT	
10.1	Comparative advantage and gains from trade	1
10.2	Other trade topics	1
10.3	Balance of payments accounts	1
10.4	Foreign exchange markets	1
10.5	Thoughts beyond the text: Ethics and economics	1

Business Law [LW1]

Prerequisites None

Calendar Description The purpose of this course is to furnish students with the necessary tools to avoid potential legal problems, to recognize those situations calling for legal expertise, and to communicate more effectively with legal counsel. To that end, students are introduced to the Canadian legal system; tort law and professional liability; the principles of contract law; the law governing specific kinds of commercial contracts, including sales, insurance, and employment; debtor and creditor relations; and forms of business organization — agency, sole proprietorship, partnership, and incorporation.

Study Materials *LWI* is delivered online. Additional study materials include:

Yates, Bereznicki-Korol, and Clarke, *Business Law in Canada*, Eighth Edition (Toronto, Ontario: Prentice Hall, 2008)

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)

		Level of Competence
1.	THE CANADIAN LEGAL SYSTEM	
1.1	Nature of law	2
1.2	Categories of law	2
1.3	Origins of law	2
1.4	Sources of law	2
1.5	The law in Canada	2
1.6	Human rights law	2
1.7	<i>The Canadian Charter of Rights and Freedoms</i>	2
1.8	The system of courts	2
1.9	Using the courts	2
1.10	Legal costs	2
1.11	Alternatives to court action	2
1.12	Advantages and disadvantages of ADR	2
2.	TORT LAW AND PROFESSIONAL LIABILITY	
2.1	Tort law	2
2.2	The bases for liability in tort	2
2.3	Intentional torts to person or property	2
2.4	Intentional torts unique to business	2
2.5	Law of negligence	1
2.6	Award of damages for negligence	1
2.7	Professional liability for negligence	1
2.8	Professional liability	2
2.9	Professional organizations	2

	Level of Competence
3. FORMATION OF THE CONTRACTUAL RELATIONSHIP — 1	
3.1 What is a contract?	2
3.2 Types of contracts	1
3.3 Offer	1
3.4 Termination of an offer	1
3.5 Acceptance	1
3.6 Communication of acceptance	1
3.7 Consideration	1
3.8 Invalid forms of consideration	1, 2
3.9 The use of a seal	1
4. FORMATION OF THE CONTRACTUAL RELATIONSHIP — 2	
4.1 Capacity to contract — Minors and infants	1
4.2 Capacity to contract — Insanity and drunkenness	1
4.3 Legality of object	1
4.4 Types of illegal contracts	1
4.5 Intention to create legal relations	1
4.6 The requirement of writing or form	1
5. INTERPRETING THE CONTRACT AND TERMINATING THE CONTRACTUAL RELATIONSHIP	
5.1 Mistake	1
5.2 Contractual terms	2
5.3 Misrepresentation	2
5.4 Privity of contract	2
5.5 Assignment of contractual rights	2
5.6 Discharge by performance	1
5.7 Discharge by agreement	1
5.8 Discharge by frustration and operation of law	1
5.9 Discharge by breach	1
5.10 Remedies for breach	1
6. SPECIAL CONTRACTS: SALES	
6.1 Contracts of sale — Introduction	1
6.2 Contracts of sale — Title and risk	1
6.3 Risk and title under the <i>Sale of Goods Act</i>	1
6.4 Contracts of sale — Implied conditions and warranties	1
6.5 Exemption clauses	1
6.6 Remedies for contracts of sale	2
6.7 Consumer protection legislation	2
7. SPECIAL CONTRACTS: INSURANCE AND EMPLOYMENT	
7.1 The nature of contracts of insurance	2
7.2 Nature of an insurable interest	1
7.3 Requirement of utmost good faith	1
7.4 Subrogation	1
7.5 The employment relationship	2
7.6 The three types of employment relationships	2
7.7 Contracts of employment — Termination and discharge	1
7.8 Employee welfare legislation	2
7.9 Collective bargaining	2

	Level of Competence
8. DEBTOR AND CREDITOR RELATIONS	
8.1 Negotiable instruments	2
8.2 Leasing	2
8.3 Secured transactions — Traditional approach	1
8.4 Secured transactions — <i>The Personal Property Security Act</i>	1
8.5 <i>The Bank Act</i>	1
8.6 Bankruptcy and insolvency	2
8.7 Administration and settlement of a bankrupt's affairs	2
9. BUSINESS ORGANIZATIONS: AGENCY AND PARTNERSHIP	
9.1 The agency relationship	1
9.2 Creation and termination of an agency relationship	1
9.3 Duties of principal and agent in an agency relationship	1
9.4 Third-party rights under an agency contract	1
9.5 Sole proprietorship	1
9.6 The nature of partnership	1
9.7 Liability of partners	1
9.8 Relations between partners	1
9.9 Limited partnerships and limited liability partnerships	1
10. BUSINESS ORGANIZATIONS: CORPORATIONS	
10.1 Methods of incorporation	2
10.2 Types of corporations	1
10.3 Nature of a corporation	1
10.4 Contractual liability of a corporation	1
10.5 Officers and directors	1
10.6 Shareholders — Rights	1
10.7 Shareholders — Protection	1
10.8 Shareholder agreements	2

Business Quantitative Analysis [QU1]

Prerequisites	None
Calendar Description	In this course, students will acquire an understanding of data analysis that is essential in making sound business decisions. Topics covered in <i>QU1</i> include data and data presentation; probability; decision analysis; sampling distributions; applications of sampling and risk analysis; statistical estimation; hypothesis testing; regression and correlation; multiple regression; index numbers; time series; statistical decision theory; and an introduction to linear programming. Computer software is used to illustrate statistical concepts.
Study Materials	<p><i>QU1</i> is delivered online. Additional study materials include:</p> <p>Keller, <i>Statistics for Management and Economics</i>, Eighth Edition (South-Western Cengage Learning, 2008)</p> <p>CD-ROM to accompany <i>Statistics for Management and Economics</i></p>

		Level of Competence
1.	DATA: DESCRIPTION AND PRESENTATION	
1.1	Introduction to statistics	1
1.2	Types of data	1
1.3	Charts for nominal-level data	2
1.4	Graphing techniques for quantitative data	1
1.5	Describing the relationship between two variables	2
2.	SUMMARY MEASURES	
2.1	Summation notation	1
2.2	Measures of central location	1
2.3	The geometric mean	1
2.4	Measures of variability	1
2.5	Measures of relative standing	2
2.6	Measures of association	1
3.	FUNDAMENTALS OF PROBABILITY	
3.1	Introduction to probability	1
3.2	Probability rules	1
3.3	Probability distributions	1
3.4	Binomial distribution	1
3.5	Poisson distribution	1
4.	NORMAL PROBABILITY DISTRIBUTION AND SAMPLING	
4.1	Normal probability distribution	1
4.2	The t-distribution	1
4.3	Data collection and sampling	1
4.4	Sampling distribution of the mean	1
5.	SAMPLING DISTRIBUTION AND ESTIMATION	
5.1	Sampling distribution of the proportion	1
5.2	Estimation	1
5.3	Sample size determination	1
5.4	Introduction to hypothesis testing	1

Level of Competence

6.	HYPOTHESIS TESTING	
6.1	Hypothesis tests on the mean — population standard deviation unknown	1
6.2	Hypothesis tests on the proportion	1
6.3	Hypothesis tests on the difference between two means — independent samples	1
6.4	Hypothesis tests on the difference between two means — matched pairs	1
6.5	Hypothesis test on the difference in proportions	1
7.	REGRESSION AND CORRELATION	
7.1	Simple linear regression	1
7.2	Assessing the model	1
7.3	Correlation	1
7.4	Multiple regression	1
8.	INDEX NUMBERS AND TIME SERIES	
8.1	Index numbers	1
8.2	Time series and forecasting	1
8.3	Trend analysis	1
9.	STATISTICAL DECISION THEORY	
9.1	Introduction to decision analysis	1
9.2	Decision analysis with additional information	1
9.3	Applying decision making under uncertainty	1
10.	LINEAR PROGRAMMING	
10.1	Solving linear equations and graphing linear inequalities	1
10.2	The linear programming model	1
10.3	Graphical sensitivity analysis	1
10.4	Using Solver	1
10.5	Applications	1

Professional Application Courses

PA1: Issues in Professional Practice
PA2: Strategic Financial Management

PA1: Issues in Professional Practice

Prerequisites Refer to regional Calendar.

Calendar Description *PA1: Issues in Professional Practice* is one of two professional applications capstone courses in the CGA Program of Professional Studies, taken once Level 4 and the career option courses have been completed. *PA1* gives students valuable practice in demonstrating the professional competencies required of a newly certified CGA in preparation for the *PA1* examination.

PA1 presents an overview of issues in professional practice from the perspective of the accountant external to the organization providing business advisory services. The course emphasizes competencies from financial accounting, taxation, assurance, and ethics. Case studies give students an opportunity to integrate and apply knowledge acquired through the Education levels of the program. In addition, online discussion groups give students practice dealing with situations encountered by accounting professionals, and group project work develops competencies in communication, teamwork, and time management.

The other professional applications capstone course is *PA2: Strategic Financial Management*. In *PA2* issues are addressed from the perspective of the accountant internal to the organization.

Study Materials *PA1* is delivered online. Additional study materials include:

PA1 Cases, Second Edition (CGA-Canada, 2010)

PA1 Assignment Case Package (CGA-Canada, 2010)

May and May, *Effective Writing: A Handbook for Accountants*, Seventh Edition (Upper Saddle River, New Jersey: Prentice-Hall, Inc., 2006)

1. INTRODUCTION TO PROFESSIONAL PRACTICE

- 1.1 Public practice
- 1.2 Overview of the writing process

2. PROFESSIONAL JUDGMENT, COMPETENCE, AND SKEPTICISM

- 2.1 Professional judgment
- 2.2 Professional competence
- 2.3 Exercising skepticism
- 2.4 Privacy and confidentiality
- 2.5 Responding to short cases

3. CRITICAL THINKING AND THE CASE ANALYSIS PROCESS

- 3.1 Introduction to critical thinking
- 3.2 Analytical approach to critical thinking
- 3.3 Validating accuracy of truth from an information source
- 3.4 Overview of case analysis

4. CASE ANALYSIS APPROACH

- 4.1 Problem identification
- 4.2 Problem analysis
- 4.3 Generating alternatives
- 4.4 Decision criteria
- 4.5 Decision making
- 4.6 Avoiding pitfalls in case analysis

5. APPLYING CASE ANALYSIS TECHNIQUES TO COMPREHENSIVE CASE QUESTIONS

- 5.1 Planning your case work
- 5.2 Assessing the case type
- 5.3 Ranking issues and planning your response
- 5.4 Communication and professionalism
- 5.5 Practice techniques

6. CURRENT ISSUES — PART 1

- 6.1 Corporate governance
- 6.2 Services to small businesses and not-for-profit organizations
- 6.3 Auditing and digital evidence
- 6.4 Money laundering

7. CURRENT ISSUES — PART 2

- 7.1 eXtensible Business Reporting Language
- 7.2 Toward a common international reporting language
- 7.3 Measurement issues in financial accounting
- 7.4 Corporate responsibility and value measurement

8. RESPONDING TO MULTIPLE-CHOICE QUESTIONS

- 8.1 Purpose and format of multiple-choice questions
- 8.2 Understanding multiple-choice questions
- 8.3 Design of multiple-choice questions
- 8.4 How to approach multiple-choice questions
- 8.5 Practice techniques

9. COMPREHENSIVE CASE PRACTICE — PART 1

- 9.1 Comprehensive case examples

10. COMPREHENSIVE CASE PRACTICE — PART 2

- 10.1 Comprehensive case examples
- 10.2 Practice examinations

PREREQUISITE COURSE MATERIAL

- Course refreshers
- Module summaries

GAAP/GAAS UPDATES

PA2: Strategic Financial Management

Prerequisites Refer to regional Calendar.

Calendar Description *PA2: Strategic Financial Management* is one of two professional applications capstone courses in the CGA Program of Professional Studies, taken once Level 4 and the career option courses have been completed. *PA2* gives students valuable practice in demonstrating the professional competencies required of a newly certified CGA in preparation for the *PA2* examination.

PA2 provides an overview of strategic financial management from the perspective of the financial manager internal to the organization. The course emphasizes competencies from financial accounting, management accounting, finance, and ethics. Case studies give students an opportunity to integrate and apply knowledge acquired through the Education levels of the program. In addition, online discussion groups offer practice dealing with situations encountered by accounting professionals, and group project work develops competencies in communication, teamwork, and time management.

The other professional applications capstone course is *PA1: Issues in Professional Practice*. In *PA1*, issues are addressed from the perspective of the accountant external to the organization providing business advisory services.

Study Materials *PA2* is delivered online. Additional study materials include:

PA2 Cases, Second Edition (CGA-Canada, 2010)

PA2 Assignment Case Package (CGA-Canada, 2010)

May and May, *Effective Writing: A Handbook for Accountants*, Seventh Edition (Upper Saddle River, New Jersey: Prentice-Hall, Inc., 2006)

1. STRATEGIC APPROACH

- 1.1 Three strategy-making tasks
- 1.2 Tools for assessing the competitive environment
- 1.3 Relationship between strategies at all levels of the organization
- 1.4 Strategic leadership
- 1.5 Controls
- 1.6 Overview of the writing process

2. CORPORATE GOVERNANCE AND ETHICAL ISSUES

- 2.1 Corporate social responsibility
- 2.2 The company's responsibility to stakeholders
- 2.3 Moral management and stakeholders
- 2.4 Corporate governance and controls
- 2.5 Unethical corporate behaviour
- 2.6 Importance of strategic financial management
- 2.7 Responding to short-answer questions

- 3. TOOLS FOR STRATEGIC FINANCIAL ANALYSIS**
 - 3.1 Difference between management accounting and strategic cost management
 - 3.2 Cost-volume-profit analysis
 - 3.3 Strategic positioning analysis
 - 3.4 Value chain analysis
 - 3.5 Cost driver analysis
 - 3.6 Shareholder value analysis
 - 3.7 Overview of case analysis
 - 3.8 Avoiding pitfalls in case analysis

- 4. CRITICAL THINKING AND ANALYSIS**
 - 4.1 Problem identification
 - 4.2 Introduction to critical thinking
 - 4.3 Analytical approach to critical thinking
 - 4.4 Validating accuracy of truth from an information source
 - 4.5 Problem analysis
 - 4.6 Generating alternatives
 - 4.7 Decision criteria
 - 4.8 Decision making

- 5. APPLYING CASE ANALYSIS TECHNIQUES TO COMPREHENSIVE CASE QUESTIONS**
 - 5.1 Planning your case work
 - 5.2 Assessing the case type
 - 5.3 Ranking issues and planning your response
 - 5.4 Communication and professionalism
 - 5.5 Case analysis practice techniques

- 6. CHANGE, LEADERSHIP, AND INTERPERSONAL SKILLS**
 - 6.1 Implementing and managing change
 - 6.2 Why employees resist change
 - 6.3 Role of leadership in organizational change
 - 6.4 Overcoming resistance to change

- 7. PERFORMANCE MEASUREMENT, IT STRATEGY, AND CONTINGENCY PLANNING**
 - 7.1 Financial performance measurement and its limitations
 - 7.2 Non-financial performance measures
 - 7.3 Evaluation of strategy
 - 7.4 IT strategy and the role of the financial manager
 - 7.5 Contingency and disaster planning

- 8. RESPONDING TO MULTIPLE-CHOICE QUESTIONS**
 - 8.1 Purpose and format of multiple-choice questions
 - 8.2 Understanding multiple-choice questions
 - 8.3 Design of multiple-choice questions
 - 8.4 How to approach multiple-choice questions
 - 8.5 Practice techniques

- 9. COMPREHENSIVE CASE PRACTICE — PART 1**
 - 9.1 Comprehensive case examples

- 10. COMPREHENSIVE CASE PRACTICE — PART 2**
 - 10.1 Comprehensive case example
 - 10.2 Practice examinations

PREREQUISITE COURSE MATERIAL

- Course refreshers
- Module summaries

GAAP/GAAS UPDATES

Computer Tutorials

Computer Tutorial 1: Windows® Basics [CT1]

Computer Tutorial 2: Spreadsheet Using Microsoft® Excel [CT2]

Computer Tutorial 3: Accounting Using Sage Accpac ERP [CT3]

Computer Tutorial 1: Windows® Basics [CT1]

Prerequisites	None
Calendar Description	This hands-on tutorial introduces the basic features of Microsoft® Windows®, as well as those common to all Windows applications. The course uses applied learning techniques to cover the use of menus, commands, dialog boxes, application and document windows, and online help. Students learn how to manage files and folders, start Windows applications, and use techniques and tools for managing the operating system, and are also introduced to Internet applications such as web browsers, search engines, Internet security, and e-mail.
Study Materials	Computer and printer meeting the minimum or recommended system requirements Microsoft Windows XP or Windows Vista Internet Explorer 6.0

WINDOWS XP

- 1. OVERVIEW OF MICROSOFT WINDOWS**
 - 1.1 What is Microsoft Windows?
 - 1.2 System requirements
 - 1.3 The Windows desktop
 - 1.4 Setting up a printer
 - 1.5 Shutting down Windows
 - 1.6 Self-testing questions

- 2. WORKING WITH THE START MENU AND WINDOWS**
 - 2.1 Working with the Start menu
 - 2.2 Creating shortcuts
 - 2.3 Types of windows and their menus
 - 2.4 Menus
 - 2.5 Sizing, moving, and switching between windows
 - 2.6 Self-testing questions

- 3. USING WINDOWS HELP**
 - 3.1 Windows XP Help
 - 3.2 Context-sensitive Help
 - 3.3 Help for Windows applications
 - 3.4 Self-testing questions

- 4. DIALOG BOXES AND WINDOWS SETTINGS**
 - 4.1 Using dialog boxes
 - 4.2 Dialog box options
 - 4.3 Changing Windows settings with Control Panel
 - 4.4 Adding and removing programs in Windows
 - 4.5 Recovery options
 - 4.6 Adding hardware
 - 4.7 Self-testing questions

- 5. FILE MANAGEMENT IN WINDOWS**
 - 5.1 Using My Computer
 - 5.2 Creating, renaming, and deleting a folder
 - 5.3 Copying and moving files and folders
 - 5.4 Formatting a diskette
 - 5.5 Copying a diskette
 - 5.6 Backing up files from a hard disk folder to a diskette
 - 5.7 Using Windows Explorer
 - 5.8 Searching files in Windows
 - 5.9 The Recycle Bin
 - 5.10 Self-testing questions

- 6. RUNNING WINDOWS AND DOS PROGRAMS**
 - 6.1 Programs that work with Windows
 - 6.2 Running programs in Windows
 - 6.3 Basic MS-DOS commands
 - 6.4 Setting the search path
 - 6.5 Self-testing questions

- 7. WINDOWS PROGRAMS**
 - 7.1 Windows Accessories programs
 - 7.2 WordPad
 - 7.3 Paint
 - 7.4 Using the Clipboard
 - 7.5 Windows Tools and Utilities
 - 7.6 Backup utility overview
 - 7.7 Self-testing questions

- 8. INTERNET BASICS**
 - 8.1 The Internet
 - 8.2 Connecting to the Internet
 - 8.3 The World Wide Web
 - 8.4 Internet security
 - 8.5 Internet e-mail
 - 8.6 Other Internet applications
 - 8.7 Self-testing questions

- 9. WINDOWS TROUBLESHOOTING AND MAINTENANCE**
 - 9.1 System and program error
 - 9.2 Windows Task Manager dialog box
 - 9.3 Using the Windows troubleshooters
 - 9.4 Checking your Windows hardware settings
 - 9.5 Maintaining your computer
 - 9.6 Self-testing questions

- 10. THE NEED FOR SECURITY**
 - 10.1 Securing files and folders
 - 10.2 Encrypting File System
 - 10.3 Securing your Internet connection
 - 10.4 Self-testing questions

WINDOWS VISTA

1. OVERVIEW OF MICROSOFT WINDOWS

- 1.1 What is Microsoft Windows?
- 1.2 System requirements
- 1.3 The Windows desktop
- 1.4 Setting up a printer
- 1.5 Shutting down Windows
- 1.6 Review questions

2. WORKING WITH THE START MENU AND WINDOWS

- 2.1 Working with the Start menu
- 2.2 Creating shortcuts
- 2.3 Types of windows and their menus
- 2.4 Menus
- 2.5 Sizing, moving, and switching between windows
- 2.6 Review questions

3. DIALOG BOXES AND WINDOWS SETTINGS

- 3.1 Using dialog boxes
- 3.2 Dialog box options
- 3.3 Changing Windows settings with Control Panel
- 3.4 Adding and removing programs in Windows
- 3.5 Adding hardware
- 3.6 Review questions

4. FILE MANAGEMENT IN WINDOWS

- 4.1 Using Computer
- 4.2 Creating, renaming, and deleting a folder
- 4.3 Copying and moving files and folders
- 4.4 Working with the Folders list
- 4.5 Copying files from a hard disk folder to a removable storage device
- 4.6 Searching files in Windows
- 4.7 The Recycle Bin
- 4.8 Review questions

5. WINDOWS ACCESSORIES AND TOOLS

- 5.1 Windows accessories
- 5.2 WordPad
- 5.3 Paint
- 5.4 Using the Clipboard
- 5.5 Snipping tool
- 5.6 System Tools
- 5.7 Backup and Restore Center
- 5.8 Review questions

6. INTERNET BASICS

- 6.1 The Internet
- 6.2 Connecting to the Internet
- 6.3 The World Wide Web
- 6.4 Internet security
- 6.5 E-mail
- 6.6 Other Internet applications
- 6.7 Review questions

7. TROUBLESHOOTING, MAINTENANCE, AND SECURITY

- 7.1 System and program error reporting
- 7.2 Closing an application with Windows Task Manager
- 7.3 Checking your Windows hardware settings
- 7.4 Maintaining your computer
- 7.5 Securing files and folders
- 7.6 Encrypting File System (EFS)
- 7.7 Securing your Internet connection
- 7.8 Review questions

Computer Tutorial 2: Spreadsheet Using Microsoft® Excel [CT2]

Prerequisites	None
Calendar Description	This applied tutorial gives students hands-on experience with the basic features of Microsoft® Excel, a Windows-based spreadsheet program. Students are introduced to and practice the basic methods of entering, editing, formatting, and analyzing data in an Excel workbook. The course offers a combination of practical exercises and explanations to examine commonly used formulas and functions. These exercises also serve as a reference for other CGA course work. The tutorial includes lessons on charts, lists (databases), financial and statistical functions, pivot tables, and the Excel Scenario Manager for performing what-if analyses.
Study Materials	Computer and printer meeting the minimum or recommended system requirements Microsoft Windows XP or Windows Vista Microsoft Office XP/2002, Office 2003, or Office 2007 Internet Explorer 6.0

EXCEL 2003 AND XP/2002

- 1. OVERVIEW OF EXCEL**
 - 1.1 Definition and use of a spreadsheet program
 - 1.2 Differences between a paper-and-pencil worksheet and a computer worksheet
 - 1.3 Plan, build, and verify
 - 1.4 Microsoft Excel
 - 1.5 The Excel window
 - 1.6 Excel toolbars
 - 1.7 Printing in Excel
 - 1.8 Saving workbooks and exiting Excel
 - 1.9 Self-testing questions
- 2. ONLINE HELP**
 - 2.1 Help Contents
 - 2.2 Searching Help topics
 - 2.3 Using the Help Index (Excel XP/2002)
 - 2.4 Using context-sensitive Help
 - 2.5 Self-testing questions
- 3. CELLS AND STYLES**
 - 3.1 Selecting cells and ranges
 - 3.2 Entering data and simple formulas
 - 3.3 Changing formats
 - 3.4 Working with styles
 - 3.5 Previewing and printing worksheets and formulas
 - 3.6 Using online Help
 - 3.7 Self-testing questions

4. EDITING CELLS AND RANGES

- 4.1 Copying cells and ranges
- 4.2 Moving cells and ranges
- 4.3 Inserting and deleting rows and columns
- 4.4 Inserting and deleting cells
- 4.5 Finding and replacing cells
- 4.6 Spell checking
- 4.7 Naming ranges
- 4.8 Deleting names
- 4.9 Printing ranges
- 4.10 Using online Help
- 4.11 Self-testing questions

5. WORKBOOKS AND SHEETS

- 5.1 Creating and opening workbooks
- 5.2 Saving and closing workbooks
- 5.3 Inserting and deleting sheets
- 5.4 Naming sheets
- 5.5 Moving and copying between sheets
- 5.6 Printing multiple sheets and workbooks
- 5.7 Designing worksheets and workbooks in good style
- 5.8 Using online Help
- 5.9 Self-testing questions

6. FORMULAS AND FUNCTIONS

- 6.1 Excel formulas
- 6.2 Logical operators
- 6.3 Controlling calculations
- 6.4 Relative and absolute references
- 6.5 Circular references
- 6.6 Excel functions
- 6.7 Random number generation
- 6.8 Insert function
- 6.9 The IF function
- 6.10 Using online Help
- 6.11 Self-testing questions

7. CHARTS

- 7.1 Basic concepts
- 7.2 Working with Chart Wizard
- 7.3 Two- and three-dimensional charts
- 7.4 Formatting a chart
- 7.5 Creating a chart sheet
- 7.6 Printing charts
- 7.7 Types of charts
- 7.8 Designing charts in good style
- 7.9 Using online Help
- 7.10 Self-testing questions

8. LISTS

- 8.1 Basic concepts
- 8.2 Using a data form
- 8.3 Locating a record
- 8.4 Sorting a list
- 8.5 Using lookup functions
- 8.6 Filtering a list
- 8.7 Using Advanced Filter
- 8.8 Extracting filtered records
- 8.9 Using online Help
- 8.10 Self-testing questions

9. FINANCIAL FUNCTIONS

- 9.1 Basic concepts
- 9.2 Future value and present value
- 9.3 Net present value
- 9.4 Ordinary annuities and annuities due
- 9.5 Principal and interest
- 9.6 Compounding periods
- 9.7 Interest rates
- 9.8 Internal rate of return
- 9.9 Amortization functions
- 9.10 Using online Help
- 9.11 Self-testing questions

10. STATISTICAL FUNCTIONS

- 10.1 Basic concepts
- 10.2 Descriptive statistics using Excel functions
- 10.3 Descriptive statistics using data analysis tools
- 10.4 Using the FREQUENCY function
- 10.5 Creating a histogram
- 10.6 Studying correlations
- 10.7 Performing a regression analysis
- 10.8 Using online Help
- 10.9 Self-testing questions

11. PIVOT TABLES

- 11.1 Basic concepts
- 11.2 Creating a simple pivot table using PivotTable Wizard
- 11.3 Refreshing a pivot table
- 11.4 Creating a pivot table with a page field
- 11.5 Using the PivotTable toolbar
- 11.6 Changing pivot table fields
- 11.7 Formatting pivot table values
- 11.8 Creating a pivot chart
- 11.9 Using online Help
- 11.10 Self-testing questions

12. SCENARIO MANAGER

- 12.1 Basic concepts
- 12.2 Creating multiple scenarios: One changing cell
- 12.3 Displaying scenarios
- 12.4 Editing and deleting scenarios
- 12.5 Creating multiple scenarios: Several changing cells
- 12.6 Creating a summary report
- 12.7 Using online Help
- 12.8 Self-testing questions

EXCEL 2007

1. OVERVIEW OF EXCEL

- 1.1 Definition and use of a spreadsheet program
- 1.2 Differences between a paper-and-pencil worksheet and a computer worksheet
- 1.3 Plan, build, and verify
- 1.4 Microsoft Excel
- 1.5 The Excel window
- 1.6 Excel ribbons
- 1.7 Printing in Excel
- 1.8 Saving workbooks and exiting Excel
- 1.9 Self-testing questions

2. EXCEL HELP

- 2.1 Help Contents
- 2.2 Searching for Help topics
- 2.3 Using context-sensitive Help
- 2.4 Self-testing questions

3. CELLS AND STYLES

- 3.1 Selecting cells and ranges
- 3.2 Entering data and simple formulas
- 3.3 Changing formats
- 3.4 Working with styles
- 3.5 Previewing and printing worksheets and formulas
- 3.6 Using Excel Help
- 3.7 Self-testing questions

4. EDITING CELLS AND RANGES

- 4.1 Copying cells and ranges
- 4.2 Moving cells and ranges
- 4.3 Inserting and deleting rows and columns
- 4.4 Inserting and deleting cells
- 4.5 Finding and replacing cells
- 4.6 Spell checking
- 4.7 Naming ranges
- 4.8 Deleting names
- 4.9 Printing ranges
- 4.10 Using Excel Help
- 4.11 Self-testing questions

5. WORKBOOKS AND SHEETS

- 5.1 Creating and opening workbooks
- 5.2 Saving and closing workbooks
- 5.3 Inserting and deleting sheets
- 5.4 Naming sheets
- 5.5 Moving and copying between sheets
- 5.6 Printing multiple sheets and workbooks
- 5.7 Designing worksheets and workbooks in good style
- 5.8 Using Excel Help
- 5.9 Self-testing questions

6. FORMULAS AND FUNCTIONS

- 6.1 Excel formulas
- 6.2 Logical operators
- 6.3 Controlling calculations
- 6.4 Relative and absolute references
- 6.5 Circular references
- 6.6 Excel functions
- 6.7 Random number generation
- 6.8 Insert Function
- 6.9 The IF function
- 6.10 Using Excel Help
- 6.11 Self-testing questions

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- 7.1 Basic concepts
- 7.2 Creating a chart
- 7.3 Two- and three-dimensional charts
- 7.4 Formatting a chart
- 7.5 Creating a chart sheet
- 7.6 Printing charts
- 7.7 Types of charts
- 7.8 Designing charts in good style
- 7.9 Using Excel Help
- 7.10 Self-testing questions

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- 11.5 Changing pivot table fields
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- 11.8 Using Excel Help
- 11.9 Self-testing questions

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- 12.2 Creating multiple scenarios: One changing cell
- 12.3 Displaying scenarios
- 12.4 Editing and deleting scenarios
- 12.5 Creating multiple scenarios: Several changing cells
- 12.6 Creating a summary report
- 12.7 Using Excel Help
- 12.8 Self-testing questions

**Computer Tutorial 3:
Accounting Using Sage Accpac ERP [CT3]**

Prerequisites	None
Calendar Description	This computerized accounting tutorial covers the application of the award-winning accounting system Sage Accpac. Students learn to create a chart of accounts; edit and enter account number information; create, edit, and manage transaction batches; post transaction batches; and make adjustments to and close the general ledger. Students also learn to print trial balances and financial statements, to format financial statements, and procedures to set up a new Sage Accpac ERP data set.
Study Materials	Computer and printer meeting the minimum or recommended system requirements Microsoft Windows XP or Windows Vista Microsoft Office 2003 or Office 2007 Sage Accpac ERP CGA 5.6A

1. BASIC CONCEPTS OF A GENERAL LEDGER AND SAGE ACCPAC ERP CGA 5.6A

- 1.1 Journals and ledgers
- 1.2 Overview of a general ledger
- 1.3 The chart of accounts
- 1.4 Manual accounting systems
- 1.5 Computerized accounting systems
- 1.6 Introducing Accpac General Ledger
- 1.7 Installing the program and data files
- 1.8 Starting Sage Accpac ERP CGA 5.6A
- 1.9 The company desktop
- 1.10 Using a practice general ledger
- 1.11 Self-testing questions

2. WORKING WITH A CHART OF ACCOUNTS

- 2.1 Using an input window
- 2.2 The G/L Accounts window
- 2.3 Using Accpac Help
- 2.4 Printing an opening trial balance
- 2.5 Printing and reviewing the chart of accounts
- 2.6 Adding, modifying, and deleting accounts
- 2.7 Backing up the general ledger
- 2.8 Self-testing questions

3. MANAGING TRANSACTIONS

- 3.1 Accpac journal entries and transaction batches
- 3.2 G/L Journal Entry window
- 3.3 Viewing and printing a transaction batch
- 3.4 Entering transactions
- 3.5 Modifying a transaction batch
- 3.6 Deleting a transaction batch
- 3.7 Self-testing questions

4. POSTING TRANSACTION BATCHES

- 4.1 Batch status
- 4.2 Backing up before posting
- 4.3 Individual posting of batches
- 4.4 Range posting of batches
- 4.5 Correcting transaction errors after posting
- 4.6 Self-testing questions

5. PRINTING REPORTS AND MAKING ADJUSTING ENTRIES

- 5.1 G/L reports
- 5.2 Printing a transactions listing
- 5.3 Printing a trial balance
- 5.4 Adjusting entries
- 5.5 Making an adjustment to a prior period
- 5.6 Self-testing questions

6. DESIGNING AND PRINTING FINANCIAL STATEMENTS

- 6.1 Printing a financial statement
- 6.2 Modifying a financial statement
- 6.3 Modifying a specification file
- 6.4 Creating a specification file
- 6.5 Self-testing questions

7. MAINTAINING ACCPAC

- 7.1 A logical chart of accounts
- 7.2 Maintenance procedures
- 7.3 Operating procedures
- 7.4 Month-end procedures
- 7.5 Year-end procedures
- 7.6 Starting a new fiscal year
- 7.7 Internal controls
- 7.8 Self-testing questions
- 7.9 Taking stock

APPENDIX A: Installing Sage Accpac ERP CGA 5.6A

- A.1 Installing Sage Accpac ERP CGA 5.6A
- A.2 User manuals for Accpac
- A.3 Uninstalling Sage Accpac ERP CGA 5.6A

APPENDIX B: Solutions to self-testing questions

APPENDIX C: Managing budget data

- C.1 Entering and editing budget data
- C.2 Viewing and printing budget data

APPENDIX D: Glossary

SAIT Courses

Internet Applications [IA1/BCPT 383]

Network Management for Financial Managers [NM1/BCPT 385]

Marketing Fundamentals [MK1/MKTG 224]

Organizational Behaviour Fundamentals [OB1/MGMT 240]

Database Management for Financial Managers [DM1/ACCT 483]

E-Business [EE1/ACCT 480]

Business Process Integration [BP1/ACCT 493]

Project Management for Financial Managers [PM1/ACCT 487]

Internet Applications [IA1/BCPT 383]

Prerequisites*Managing Information Systems [MS1]***Calendar Description**

This course provides students with a solid foundation in the use of the Internet in business applications. Topics include the Internet infrastructure; key Internet applications, including e-mail and the World Wide Web; research and collaboration tools; security issues; and social and management issues. To enhance understanding of the technologies used, students are given hands-on experience in online applications and key Internet programming languages.

Study Materials*IA1 Internet CD***1. THE INTERNET AND ITS INFRASTRUCTURE**

- 1.1 How the Internet started
- 1.2 How the Internet works
- 1.3 Internet infrastructure
- 1.4 Internet access
- 1.5 The World Wide Web
- 1.6 Social impact in the global village
- 1.7 Compliance
- 1.8 Total cost of ownership

2. E-MAIL APPLICATIONS

- 2.1 The evolution of e-mail
- 2.2 E-mail basics
- 2.3 Web-based e-mail
- 2.4 E-mail options and settings
- 2.5 Managing e-mail spam
- 2.6 Converging technologies
- 2.7 E-mail security and virus issues
- 2.8 E-mail privacy and management policies

3. WEB BROWSERS

- 3.1 Web browsers
- 3.2 Standard Generalized Markup Language (SGML)
- 3.3 XML and XBRL
- 3.4 Cascading style sheets (CSS)
- 3.5 Customizing a web browser
- 3.6 Securing a web browser
- 3.7 Securing transactions over the Web

4. RESEARCH, INTERACTION, AND THE EXCHANGE OF IDEAS

- 4.1 Merits of online research
- 4.2 Ethics in online research
- 4.3 Using threaded discussions for online research
- 4.4 Using newsgroups for online research
- 4.5 E-mailing lists and news feeds
- 4.6 Avoiding plagiarism

5. MOBILE COMPUTING

- 5.1 Mobile Internet access
- 5.2 Wireless architecture
- 5.3 BlackBerry Internet access
- 5.4 Internet access using cell phones
- 5.5 Wi-Fi
- 5.6 TCO considerations for mobile devices

6. ETHICAL BUSINESS PRACTICES ON THE WEB

- 6.1 Web-based e-business
- 6.2 Consumer issues
- 6.3 Security issues
- 6.4 Privacy issues
- 6.5 Jurisdiction, taxation, and legal issues
- 6.6 IT governance
- 6.7 Application service providers

7. CREATING A WEB PAGE

- 7.1 Website design
- 7.2 Creating web pages
- 7.3 Writing HTML code
- 7.4 Web page editors
- 7.5 Graphic and audio components
- 7.6 Monitoring website traffic
- 7.7 Promoting website traffic
- 7.8 Interactive web pages

8. ADVANCED WEB LANGUAGES

- 8.1 Web page programming
- 8.2 Client-side programs
- 8.3 Server-side programs
- 8.4 Web standards
- 8.5 Website maintenance

9. SECURITY ISSUES

- 9.1 Internet security
- 9.2 Internet security and privacy issues
- 9.3 Computer crimes
- 9.4 Firewalls
- 9.5 Biometrics
- 9.6 Creating a risk management plan
- 9.7 Continuity planning
- 9.8 Creating a security plan

10. CORPORATE AND COMMUNITY SOCIAL RESPONSIBILITY

- 10.1 Corporate social responsibility
- 10.2 Creating a corporate social responsibility plan
- 10.3 CSR and managing Internet use in the workplace
- 10.4 CSR and cybercrime
- 10.5 CSR and online education and training

Network Management for Financial Managers [NM1/BCPT 385]

Prerequisites

Managing Information Systems [MS1]

Calendar Description

NMI focuses on the management of network technologies in business applications. The course takes a managerial perspective and is designed to develop skills in selecting network technologies and managing technical staff in networking. It reviews underlying telecommunications, data communications, and networking technologies. The course also provides an in-depth study of network components and topologies; network planning and management; network security and access control; management issues, including backup and recovery and privacy and ethics; networking legal issues; and emerging technologies and trends.

Study Materials

Fitzgerald and Dennis, *Data Communication and Networking*, Ninth Edition (Hoboken, New Jersey: John Wiley & Sons, 2007)

NMI Internet CD

1. INTRODUCTION TO NETWORK MANAGEMENT AND DATA COMMUNICATIONS

- 1.1 Introduction to network management
- 1.2 History and evolution of telecommunications
- 1.3 Networks and network models
- 1.4 Network standards
- 1.5 Future trends
- 1.6 Implications for management

2. APPLICATION LAYER

- 2.1 Application architectures
- 2.2 World Wide Web
- 2.3 Electronic mail
- 2.4 Other applications
- 2.5 Implications for management

3. PHYSICAL AND DATA LINK LAYERS

- 3.1 Circuits
- 3.2 Data transmission
- 3.3 Multiplexing
- 3.4 Media access control and error control
- 3.5 Message delineation and transmission efficiency
- 3.6 Implications for management

4. NETWORK AND TRANSPORT LAYERS

- 4.1 Network and transport layer functions and protocols
- 4.2 Transport layer functions
- 4.3 Addressing
- 4.4 Routing
- 4.5 TCP/IP example
- 4.6 Implications for management

- 5. LOCAL AREA NETWORKS**
 - 5.1 Introduction to local area networks
 - 5.2 LAN components
 - 5.3 Traditional Ethernet
 - 5.4 Switched Ethernet
 - 5.5 LAN design best practices
 - 5.6 Improving LAN performance
 - 5.7 Implications for management

- 6. WIRELESS LOCAL AREA NETWORKS**
 - 6.1 Introduction to WLANs
 - 6.2 WLAN components
 - 6.3 Wi-Fi and IEEE 802.11
 - 6.4 WiMAX — IEEE 802.16
 - 6.5 Bluetooth — IEEE 802.15
 - 6.6 WLAN design best practices
 - 6.7 Improving WLAN performance

- 7. BACKBONE NETWORKS**
 - 7.1 Backbone network components
 - 7.2 Backbone network architectures
 - 7.3 Backbone technologies
 - 7.4 Backbone design best practices
 - 7.5 Improving backbone performance
 - 7.6 Implications for management
 - 7.7 Where it all comes together — The wiring closet

- 8. MANS, WANS, AND THE INTERNET**
 - 8.1 Common carrier marketplace
 - 8.2 Circuit-switched, dedicated-circuit, and packet-switched networks
 - 8.3 Virtual private networks
 - 8.4 Selecting MAN/WAN services
 - 8.5 How the Internet works
 - 8.6 Internet access technologies
 - 8.7 Internet governance and Internet 2
 - 8.8 Implications for management

- 9. NETWORK SECURITY**
 - 9.1 The importance of network security
 - 9.2 Risk assessment
 - 9.3 Business continuity planning
 - 9.4 Controlling unauthorized access
 - 9.5 Security best practices
 - 9.6 Implications for management

- 10. NETWORK DESIGN, MANAGEMENT, AND SUPPORT**
 - 10.1 Network design processes and needs analysis
 - 10.2 Technology design
 - 10.3 Cost assessment
 - 10.4 Designing for performance
 - 10.5 Configuration, performance, and fault management
 - 10.6 End user support
 - 10.7 Cost management
 - 10.8 Implications for management
 - 10.9 Course conclusion

Marketing Fundamentals [MK1/MKTG 224]

Prerequisites None

Calendar Description *MK1* is an introductory course that offers students a solid foundation in marketing principles. Topics covered include an overview of the marketing process; the role of marketing within the organization; the marketing environment; consumer and organizational buyer behaviour; making marketing decisions; developing and managing products and services; developing and managing a pricing strategy; developing and managing a distribution (place) strategy; developing and managing a promotion strategy; and current issues in marketing.

Study Materials Crane et al, *Marketing*, Sixth Canadian Edition (Toronto, Ontario: McGraw-Hill Ryerson, 2006)

MK1 Internet CD

- 1. OVERVIEW OF THE MARKETING PROCESS**
 - 1.1 What is marketing?
 - 1.2 Discovering and satisfying consumer needs and wants
 - 1.3 How marketing became so important
 - 1.4 Ethics and social responsibility

- 2. THE ROLE OF MARKETING IN THE ORGANIZATION**
 - 2.1 Levels of strategy in organizations
 - 2.2 Setting strategic direction
 - 2.3 Strategic marketing process — Planning phase
 - 2.4 Strategic marketing process — Implementation phase
 - 2.5 Strategic marketing process — Control phase

- 3. MARKETING ENVIRONMENT**
 - 3.1 Environmental scanning
 - 3.2 Social forces
 - 3.3 Economic forces
 - 3.4 Technological forces
 - 3.5 Competitive forces
 - 3.6 Regulatory forces

- 4. CONSUMER AND ORGANIZATIONAL BUYER BEHAVIOUR**
 - 4.1 The consumer purchase decision process
 - 4.2 Psychological influences on consumer behaviour
 - 4.3 Socio-cultural influences on consumer behaviour
 - 4.4 Types of organizational markets
 - 4.5 Organizational buying decisions
 - 4.6 Online buying in organizational markets

5. MAKING MARKETING DECISIONS

- 5.1 Marketing research
- 5.2 Exploratory research techniques
- 5.3 Formal research design, analysis, and conclusions
- 5.4 Ethical issues in the marketing research process
- 5.5 Information technology and marketing actions
- 5.6 Market segmentation
- 5.7 Product positioning
- 5.8 Sales forecasting

6. DEVELOPING AND MANAGING PRODUCTS AND SERVICES

- 6.1 Consumer and industrial products
- 6.2 New products and why they fail
- 6.3 The new-product process
- 6.4 The product life cycle
- 6.5 Branding and brand management
- 6.6 Packaging, labelling, and warranties
- 6.7 Services
- 6.8 How consumers purchase services
- 6.9 How to market services

7. DEVELOPING AND MANAGING A PRICING STRATEGY

- 7.1 The nature and importance of pricing
- 7.2 Step 1: Identifying pricing constraints and objectives
- 7.3 Step 2: Estimating demand and revenue
- 7.4 Step 3: Determining cost, volume, and profit relationships
- 7.5 Step 4: Selecting an approximate price level
- 7.6 Step 5: Setting the list or quoted price
- 7.7 Step 6: Making special adjustments to the list or quoted price
- 7.8 Legal and regulatory aspects of pricing
- 7.9 Financial aspects of pricing

8. DEVELOPING AND MANAGING A DISTRIBUTION STRATEGY

- 8.1 The nature and importance of marketing channels
- 8.2 Channel structure and organization
- 8.3 Channel choice and management
- 8.4 Logistics and supply chain management
- 8.5 Information and logistics management objective in a supply chain
- 8.6 Key logistics functions in a supply chain
- 8.7 Retailing strategy

9. DEVELOPING AND MANAGING A PROMOTION STRATEGY

- 9.1 Overview of the communication process
- 9.2 The promotional elements
- 9.3 Developing the promotional mix
- 9.4 Direct marketing
- 9.5 The advertising program
- 9.6 Sales promotion
- 9.7 Public relations and publicity
- 9.8 Personal selling

10. ETHICS AND SOCIAL RESPONSIBILITY IN MARKETING

- 10.1 The nature and significance of marketing ethics
- 10.2 Understanding ethical marketing behaviour
- 10.3 Understanding social responsibility in marketing

Organizational Behaviour Fundamentals [OB1/MGMT 240]

Prerequisites None

Calendar Description This course studies behaviour in organizations with an objective of improving overall effectiveness. Students develop the ability to evaluate their own behaviour and that of others by critically examining performance and activities at the individual level, the group level, and the organizational level. In the process, the following topics are covered: factors affecting behaviour, motivation, team dynamics, communication styles and skills, power and conflict, leadership, organizational structure and culture, decision making, ethics, and organizational change.

Study Materials Robbins and Langton, *Organizational Behaviour: Concepts, Controversies, Applications*, Fourth Canadian Edition (Toronto, Ontario: Pearson Education, 2007)

OB1 Internet CD

1. WHAT IS ORGANIZATIONAL BEHAVIOUR?

- 1.1 Defining organizational behaviour
- 1.2 Individual challenges
- 1.3 Group challenges
- 1.4 Organizational challenges
- 1.5 Making sense of behaviour in organizations

2. FACTORS THAT INFLUENCE INDIVIDUAL BEHAVIOUR

- 2.1 Perception and perceptual errors
- 2.2 Personality: Traits and attributes
- 2.3 Personality and perception
- 2.4 Emotions
- 2.5 Values
- 2.6 Attitudes
- 2.7 Stress

3. MOTIVATION

- 3.1 Defining motivation
- 3.2 Needs theories of motivation
- 3.3 Process theories of motivation
- 3.4 Response to reward systems
- 3.5 Motivating through reinforcement
- 3.6 Creating effective reward systems

4. WORKING IN TEAMS

- 4.1 Groups and teamwork
- 4.2 Types of teams
- 4.3 Team roles and norms
- 4.4 Stages of team development
- 4.5 Creating effective teams
- 4.6 Challenges of teamwork

5. COMMUNICATION

- 5.1 Communication process
- 5.2 Communication flows in organizations
- 5.3 Electronic communication
- 5.4 Non-verbal communication
- 5.5 Communication between genders
- 5.6 Cross-cultural communication

6. POWER, POLITICS, AND CONFLICT

- 6.1 Power bases and tactics
- 6.2 Empowerment
- 6.3 Abuse of power
- 6.4 Power in action
- 6.5 Conflict
- 6.6 Negotiation

7. ORGANIZATIONAL CULTURE AND LEADERSHIP

- 7.1 Organizational culture
- 7.2 Creating and sustaining culture
- 7.3 Culture: Challenges and change
- 7.4 Leadership as supervision
- 7.5 Inspirational leadership
- 7.6 Further issues in leadership

8. ORGANIZATIONAL DECISION MAKING AND ETHICS

- 8.1 The decision-making process
- 8.2 Group decision making
- 8.3 Creativity in decision making
- 8.4 Ethics in decision making

9. ORGANIZATIONAL STRUCTURE AND DESIGN

- 9.1 Elements of organizational structure
- 9.2 Organizational designs
- 9.3 Job redesign
- 9.4 Creating flexible workplaces
- 9.5 Career development

10. ORGANIZATIONAL CHANGE

- 10.1 Change in organizations
- 10.2 Managing organizational change
- 10.3 Resistance to change
- 10.4 Contemporary change issues

Database Management for Financial Managers [DM1/ACCT 483]

Prerequisites	<i>Network Management for Financial Managers [NMI/BCPT 385]</i> <i>Managing Information Systems [MS1]</i>
Calendar Description	This is a foundation course in information management using database technologies. Offered from a managerial perspective, <i>DM1</i> provides an overview of information management, file and database organization and applications, database design, database query and query tools, and database applications for business and accounting applications. Hands-on experience in database management using Microsoft Access and Microsoft Excel enhances understanding of the concepts covered.
Study Materials	Hoffer, Prescott, and McFadden, <i>Modern Database Management</i> , Eighth Edition (Upper Saddle River, New Jersey: Prentice Hall, 2007) <i>DM1</i> Internet CD
1. INFORMATION MANAGEMENT	
1.1	What is information management?
1.2	Strategic value of information
1.3	Information management issues
1.4	The impact of privacy laws on information management
1.5	The impact of the <i>Sarbanes-Oxley Act</i> of 2002 on information management
2. THE DATABASE VISION	
2.1	What are databases?
2.2	Database terms and concepts
2.3	Choosing between a file and a database
2.4	Database development process
2.5	Logical or physical view of data
2.6	Three-tiered client/server architecture
2.7	Components, functions, and properties of a DBMS
3. DATABASE DESIGN	
3.1	Entity relationship model
3.2	Enhanced E-R model and business rules
3.3	Object-oriented databases
4. LOGICAL DATABASE MODELING AND CREATING A DATABASE	
4.1	Logical database design and the relational model
4.2	Transforming EER diagrams into relations
4.3	Normalization and data redundancy
4.4	Using Excel as a database management tool
4.5	Developing Excel skills
4.6	Computer illustration 4-5: Data validation
4.7	Using Microsoft Query
4.8	Using pivot charts as a data analysis tool
4.9	Issues surrounding desktop solutions

- 5. INFORMATION MANAGEMENT USING MICROSOFT ACCESS**
 - 5.1 Developing a conceptual and relational model
 - 5.2 Building a database application with Access
 - 5.3 Computer illustration 5-4: Importing data from Excel into Access
 - 5.4 Computer illustration 5-5: Creating and performing queries

- 6. PROTOTYPING AND SIMPLE DATABASE APPLICATIONS**
 - 6.1 Prototyping
 - 6.2 Creating forms
 - 6.3 Creating reports
 - 6.4 Designing user interfaces

- 7. DATABASE QUERIES AND QUERY TOOLS**
 - 7.1 Uses and benefits of queries
 - 7.2 Introduction to data manipulation languages
 - 7.3 Introduction to SQL and the SELECT statement
 - 7.4 Creating and performing queries in Access using SQL

- 8. PHYSICAL DATABASE DESIGN AND DATABASE ADMINISTRATION**
 - 8.1 Overview of the physical design process
 - 8.2 Designing data fields and physical records
 - 8.3 Denormalization
 - 8.4 File organization
 - 8.5 Using and selecting indexes
 - 8.6 RAID, parallel processing, and RAID levels
 - 8.7 Choosing a database architecture
 - 8.8 Data dictionary and other data repositories
 - 8.9 Data and database administration

- 9. DATABASE APPLICATIONS IN THE ONLINE ENVIRONMENT**
 - 9.1 The Internet database environment
 - 9.2 Database applications in e-commerce
 - 9.3 Indexing for text searches on the web
 - 9.4 Databases and the web
 - 9.5 Online database applications
 - 9.6 Using XML to manage online information
 - 9.7 Online database security issues

- 10. SELECTING A DATABASE APPLICATION**
 - 10.1 Role of data and database administrators
 - 10.2 Software selection criteria and trends
 - 10.3 Popular database management systems
 - 10.4 Database applications for accounting data
 - 10.5 Managing inventories

E-Business [EE1/ACCT 480]

Prerequisites

Internet Applications [IA1/BCPT 383]
Marketing Fundamentals [MK1/MKTG 224]
Managing Information Systems [MS1]

Calendar Description

E-Business gives students the necessary skills to develop and manage e-commerce applications from a managerial perspective. It also develops skills in exploiting e-commerce for business applications. Topics include e-commerce applications and opportunities; e-commerce payment methods; regulatory, taxation, and jurisdictional issues; risk management; funding and marketing; and management issues. Extensive online research included in the course work enhances understanding of the e-commerce issues covered.

Study Materials

Trites and Boritz, *E-Business: A Canadian Perspective for a Networked World*, Third Edition (Toronto, Ontario: Pearson Education, 2009)

EE1 Internet CD

1. E-BUSINESS APPLICATIONS AND OPPORTUNITIES

- 1.1 Overview of e-business
- 1.2 Tools for e-business
- 1.3 Impact of e-business on the business model
- 1.4 E-business models
- 1.5 E-business strategy
- 1.6 Module summary

2. THE INTERNET, EDI, AND E-BUSINESS

- 2.1 Evolution of the Internet
- 2.2 Internet technologies and their deployment
- 2.3 Systems components of e-business
- 2.4 Web storefront
- 2.5 ERP systems
- 2.6 Database warehousing and data mining
- 2.7 EDI and XML
- 2.8 Module summary

3. E-BUSINESS SECURITY AND ENCRYPTION

- 3.1 Security for e-business
- 3.2 Cryptography and encryption techniques
- 3.3 Digital signatures and certification authorities
- 3.4 Understanding public key infrastructure
- 3.5 Key escrow and recovery issues
- 3.6 Applications of encryption in e-business
- 3.7 Module summary

4. PAYMENT METHODS

- 4.1 Payment systems characteristics
- 4.2 Requirements for electronic payments
- 4.3 Types of electronic payments
- 4.4 Online credit card processing
- 4.5 Digital wallets / Electronic wallets
- 4.6 Developments in online payment systems
- 4.7 Fraud prevention, ethical and privacy issues
- 4.8 Module summary

- 5. VALUE CHAIN MANAGEMENT — SUPPLY CHAIN MANAGEMENT AND E-PROCUREMENT SYSTEMS**
 - 5.1 E-business systems
 - 5.2 Value chain — Supply chain management and order fulfilment
 - 5.3 Conventional and electronic procurement
 - 5.4 Trading exchanges and other net marketplaces
 - 5.5 Procurement via electronic auctions
 - 5.6 Module summary

- 6. CRM, DCM, E-MARKETING, AND BUSINESS PROCESS INTEGRATION**
 - 6.1 Customer relationship management
 - 6.2 Demand chain management
 - 6.3 E-marketing
 - 6.4 Human resource management systems
 - 6.5 Business process integration
 - 6.6 Module summary

- 7. PLANNING AND FUNDING**
 - 7.1 Business intelligence and e-business strategy
 - 7.2 E-business planning
 - 7.3 Funding and funding sources
 - 7.4 Staffing and compensation
 - 7.5 Measuring success
 - 7.6 Module summary

- 8. ETHICAL, LEGAL, AND REGULATORY ENVIRONMENT**
 - 8.1 Global nature of e-business
 - 8.2 Ethical and social issues
 - 8.3 Privacy
 - 8.4 Intellectual property rights
 - 8.5 Legal jurisdiction
 - 8.6 Taxation
 - 8.7 Module summary

- 9. SMALL BUSINESS AND THE ROLE OF INDEPENDENT PROFESSIONALS**
 - 9.1 E-business for SMEs
 - 9.2 E-business challenges and opportunities for SMEs
 - 9.3 Launching an e-business
 - 9.4 Role of independent professionals in e-business
 - 9.5 Auditing e-business
 - 9.6 Assurance services
 - 9.7 Module summary

- 10. MANAGEMENT ISSUES AND FUTURE TRENDS**
 - 10.1 Knowledge management and business intelligence
 - 10.2 Portal management
 - 10.3 E-business trends
 - 10.4 Mobile commerce
 - 10.5 E-government
 - 10.6 Organizational trends
 - 10.7 Media convergence
 - 10.8 Course summary

Business Process Integration [BP1/ACCT 493]

Prerequisites

Internet Applications [IA1/BCPT 383]
E-Business [EE1/ACCT 480]
Database Management for Financial Managers [DM1/ACCT 483]

Calendar Description

Business Process Integration focuses on enterprise systems and related technologies applied in a business setting. The goal of this course is to cultivate an appreciation of managerial and technical issues in business process integration. The course focuses on existing and emerging enterprise systems concepts, including supply chain management, customer relations management, and enterprise resource planning (ERP); however, it is not designed to teach students how to use any specific ERP software package. The course also provides guidance on business process integration for small- to medium-sized businesses.

Study Materials

Beth Gold-Bernstein and William Ruh, *Enterprise Integration: The Essential Guide to Integration Solutions* (Boston, MA: Addison-Wesley, 2005)

BP1 Internet CD

1. BUSINESS PROCESS INTEGRATION — AN INTRODUCTION

- 1.1 Background of business process integration
- 1.2 Integration of disparate RDBMS
- 1.3 Process integration technologies
- 1.4 Enterprise resource planning (ERP) or enterprise system (ES)
- 1.5 Integration of enterprise systems
- 1.6 Business drivers
- 1.7 Process standards
- 1.8 Module summary

2. BUSINESS PROCESS MODELLING — THE HUMAN SIDE

- 2.1 Defining BPR and its concepts
- 2.2 Methodology and measurement tools
- 2.3 Success and failure factors
- 2.4 BPR and continuous improvement
- 2.5 Information technology in BPR
- 2.6 Organizational change
- 2.7 Module summary

3. ENTERPRISE INTEGRATION — INTERNAL BUSINESS PROCESSES

- 3.1 From information systems to enterprise systems
- 3.2 Functionality of ES
- 3.3 Market overview of ES providers
- 3.4 Making the business case for ES
- 3.5 ES in support of corporate strategy
- 3.6 Planning, selecting, and implementing ES
- 3.7 Client-server architectures
- 3.8 Module summary

- 4. ENTERPRISE INTEGRATION ARCHITECTURE AND STRATEGIES**
 - 4.1 Enterprise application integration — The market
 - 4.2 Service-oriented architecture (SOA) and service-oriented processes (SOP)
 - 4.3 Integration of inter-organizational ES-based workflows
 - 4.4 Concurrent product development and the evolution of BPR
 - 4.5 Rise of the virtual organization
 - 4.6 Enterprise e-commerce — The next step
 - 4.7 Module summary

- 5. PRE-PLANNING THE BUSINESS PROCESS INTEGRATION STRATEGY**
 - 5.1 Pre-planning targets for systems and integration
 - 5.2 Customizing ES to fit the organizational culture
 - 5.3 Benchmarking and best practices
 - 5.4 Investments in IT
 - 5.5 IT governance
 - 5.6 Module summary

- 6. AN INTEGRATION STRATEGY**
 - 6.1 An integration strategy
 - 6.2 Standard application interfaces
 - 6.3 Markup languages
 - 6.4 XML: an emerging standard
 - 6.5 Extensible-business reporting language (XBRL)
 - 6.6 Module summary

- 7. ENTERPRISE INTEGRATION ARCHITECTURE**
 - 7.1 Start the strategy before the architecture
 - 7.2 The need for enterprise integration architecture
 - 7.3 Integration assessment and integration technologies
 - 7.4 Integration diagrams
 - 7.5 Module summary

- 8. TECHNICAL AND SERVICE INTEGRATION STRUCTURES**
 - 8.1 Introduction to architectures
 - 8.2 Technical integration architecture
 - 8.3 Service integration architecture
 - 8.4 SOA and event-driven service design
 - 8.5 SOA and services
 - 8.6 SOA and use case diagrams
 - 8.7 Module summary

- 9. INFORMATION AND PROCESS INTEGRATION ARCHITECTURE**
 - 9.1 Information integration architecture
 - 9.2 Metadata
 - 9.3 Process integration architecture
 - 9.4 BPR — A revisit
 - 9.5 Module summary

- 10. OUTSOURCING OF ENTERPRISE INTEGRATION**
 - 10.1 Shared services and business process outsourcing
 - 10.2 A decision framework
 - 10.3 Outsourcing manufacturing
 - 10.4 Outsourcing Internet services
 - 10.5 Outsourcing sales
 - 10.6 Outsourcing procurement
 - 10.7 Outsourcing human resources
 - 10.8 Module summary
 - 10.9 Concluding words

Project Management for Financial Managers [PM1/ACCT 487]

Prerequisites	<i>Organizational Behaviour Fundamentals [OBI/MGMT 240]</i> <i>Managing Information Systems [MS1]</i> <i>Network Management for Financial Managers [NMI/BCPT 385]</i> <i>Database Management for Financial Managers [DM1/ACCT 483]</i>
Calendar Description	An understanding of project management tools and their application is essential in today's business environment. <i>PMI</i> studies the defined set of project management procedures used to produce a consistent and effective management methodology. The course provides a comprehensive overview of the components that encompass project management; the processes involved in starting, controlling, managing, and successfully completing a project; project budgeting and planning; risk management; human factors; and strategies to mitigate systems development risks.
Study Materials	Schwalbe, <i>Information Technology Project Management</i> , Sixth Edition (Course Technology, Cengage Learning, 2009) <i>PMI</i> Internet CD Microsoft Project 2007 (trial version included with textbook)

1. INTRODUCTION TO PROJECT MANAGEMENT

- 1.1 Project management overview
- 1.2 Project success factor
- 1.3 Project management Internet resources
- 1.4 Project management careers
- 1.5 Project management education
- 1.6 Writing skills for project managers
- 1.7 Ethics in project management
- 1.8 Module summary

2. AN ORGANIZATIONAL PERSPECTIVE

- 2.1 Organizations as systems
- 2.2 Applying the systems approach to IT projects
- 2.3 Organizational structures
- 2.4 The project office
- 2.5 Life cycles and management reviews
- 2.6 Module summary

3. PROJECT INTEGRATION AND CHANGE MANAGEMENT

- 3.1 Project processes
- 3.2 Project integration
- 3.3 CPD in project planning
- 3.4 Integrated change control
- 3.5 Configuration management
- 3.6 Module summary

- 4. MICROSOFT PROJECT MANAGEMENT**
 - 4.1 Installation and introduction to MS Project
 - 4.2 Navigating around MS Project
 - 4.3 Project scope management
 - 4.4 Entering and tracking work efforts and events to build a WBS
 - 4.5 Project time management
 - 4.6 Project cost management
 - 4.7 Project human resources management
 - 4.8 Module summary

- 5. PROJECT SCHEDULING TECHNIQUES**
 - 5.1 WBS translated to work flow
 - 5.2 Network diagram
 - 5.3 Critical path method (CPM)
 - 5.4 Program evaluation and review technique (PERT)
 - 5.5 Comparing CPM and PERT
 - 5.6 Gantt charts
 - 5.7 Module summary

- 6. PROJECT SELECTION: A FINANCIAL VIEW**
 - 6.1 Cost estimation and cost controls
 - 6.2 Analytical techniques used to select IT proposals
 - 6.3 Recording project costs in MS Project
 - 6.4 Module summary

- 7. RISK MANAGEMENT IN IT PROJECTS**
 - 7.1 Introduction to risk management
 - 7.2 Risk management planning
 - 7.3 Risk identification
 - 7.4 Qualitative and quantitative risk analysis
 - 7.5 Risk response planning
 - 7.6 Risk monitoring and control
 - 7.7 Software support for risk management
 - 7.8 Critical success factors in project management
 - 7.9 Module summary

- 8. PROJECT QUALITY MANAGEMENT**
 - 8.1 Project quality management
 - 8.2 Project quality planning
 - 8.3 Project quality assurance
 - 8.4 Project quality control and software testing
 - 8.5 Modern quality management
 - 8.6 Cost of quality
 - 8.7 Module summary

- 9. PROJECT PROCUREMENT MANAGEMENT**
 - 9.1 The importance of project procurement management
 - 9.2 Plan purchases and acquisitions
 - 9.3 Plan contracting
 - 9.4 Requesting seller responses and selecting a response
 - 9.5 Contract administration and closure
 - 9.6 Module summary

10. HUMAN RESOURCE MANAGEMENT

- 10.1 People management techniques
- 10.2 Human resource planning
- 10.3 Assembling the project team
- 10.4 Developing and managing the project team
- 10.5 Managing project related conflicts
- 10.6 Managing stress
- 10.7 Managing project expectations
- 10.8 Ethical considerations
- 10.9 Module summary

Laurentian H.B. Com Courses

Organizational Behaviour [OR1/COMM 2045]

Marketing Management [MM1/COMM 2035]

Operations Management [OM1/COMM 2055]

Strategic Management and Policy [SP1/COMM 4005]

Humanist Issues in Commercial Practice [HC1/COMM 4405]

Project Management [PT1/COMM 4506]

Risk Management [RK2/COMM 4736]

Organizational Behaviour [OR1/COMM 2045]

Prerequisites None

Calendar Description This introductory course gives students knowledge and skills to be more effective in today's increasingly complex and diverse workplace environment. Through a study of individual, group, and organizational behaviour students develop an appreciation of the human factors and work place realities in modern organizations. This includes topics such as emotions, motivation, attitudes, decisions, team dynamics, organizational culture and behaviour, among others. *ORI* incorporates group discussions, cases, special projects, a learning bequest of online resources, and assigned readings to enhance understanding of organizational behaviour theory and its applications.

Study Materials *ORI* is delivered online. Additional study materials include:

McShane and Steen, *Canadian Organizational Behaviour*, Seventh Edition (Toronto: McGraw-Hill Ryerson, 2009)

Ivey and Cohen, *ORI Cases*, McGraw-Hill, 2010

1. **WHAT IS ORGANIZATIONAL BEHAVIOUR?**
 - 1.1 A rationale for studying organizational behaviour
 - 1.2 Business environment trends
 - 1.3 Four anchors of organizational behaviour knowledge
2. **TEAM DYNAMICS**
 - 2.1 Groups, teams, and team effectiveness
 - 2.2 Ingredients of team effectiveness
 - 2.3 Self-directed work teams and virtual teams
 - 2.4 Team decision making
3. **INDIVIDUAL BEHAVIOUR**
 - 3.1 MARS model of individual behaviour and performance
 - 3.2 Personality
 - 3.3 Self-concept
 - 3.4 Values
4. **PERCEPTIONS AND EMOTIONS**
 - 4.1 Perceptual process and attribution errors
 - 4.2 Learning and behaviour modification
 - 4.3 Emotions, attitudes and behaviour
 - 4.4 Job satisfaction and organizational commitment
 - 4.5 Stress management
5. **MOTIVATION AND APPLIED PERFORMANCE PRACTICES**
 - 5.1 Drives, needs, and motivation
 - 5.2 Expectancy theory, goal setting, and feedback
 - 5.3 Organizational justice
 - 5.4 Reward practices
 - 5.5 Job design
 - 5.6 Empowerment and self-leadership

6. LEADERSHIP

- 6.1 Leadership perspectives and the competency framework
- 6.2 Behavioural and contingency perspectives
- 6.3 Transformational and implicit leadership
- 6.4 Gender and cross-cultural issues in leadership

7. DECISION MAKING, CREATIVITY, AND COMMUNICATION

- 7.1 The rational choice paradigm
- 7.2 Employee involvement and creativity
- 7.3 Communication model and channels
- 7.4 Improving communication

8. POWER, POLITICS, AND CONFLICT

- 8.1 Power and contingencies
- 8.2 Influence tactics and organizational politics
- 8.3 Conflict process and management
- 8.4 Structural conflict management and negotiation

9. ORGANIZATIONAL STRUCTURE

- 9.1 Division of labour and coordination
- 9.2 Elements of organizational structure
- 9.3 Forms of departmentalization
- 9.4 Contingencies of organizational design

10. ORGANIZATIONAL CULTURE

- 10.1 Elements of organizational culture
- 10.2 Deciphering organizational culture
- 10.3 Strengthening organizational culture
- 10.4 Merging organizational cultures
- 10.5 Negotiations and dispute resolution

11. ORGANIZATIONAL CHANGE

- 11.1 Lewin's force field analysis model
- 11.2 Unfreezing, changing, and refreezing
- 11.3 Approaches to organizational change
- 11.4 Cross-cultural and ethical issues in organizational change

Marketing Management [MM1/COMM 2035]

Prerequisites None

Calendar Description *MM1* is designed to give students an awareness and knowledge of the marketing function. Marketing is concerned with understanding the consumer and relating this understanding to the formulation of marketing strategies and practices. Students will cover the following major areas of study: the marketing concept, consumer behaviour, market segmentation, market forecasting, marketing research, and marketing strategy formulation. The concepts of marketing management are applied to problems and practices of the consumer, industrial, and international markets.

Study Materials *MM1* is delivered online. Additional study materials include:

Perreault, McCarthy, Meredith, and Ricker, *Basic Marketing: A Global-Managerial Approach*, Twelfth Canadian Edition (Toronto: McGraw-Hill Ryerson, 2007)

Ivey, *MM1 Cases*, McGraw-Hill, 2009

1. BASIC CONCEPTS OF MARKETING

- 1.1 Marketing — What is it?
- 1.2 Attracting and keeping customers
- 1.3 Ethics
- 1.4 Strategic planning and marketing strategy
- 1.5 Marketing opportunities
- 1.6 Planning with ethics
- 1.7 Self-marketing

2. THE MARKETING ENVIRONMENT

- 2.1 Marketing environment
- 2.2 Competitor analysis
- 2.3 STEEPL (Social, Technological, Environmental, Economic, Political, Legal) environment assessment
- 2.4 Ethics in marketing
- 2.5 Opportunities in the business environment

3. MARKET SEGMENTATION AND POSITIONING

- 3.1 Marketing opportunities
- 3.2 What is a company's market?
- 3.3 Segmentation
- 3.4 Identifying markets
- 3.5 Canadian consumer demographics
- 3.6 Income and life cycles
- 3.7 Ethnic dimensions

- 4. BUYER BEHAVIOUR**
 - 4.1 Buyer-behaviour model
 - 4.2 Psychological influences
 - 4.3 Social influences
 - 4.4 Situational factors
 - 4.5 Problem solving
 - 4.6 Benefits
 - 4.7 Business buyers
 - 4.8 The government market

- 5. MARKET RESEARCH**
 - 5.1 Why MIS?
 - 5.2 Five-step approach to marketing research
 - 5.3 How much research is enough?

- 6. PRODUCT PLANNING**
 - 6.1 Product defined
 - 6.2 Goods and services — How they differ
 - 6.3 Different product classes
 - 6.4 Branding a product
 - 6.5 Packaging — Another strategic consideration
 - 6.6 Warranty — Yet another strategic consideration
 - 6.7 Product life cycle
 - 6.8 Product adoption rates
 - 6.9 New-product development

- 7. PRICING**
 - 7.1 Pricing objectives follow product strategy
 - 7.2 Price policy
 - 7.3 Price variations
 - 7.4 Value and lawful pricing
 - 7.5 Price setting
 - 7.6 Break-even analysis
 - 7.7 Demand-oriented pricing

- 8. DISTRIBUTION**
 - 8.1 Place decisions in the overall marketing strategy
 - 8.2 Distribution objectives
 - 8.3 Logistics
 - 8.4 The nature of retailing
 - 8.5 The evolution of retailing
 - 8.6 Wholesaling and beyond

- 9. COMMUNICATION AND PERSONAL SELLING**
 - 9.1 Elements of promotion
 - 9.2 The importance of clear communication
 - 9.3 Promotion planning
 - 9.4 The role of personal selling
 - 9.5 Organizing the sales force
 - 9.6 Prospecting and presenting
 - 9.7 The impact of social networking on marketing

10. ADVERTISING, PUBLICITY, AND SALES PROMOTION

- 10.1 Mass selling in Canada
- 10.2 Two basic types of advertising
- 10.3 Which medium is best?
- 10.4 The role of advertising agencies
- 10.5 Measuring effectiveness and the cost-per-thousand costing model
- 10.6 Legal issues
- 10.7 Publicity and sales promotion

11. STRATEGIC MARKET PLANNING

- 11.1 Marketing planning
- 11.2 Market forecasting
- 11.3 The marketing plan
- 11.4 Marketing plan implementation and control
- 11.5 Methods of marketing control

Operations Management [OM1/COMM 2055]

Prerequisites None

Calendar Description This introductory course focuses on the strategic importance of activities collectively known as “operations” and the methods used to perform such activities. *OMI* introduces the concepts and practices of operations management to non-specialists. Students will develop the professional competence and skills to understand the role of operations management (OM); understand the relation between OM and other functions within an organization; analyze OM decision issues in the context of overall organizational objectives; and understand the scope and challenges faced in production systems.

The course gives students a solid grasp of essential tools and techniques for a broad range of subjects, while emphasizing a whole-system approach, an essential principle in operations management.

Study Materials *OMI* is delivered online. Additional study materials include:

Stevenson and Hojati, *Operations Management*, Third Canadian Edition (Toronto, Ontario: McGraw-Hill Ryerson, 2007)

- | | | |
|----|----------------------------------|---|
| 1. | Lesson 1
Lesson 2
Lesson 3 | Operations management basics
Competitiveness, strategy, and productivity
Design of goods and services |
| 2. | Lesson 4
Lesson 5 | Capacity planning
Process selection and facility layout |
| 3. | Lesson 6
Lesson 7 | Design of work systems
Location planning and analysis |
| 4. | Lesson 8
Lesson 9 | Decision analysis
Forecasting |
| 5. | Lesson 10
Lesson 11 | Waiting lines and simulation
Resource allocation techniques |
| 6. | Lesson 12
Lesson 13 | Project management
Process analysis |
| 7. | Lesson 14
Lesson 15 | Quality concepts
Total quality management |
| 8. | Lesson 16
Lesson 17 | Performance assessment
Supply chain management basics |

- | | | |
|------------|------------------------|--|
| 9. | Lesson 18
Lesson 19 | Inventory management
Aggregate planning |
| 10. | Lesson 20
Lesson 21 | Material requirements planning
Lean systems and JIT |

Strategic Management and Policy [SP1/COMM 4005]

Prerequisites

Marketing Management [MM1/COMM 2035]
Organizational Behaviour [OR1/COMM 2045]
Operations Management [OM1/COMM 2055]

Calendar Description

This strategy course introduces students to the process of strategic management in organizations from the perspective of top management who are concerned with the overall long-term effectiveness of the organization. The course presents the concepts as a framework within which management takes an integrative approach to the various functional disciplines of accounting, finance, human resource management, marketing, and operations, in diagnosing and solving critical problems in complex situations. Although *SP1* emphasizes the senior management perspective, the course is equally relevant to functional specialists who are increasingly expected to demonstrate an understanding of the entire organization, and how their function contributes to the realization of the organization's mission and objectives.

Study Materials

SP1 is delivered online. Additional study materials include:

Arthur A. Thompson, Jr., A.J. Strickland III, and John E. Gamble,
Crafting and Executing Strategy: The Quest for Competitive Advantage, Seventeenth Edition (New York: McGraw-Hill Irwin, 2010)

1. STRATEGIC MANAGEMENT PROCESS OVERVIEW

- 1.1 Strategic management: Overview
- 1.2 Case analysis in strategy

2. STRATEGY DEVELOPMENT

- 2.1 Strategy development: Introduction
- 2.2 Developing strategic vision and establishing objectives
- 2.3 Crafting strategy
- 2.4 Factors that shape strategy

3. EXTERNAL AND INTERNAL ANALYSIS

- 3.1 Static perspective: Describing an industry and its competitive forces
- 3.2 Dynamic perspective: Identifying change in an industry
- 3.3 Sector dynamics: Mapping and profiling competitors
- 3.4 Key success factors and attractiveness
- 3.5 SWOT analysis
- 3.6 Competitiveness and strategic fit

4. COMPETITIVE STRATEGIES

- 4.1 Implications of competition on business strategy
- 4.2 Strategies for low-cost leadership
- 4.3 Differentiation as a component of business strategies
- 4.4 Best-cost provider strategies
- 4.5 Focused or market niche strategies
- 4.6 Business expansion strategies

- 5. SUPPLEMENTING THE CHOSEN COMPETITIVE STRATEGY**
 - 5.1 Collaborative strategies
 - 5.2 Merger and acquisition strategies
 - 5.3 Integration strategies
 - 5.4 Outsourcing strategies
 - 5.5 Business strategies for specific market situations
 - 5.6 Constraints of strategy selection: Performance, resources, and risk

- 6. COMPETING IN FOREIGN MARKETS**
 - 6.1 Fundamental principles of international trade
 - 6.2 Why companies expand into foreign markets
 - 6.3 Strategies for entry into foreign markets
 - 6.4 Strategic alliances

- 7. STRATEGIC DIVERSIFICATION**
 - 7.1 Diversification and shareholder value
 - 7.2 Strategies for entering new businesses
 - 7.3 Identifying strategy and evaluating industry attractiveness
 - 7.4 Evaluating competitive strength, strategic fit, and resource fit

- 8. RESOURCE BUILDING FOR STRATEGY EXECUTION**
 - 8.1 The strategy execution process
 - 8.2 Staffing the organization
 - 8.3 Building core competencies and capabilities
 - 8.4 Matching strategy with structure

- 9. MANAGING THE INTERNAL OPERATIONS**
 - 9.1 Analyzing the internal environment
 - 9.2 Resource allocation and strategy-supportive policies
 - 9.3 Continuous improvement
 - 9.4 Support systems and strategy-supportive rewards

- 10. CORPORATE CULTURE AND LEADERSHIP**
 - 10.1 Building a compatible corporate culture
 - 10.2 Strategic leadership

- 11. ETHICAL BUSINESS STRATEGIES, SOCIAL RESPONSIBILITY, AND ENVIRONMENTAL SUSTAINABILITY**
 - 12.1 Where do ethical standards come from?
 - 12.2 Do company strategies need to be ethical?
 - 12.3 Why ethical strategies matter
 - 12.4 Strategy and social responsibility

- 12. PRACTICE EXAMINATION**

Humanist Issues in Commercial Practice [HC1/COMM 4405]

Prerequisites	None
Calendar Description	This course offers valuable insight into the cultural, social, political, and ethical influences on commercial practices and value-exchange from classical times to the present. The aim of the course is to build essential critical thinking skills, and give students a historical perspective on commercial exchange and economic thought.

Study Materials *HCI* is delivered online. Additional study materials include:
HCI Readings Book, First Edition, CGA-Canada, 2010

- 1. EARLY CULTURES AND THEIR ETHICS OF EXCHANGE**
 - 1.1 A land transaction in biblical times
 - 1.2 Economics and entrepreneurs in Wisdom literature
 - 1.3 Early laws and attitudes about the use of money and interest
 - 1.4 Origins of taxation and coinage
 - 1.5 The New Testament on wealth and the perversions of money
 - 1.6 Women's work and household economics

- 2. WEALTH, INTEREST, AND SOCIAL EQUITY IN MEDIEVAL COMMERCE**
 - 2.1 Reflections and projections in time
 - 2.2 Thomas Aquinas
 - 2.3 Changing attitudes toward interest and usury
 - 2.4 Utopias and dystopias
 - 2.5 Meanwhile, in Cathay ...
 - 2.6 Pre-industrial women's work

- 3. FROM SERVICE AND SHARING TO CASH AND SELF-INTEREST**
 - 3.1 Montaigne judges a fatal impact
 - 3.2 Francis Bacon on the price of money
 - 3.3 Merchant-venturing and marriage-venturing
 - 3.4 Human issues around a loan contract
 - 3.5 The measure and restraint of self-interest

- 4. PROPERTY, BANKING, COINAGE, AND TRADE**
 - 4.1 John Locke and the theory of labour as value
 - 4.2 Goldsmiths and the origins of modern banking
 - 4.3 The rise of national banking
 - 4.4 Coinage and re-coinage
 - 4.5 The image of trading

- 5. SPECULATION, GOLD, AND HUMAN VALUES**
 - 5.1 Investment fever
 - 5.2 John Law on currency and credit
 - 5.3 Economic colonialism and the Irish
 - 5.4 Isaac Newton and the philosopher's stone
 - 5.5 Two entrepreneurial women

6. INDUSTRIAL REVOLUTION AND INVISIBLE HANDS

- 6.1 David Hume and economic refinement
- 6.2 Adam Smith and the moral sentiments of economics
- 6.3 The problem of poverty
- 6.4 Meanwhile, in North America ...
- 6.5 Wollstonecraft and the rights of woman

7. ECONOMIC THEORIES: HUMAN REALITIES

- 7.1 The Haves and the Have-Nots
- 7.2 Popular and polemical economics
- 7.3 Rethinking *laissez faire*
- 7.4 At home and at work with the labouring classes
- 7.5 Women and children as labour in the factories

8. ONE COUNTRY — TWO NATIONS

- 8.1 Debtors' prisons and railway mania
- 8.2 Industrial and utilitarian dystopias
- 8.3 An age of "isms" and manifest change
- 8.4 Karl Marx and the humanist tradition
- 8.5 John Ruskin and the human spirit

**9. OWNERSHIP, CONSUMPTION, AND INEQUALITIES
IN THE GILDED AGE**

- 9.1 The ethics of land ownership
- 9.2 Conspicuous consumption and pecuniary emulation
- 9.3 A captain of industry and a major of charity
- 9.4 The spirit of accumulation in the gilded age
- 9.5 The New Woman and male corporatism

10. GLOBAL ISSUES FOR HUMANITY

- 10.1 Paying for war and depression
- 10.2 Statism, bureaucracies, and liberalism
- 10.3 Inhumane and humane strategies for war and peace
- 10.4 Checks and balances in Nature's household
- 10.5 What's past is prologue: A review

Project Management [PT1/COMM 4506]

Prerequisites None

Calendar Description This course is an introduction to project management. The project life cycle from needs assessment through team building, planning, scheduling, budgeting, resource allocation, communication, and control are covered. Students learn how to write a request for proposal, a proposal, and an implementation plan that includes a control system.

Study Materials *PTI* is delivered online. Additional study materials include:
Gido and Clements, *Successful Project Management*. Fourth Edition (South-Western Cengage Learning, 2009)

1. THE LIFE OF A PROJECT

- 1.1 Project management concepts
- 1.2 Needs identification
- 1.3 The proposal
- 1.4 The project

2. PROJECT PLANNING

- 2.1 Planning
- 2.2 Scheduling
- 2.3 Probability consideration
- 2.4 Microsoft Project

3. PROJECT CONTROL

- 3.1 Schedule control
- 3.2 Resource consideration
- 3.3 Cost planning and control

4. PEOPLE INVOLVED IN A PROJECT

- 4.1 The project manager
- 4.2 The project team

5. PROJECT DOCUMENTATION AND ORGANIZATIONAL STRUCTURE

- 5.1 Project communication and documentation
- 5.2 Types of project organizations

6. CONCLUSION

Risk Management [RK1/ COMM 4736]

Prerequisites None

Calendar Description This course introduces the concept of risk management and how it applies to corporations. The course examines the steps of the risk management process, including identification, evaluation, and management of risk. Modern risk management techniques, including well-planned corporate financial policy and strategy and derivatives contracts are covered. Students will gain a broad perspective of risk management concepts that can be used as a general framework for dealing with all kinds of risk.

Study Materials *RK1* is delivered online. Additional study materials include: Harrington & Niehous, adapted by Kleffner & Nielson, *Risk Management*, Second Canadian Revised Edition (Toronto: McGraw-Hill Ryerson, 2010)

1. RISK AND ITS MANAGEMENT

- 1.1 Risk and its management
- 1.2 Objectives of risk management

2. RISK IDENTIFICATION AND MEASUREMENT

- 2.1 Risk identification
- 2.2 Basic concepts from probability and statistics
- 2.3 Evaluating the frequency and severity of losses

3. POOLING ARRANGEMENTS AND DIVERSIFICATION OF RISK

- 3.1 Risk reduction through pooling independent losses
- 3.2 Pooling arrangements with correlated losses
- 3.3 Insurers as managers of risk pooling arrangements
- 3.4 Stock markets: Another method of diversification
- 3.5 Risk measurement and risk reduction

4. RISK AVERSION, RISK MANAGEMENT, AND SHAREHOLDER WEALTH

- 4.1 Risk aversion
- 4.2 Risk management and shareholder wealth

5. RISK RETENTION, REDUCTION, AND HEDGING

- 5.1 The risk retention/reduction decision
- 5.2 Hedging with derivative contracts

6. CORPORATE RISK MANAGEMENT ANALYSIS

- 6.1 Analysis tools used in corporate risk management
- 6.2 Enterprise risk management case study

Laurentian University MBA Courses

Organizational Behaviour and Processes [OR2/COMM 5405]
Marketing Management and Planning [MM2/COMM 5305]
Operations Management [OM2/COMM 5605]
Strategy Formulation and Implementation [SP2/COMM 6005]
Leading by Design [OL2/COMM 6405]
Global Marketing Strategy [GM2/COMM 6305]
Research Methods in Management [RM2/COMM 6915]
Humanist Issues in Commercial Practice [HC1/COMM 4405]
Information Systems Strategy [MS2/COMM 4186]
Advanced Corporate Finance [FN2/COMM 4216]
Internal Auditing & Controls [MU1/COMM 4126]
Project Management [PT2/COMM 4506]
Risk Management [RK2/COMM 4736]

Organizational Behaviour and Processes [OR2/COMM 5405]

Prerequisites None

Calendar Description This introductory course gives students knowledge and skills to be more effective in today's increasingly complex and diverse workplace environment. Through a study of individual, group, and organizational behaviour, students develop an appreciation of the human factors and workplace realities in modern organizations. This includes topics such as emotions, motivation, attitudes, decisions, team dynamics, organizational culture and behaviour, among others. *OR2* incorporates group discussions, cases, special projects, a learning bequest of online resources and assigned readings to enhance learning of organizational behaviour theory and its applications.

Study Materials *OR2* is delivered online. Additional study materials include:

McShane and Steen, *Canadian Organizational Behaviour*, Seventh Edition (Toronto: McGraw-Hill Ryerson, 2009)

OR2 Cases, McGraw-Hill, 2010

1. WHAT IS ORGANIZATIONAL BEHAVIOUR?

- 1.1 A rationale for studying organizational behaviour
- 1.2 Business environment trends
- 1.3 Four anchors of organizational behaviour knowledge
- 1.4 Knowledge management

2. TEAM DYNAMICS

- 2.1 Groups, teams, and team effectiveness
- 2.2 Team effectiveness
- 2.3 Self-directed work teams and virtual teams
- 2.4 Team decision making

3. INDIVIDUAL BEHAVIOUR

- 3.1 MARS model of individual behaviour and performance
- 3.2 Personality
- 3.3 Self-concept
- 3.4 Values
- 3.5 Ethics

4. PERCEPTIONS AND EMOTIONS

- 4.1 Perceptual process and attribution errors
- 4.2 Learning and behaviour modification
- 4.3 Emotions, attitudes, and behaviour
- 4.4 Job satisfaction and organizational commitment
- 4.5 Stress management

- 5. MOTIVATION AND APPLIED PERFORMANCE PRACTICES**
 - 5.1 Drives, needs, and motivation
 - 5.2 Expectancy theory, goal setting, and feedback
 - 5.3 Organizational justice
 - 5.4 Reward practices
 - 5.5 Job design
 - 5.6 Empowerment and self-leadership

- 6. LEADERSHIP**
 - 6.1 Leadership perspectives and the competency framework
 - 6.2 Behavioural and contingency perspectives
 - 6.3 Transformational and implicit leadership

- 7. DECISION MAKING, CREATIVITY, AND COMMUNICATION**
 - 7.1 The rational choice paradigm
 - 7.2 Employee involvement and creativity
 - 7.3 Communication model and channels
 - 7.4 Improving communication

- 8. POWER, POLITICS, AND CONFLICT**
 - 8.1 Power and contingencies
 - 8.2 Influence tactics and organizational politics
 - 8.3 Conflict process and management
 - 8.4 Structural conflict management and negotiation

- 9. ORGANIZATIONAL STRUCTURE**
 - 9.1 Division of labour and coordination
 - 9.2 Elements of organizational structure
 - 9.3 Forms of departmentalization
 - 9.4 Contingencies of organizational design

- 10. ORGANIZATIONAL CULTURE**
 - 10.1 Elements of organizational culture
 - 10.2 Deciphering organizational culture
 - 10.3 Strengthening organizational culture
 - 10.4 Merging organizational cultures
 - 10.5 Negotiations and dispute resolution

- 11. ORGANIZATIONAL CHANGE**
 - 11.1 Lewin's force field analysis model
 - 11.2 Unfreezing, changing, and refreezing
 - 11.3 Approaches to organizational change

Marketing Management and Planning [MM2/COMM 5305]

Prerequisites None

Calendar Description *MM2* is designed to give students an awareness and knowledge of the marketing function. Marketing is concerned with understanding the consumer and relating this understanding to the formulation of marketing strategies and practices. Students will cover the following major areas of study: the marketing concept, consumer behaviour, market segmentation, market forecasting, marketing research, and marketing strategy formulation. The concepts of marketing management are applied to problems and practices of the consumer, industrial, and international markets.

Study Materials *MM2* is delivered online. Additional materials include:

Perreault, McCarthy, Meredith, and Ricker, *Basic Marketing: A Global-Managerial Approach*, Twelfth Canadian Edition (Toronto: McGraw-Hill Ryerson, 2007)

Ivey, *MM2 Cases*, McGraw-Hill, 2009

1. BASIC CONCEPTS OF MARKETING

- 1.1 Marketing — What is it?
- 1.2 Customer value and firm decisions
- 1.3 Ethics
- 1.4 Strategic planning and marketing strategy
- 1.5 Marketing opportunities
- 1.6 Planning with ethics

2. THE MARKETING ENVIRONMENT

- 2.1 Marketing environment
- 2.2 Competitor analysis
- 2.3 STEEPL (Social, Technological, Environmental, Economic, Political, Legal) environment assessment
- 2.4 Ethics in marketing
- 2.5 Opportunities in the business environment

3. MARKET SEGMENTATION AND POSITIONING

- 3.1 Marketing opportunities
- 3.2 What is a company's market?
- 3.3 Segmentation
- 3.4 Identifying markets
- 3.5 Canadian consumer demographics
- 3.6 Income and life cycles
- 3.7 Ethnic dimensions

- 4. BUYER BEHAVIOUR**
 - 4.1 Buyer-behaviour model
 - 4.2 Psychological influences
 - 4.3 Social influences
 - 4.4 Situational factors
 - 4.5 Problem solving
 - 4.6 Benefits
 - 4.7 Business buyers
 - 4.8 The government market

- 5. MARKET RESEARCH**
 - 5.1 Why MIS?
 - 5.2 Five-step approach to marketing research
 - 5.3 How much research is enough?

- 6. PRODUCT PLANNING**
 - 6.1 Product defined
 - 6.2 Goods and services — How they differ
 - 6.3 Different product classes
 - 6.4 Branding a product
 - 6.5 Packaging — Another strategic consideration
 - 6.6 Warranty — Yet another strategic consideration
 - 6.7 Product life cycle
 - 6.8 Product adoption rates
 - 6.9 New-product development

- 7. PRICING**
 - 7.1 Pricing objectives follow product strategy
 - 7.2 Price policy
 - 7.3 Price variations
 - 7.4 Value and lawful pricing
 - 7.5 Price setting
 - 7.6 Break-even analysis
 - 7.7 Demand-oriented pricing

- 8. DISTRIBUTION**
 - 8.1 Place decisions in the overall marketing strategy
 - 8.2 Distribution objectives
 - 8.3 Logistics
 - 8.4 The nature of retailing
 - 8.5 The evolution of retailing
 - 8.6 Wholesaling and beyond

- 9. COMMUNICATION AND PERSONAL SELLING**
 - 9.1 Elements of promotion
 - 9.2 The importance of clear communication
 - 9.3 Promotion planning
 - 9.4 The role of personal selling
 - 9.5 Organizing the sales force
 - 9.6 Prospecting and presenting
 - 9.7 The impact of social networking on marketing

10. ADVERTISING, PUBLICITY, AND SALES PROMOTION

- 10.1 Mass selling in Canada
- 10.2 Two basic types of advertising
- 10.3 Which medium is best?
- 10.4 The roles of advertising agencies
- 10.5 Measuring effectiveness and the cost-per-thousand costing model
- 10.6 Legal issues
- 10.7 Publicity and sales promotion

11. STRATEGIC MARKET PLANNING

- 11.1 Marketing planning
- 11.2 Market forecasting
- 11.3 The marketing plan
- 11.4 Marketing plan implementation and control
- 11.6 Methods of marketing control

Operations Management [OM2/COMM 5605]

Prerequisites None

Calendar Description This introductory course focuses on the strategic importance of activities collectively known as “operations” and the methods used to perform such activities. *OM2* introduces the concepts and practices of operations management to non-specialists. Students will develop the professional competence and skills to understand the role of operations management (OM); understand the relation between OM and other functions within an organization; analyze OM decision issues in the context of overall organizational objectives; and understand the scope and challenges faced in production systems.

The course gives students a solid grasp of essential tools and techniques of operations management, while emphasizing a whole-system approach, an essential principle in operations management.

Study Materials *OM2* is delivered online. Additional study materials include: Stevenson and Hojati, *Operations Management*, Third Canadian Edition (Toronto, Ontario: McGraw-Hill Ryerson, 2007)

OM2 Casebook, McGraw-Hill, 2007

1. INTRODUCTION TO OPERATIONS MANAGEMENT

- 1.1 Production and operations management
- 1.2 Competitiveness, strategy, and productivity
- 1.3 Time-based strategies

2. FORECASTING

- 2.1 Forecasting methods
- 2.2 Elements of a good forecast
- 2.3 Forecasting and computers

3. PRODUCT AND SERVICE DESIGN

- 3.1 Competitiveness
- 3.2 Legal, ethical, and environmental issues
- 3.3 Key design considerations
- 3.4 Designing for services versus products

4. STRATEGIC CAPACITY PLANNING

- 4.1 The importance of capacity planning
- 4.2 Determinants of effective capacity
- 4.3 Process selection
- 4.4 Layout decisions

5. WORK SYSTEMS DESIGN

- 5.1 Job design
- 5.2 Methods analysis and improvement
- 5.3 The learning effect

6. LOCATION PLANNING AND ANALYSIS

- 6.1 The need for location decisions
- 6.2 Factors affecting location choice
- 6.3 Making location decisions

7. QUALITY CONTROL

- 7.1 The meaning of quality
- 7.2 Quality management tools
- 7.3 Quality control

8. INVENTORY MANAGEMENT

- 8.1 Inventory control
- 8.2 Just-in-time
- 8.3 Lean operations

9. SCHEDULING

- 9.1 Operating environments
- 9.2 Approaches to scheduling
- 9.3 Improving schedules

10. SUPPLY MANAGEMENT

- 10.1 The need for supply management
- 10.2 Managing the supply chain: strategic issues
- 10.3 The role of purchasing

Strategy Formulation and Implementation [SP2/COMM 6005]

Prerequisites

Marketing Management and Planning [MM2/COMM 5305]
Organizational Behaviour and Processes [OR2/COMM 5405]
Operations Management [OM2/COMM 5605]

Calendar Description

This strategy course introduces students to the process of strategic management in organizations from the perspective of top management who are concerned with the overall long-term effectiveness of the organization. The course presents the concepts as a framework within which management takes an integrative approach to the various functional disciplines of accounting, finance, human resource management, marketing, and operations, in diagnosing and solving critical problems in complex situations. Although *SP2* emphasizes the senior management perspective, the course is equally relevant to functional specialists who are increasingly expected to demonstrate an understanding of the entire organization, and how their function contributes to the realization of the organization's mission and objectives.

Study Materials

SP2 is delivered online. Additional study materials include:

Cornelis A. de Kluyver, John A. Pearce II., *Strategy: A View from the Top*, Third Edition (New Jersey: Pearson Prentice Hall, 2009)

Jorge A. Vasconcellos e Sa, *Strategy Moves: 14 complete attack and defense strategies for competitive advantage*, (Great Britain: Pearson Education, 2005)

Lawrence G. Hrebiniak, *Making Strategy Work: Leading Effective Execution and Change*, (New Jersey: Wharton School Publishing, 2005)

SP2 Casebook, Pearson Custom Publishing (XanEdu Publishing Inc., 2010)

1. INTRODUCTION TO STRATEGY CONCEPTS

- 1.1 Strategy: Overview
- 1.2 Strategy formulation process
- 1.3 Developing the strategic vision and mission statement
- 1.4 Establishing objectives
- 1.5 Steps to planning strategy
- 1.6 Strategy formulation in public and non-profit

2. INTERNAL ANALYSIS

- 2.1 Internal analysis: Overview of tools
- 2.2 Analyzing strengths and weaknesses: SWOT and TOWS
- 2.3 Portfolio analysis
- 2.4 Functional analysis
- 2.5 Identifying competitiveness, core competencies, and strategic fit
- 2.6 Value chain analysis and benchmarking

3. EXTERNAL ANALYSIS

- 3.1 Static perspective: Describing an industry and its competitive forces
- 3.2 Dynamic perspective: Identifying change within an industry
- 3.3 Sector dynamics: Mapping and profiling competitors

4. STRATEGIC CHOICE: THE LAYERS

- 4.1 Strategic choice: Overview
- 4.2 Generic strategies
- 4.3 Value-proposition strategies
- 4.4 Grand or business-level strategies
- 4.5 Functional-level strategies

5. ENVIRONMENTAL, SITUATIONAL, AND POSITIONING STRATEGIES

- 5.1 Competition, ethics, and the business environment
- 5.2 Implications of the business environment on strategy
- 5.3 Environmental and situational strategies
- 5.4 Attack strategies
- 5.5 Defense strategies
- 5.6 Strategic choice: Building on competencies and capabilities
- 5.7 Strategic choice: Checklists

6. CHOICE AND BUSINESS LEVEL STRATEGIES

- 6.1 Corporate strategies: Overview
- 6.2 Corporate level growth strategies
- 6.3 Using growth strategies
- 6.4 Diversification strategies
- 6.5 Integration strategies
- 6.6 Status quo, cost-containment, and retrenchment strategies

7. INTERNATIONAL AND GLOBAL STRATEGIES

- 7.1 International strategies: Background
- 7.2 Expanding into foreign markets
- 7.3 Strategies for entering foreign markets
- 7.4 International strategic alliances
- 7.5 Global strategies and control
- 7.6 International strategic choice and global risks

8. IMPLEMENTATION: DECISION MAKING AND PLANNING

- 8.1 Strategy implementation: Overview
- 8.2 Implementation decision-making
- 8.3 Strategy execution process
- 8.4 Implementation planning — Key issues
- 8.5 Developing the implementation plan

9. COMPANY STRUCTURE AND CAPABILITIES

- 9.1 Matching strategy with structure
- 9.2 Types of organizational structures
- 9.3 Choosing a structure
- 9.4 Re-structuring
- 9.5 Staffing the organization
- 9.6 Supportive processes
- 9.7 Integration and communication

10. BUILDING A MOTIVATED AND FLEXIBLE TEAM

- 10.1 Building a strategy compatible corporate culture
- 10.2 Managing change
- 10.3 Organizational life cycle
- 10.4 Support systems and rewards
- 10.5 Monitoring and evaluating results
- 10.6 Integrated models

11. STRATEGY, ETHICS, AND SOCIAL RESPONSIBILITY

- 11.1 Ethics and strategic leadership
- 11.2 Formulating ethical standards
- 11.3 Ethics and company strategies
- 11.4 Social responsibility and company strategies
- 11.5 Incorporating ethics into strategy execution

Leading by Design [OL2/COMM 6405]

Prerequisites	<i>Organizational Behaviour and Processes [OR2/COMM 5405]</i>
Calendar Description	<p>Organizational design focuses on the macro level issues of organizational environment, strategy, and design. In this course, students will develop an understanding of different organizational designs; that is, the formal arrangements that are intended to shape how work is to be done. The course analyzes the strengths and weaknesses of different organizational designs, illustrating the importance of choosing an appropriate design for a specific strategy. The international business context is emphasized along with the challenges that senior managers face in creating and modifying an international strategy.</p> <p>This course defines which organizational designs are usually appropriate for specific contingent situations. Students develop professional competencies and skills to deal with today's increasingly complex workplace environment by understanding the latest theories and concepts of organizational design. Students also learn to determine the substance of an organizational design problem and suggest potential solutions, and how to formulate recommendations based on an organizational analysis and professional, ethical judgment.</p>
Study Materials	<p><i>OL2</i> is delivered online. Additional study materials include:</p> <p>Daft, <i>Organization Theory and Design</i>, Ninth Edition (Mason, Ohio: Thomson South-Western, 2007)</p> <p>Ivey, <i>OL2 Selected Readings and Cases</i>, CGA-Canada, 2007</p>
1.	GETTING FROM STRATEGY TO ORGANIZATIONAL EFFECTIVENESS
	<ul style="list-style-type: none"> 1.1 Definition of organizational design 1.2 Early history of organizational theory 1.3 Organizational designs are instruments for implementing a strategy 1.4 There is no one best way of organizing 1.5 Choosing the right design matters
2.	STRUCTURAL FORMS AND VARIANTS
	<ul style="list-style-type: none"> 2.1 The functional design 2.2 The M-Form design 2.3 Basic features of the M-Form design 2.4 Hybrid and matrix designs 2.5 The search for improvement
3.	INTERORGANIZATIONAL RELATIONSHIPS
	<ul style="list-style-type: none"> 3.1 From adversarial relationships to partnerships 3.2 Perspectives on interorganizational relationships 3.3 The network design 3.4 Advantages and disadvantages 3.5 Leadership and management in the network organization 3.6 The virtual organization 3.7 The importance of technology 3.8 The impact of technology

- 4. DESIGN IMPLICATIONS OF THE EXTERNAL ENVIRONMENT**
 - 4.1 The impact of uncertainty on departmental organization
 - 4.2 Mechanistic and organic designs
 - 4.3 Information technology and departmental design
 - 4.4 Managing differences between departments
 - 4.5 Resource dependence

- 5. GLOBALIZATION AND THE INTERNATIONAL ENVIRONMENT**
 - 5.1 Entering the global arena
 - 5.2 Designing structure to fit global strategy
 - 5.3 Global capabilities, coordination, and control mechanisms
 - 5.4 Global organizational designs

- 6. MANUFACTURING AND SERVICE TECHNOLOGIES**
 - 6.1 The manufacturing firm
 - 6.2 Service firms and other organizations
 - 6.3 The importance of PSFs
 - 6.4 The characteristics of PSFs
 - 6.5 The managerial professional business
 - 6.6 Technology, workflow, and job design

- 7. DECISION MAKING, INFORMATION TECHNOLOGY, AND CONTROL MECHANISMS**
 - 7.1 Decision-making process
 - 7.2 Individual decision making
 - 7.3 Organizational decision making
 - 7.4 Contingency decision-making framework and special decision circumstances
 - 7.5 Information technology and control

- 8. LIFE CYCLE, INNOVATION, AND CHANGE**
 - 8.1 Organizational life cycle
 - 8.2 Organizational design and culture
 - 8.3 Organizational decline and downsizing
 - 8.4 Change at the organizational level
 - 8.5 Managing radical change — Overview
 - 8.6 Preparing disengagement from the status quo
 - 8.7 Mobilizing energies and capabilities
 - 8.8 Monitoring and institutionalizing success

- 9. CULTURE, ETHICS, AND HUMAN RESOURCE MANAGEMENT**
 - 9.1 Organizational culture
 - 9.2 Organizational design and culture
 - 9.3 Ethical values in organizations
 - 9.4 The influence of leadership on culture and ethics
 - 9.5 Corporate culture and ethics in a global environment
 - 9.6 Course summary

Global Marketing Strategy [GM2/COMM 6305]

Prerequisites

Marketing Management and Planning [MM2/COMM 5305]

Calendar Description

This is an elective course focusing on marketing strategy in the global environment and how companies compete and grow in that environment. *GM2* covers strategy analysis and alternatives as well as issues in global marketing. Marketing strategy parallels business strategy in certain aspects, therefore, concepts such as competitive advantage and strategic positioning are also discussed. A global perspective involves the complexities that come with crossing oceans, borders, and cultures.

In this course, students develop professional competence and skills by considering the situation of a company relative to its environment; understanding the complexity imposed by global markets; using advanced marketing planning to develop alternative solutions, with supporting analysis; and planning, organizing, and controlling global marketing operations.

Study Materials

GM2 is delivered online. Additional study materials include:

Aaker, *Strategic Market Management*, Eighth Edition (Hoboken: John Wiley & Sons, 2008)

Kotabe and Helsen, *Global Marketing Management*, Fourth Edition (Hoboken: John Wiley & Sons, 2008)

1. STRATEGIC MARKET MANAGEMENT

- 1.1 What is a business strategy?
- 1.2 What is strategic market management?
- 1.3 The growing role of marketing in business strategy
- 1.4 External and customer analysis
- 1.5 Customer segmentation
- 1.6 Customer motivation

2. STRATEGIC ANALYSIS — COMPETITORS, THE MARKET, AND THE ENVIRONMENT

- 2.1 Identifying competitors — Customer-based versus strategic groups
- 2.2 Anticipating future competitors and assessing current competitors
- 2.3 Market analysis
- 2.4 Environmental analysis
- 2.5 Using scenarios to deal with uncertainty

- 3. GLOBAL MARKETING ENVIRONMENT AND COUNTRY ANALYSIS**
 - 3.1 Global economies, competitiveness, and cooperation
 - 3.2 Foreign investment, technology, and competition
 - 3.3 Regional economic arrangements and multinational corporations
 - 3.4 The US dollar, international monetary system, and exchange rates
 - 3.5 Balance of payments, turmoil, and monetary zones
 - 3.6 Global cultural environment
 - 3.7 Culture, marketing, organizations, and customers
 - 3.8 Political environment

- 4. INTERNAL ANALYSIS AND SUSTAINABLE COMPETITIVE ADVANTAGE**
 - 4.1 Financial performance — Sales and profitability
 - 4.2 Performance measurement — Beyond profitability
 - 4.3 Assessing internal capabilities to prioritize external opportunities
 - 4.4 From analysis to strategy
 - 4.5 Sustainable competitive advantage
 - 4.6 The role of synergy
 - 4.7 Strategic commitment, opportunism and adaptability
 - 4.8 Strategic intent

- 5. BASES FOR STRATEGIES AND GROWTH**
 - 5.1 Value propositions
 - 5.2 Quality and value
 - 5.3 Brand equity
 - 5.4 Brand identity
 - 5.5 Energizing the business
 - 5.6 Leveraging the business
 - 5.7 New markets

- 6. GROWTH THROUGH NEW BUSINESS – MANAGING THE PORTFOLIO**
 - 6.1 The new business
 - 6.2 The new business category
 - 6.3 From innovation to invoice (ideas to market)
 - 6.4 The business portfolio
 - 6.5 Divestment or liquidation
 - 6.6 Milking, prioritizing, trimming

- 7. GLOBAL MARKETING RESEARCH AND STRATEGY**
 - 7.1 Data gathering — Primary and secondary
 - 7.2 Market size and market information
 - 7.3 Managing global marketing research
 - 7.4 Implementing global segmentation
 - 7.5 International segmentation approaches and scenarios
 - 7.6 Country segmentation bases and positioning
 - 7.7 Information technology and global marketing strategies
 - 7.8 Global strategy
 - 7.9 Strategies, benefits, and regionalization

8. ENTRY, SUPPLY CHAIN, AND PRODUCT DEVELOPMENT STRATEGIES

- 8.1 From domestic marketing to global marketing
- 8.2 Foreign market selection
- 8.3 Modes of entry, timing, and exiting markets
- 8.4 Global sourcing strategies
- 8.5 Global product policy — Product adaptation
- 8.6 Global product strategy — Diffusion of innovations

9. PRODUCT, PRICING, AND PROMOTION

- 9.1 Global branding
- 9.2 Multinational product management
- 9.3 Marketing services globally
- 9.4 Foreign market pricing
- 9.5 Pricing under uncertain contexts
- 9.6 Pricing under specific international contexts
- 9.7 Cultural aspects of global advertising and promotion
- 9.8 Budgeting, creation, and media for global advertising
- 9.9 The international advertising context
- 9.10 Salesforce strategies in various cultural contexts
- 9.11 Training and supporting expatriates

10. LOGISTICS, DISTRIBUTION, AND EXPORT MANAGEMENT

- 10.1 Global logistics versus distribution
- 10.2 Free trade and Maquiladora
- 10.3 Global retailing
- 10.4 Exporting
- 10.5 Details and government assistance in exporting
- 10.6 Imports and grey markets

11. PLANNING, CONTROL, AND THE INTERNET

- 11.1 Global planning and design
- 11.2 Global brand management
- 11.3 Internet usage and structural barriers to e-commerce
- 11.4 Internet consumers
- 11.5 Internet ramifications for global marketing strategies

Research Methods in Management [RM2/COMM 6915]

Prerequisites None

Calendar Description This course is designed to help management professionals enhance their skills in interpreting data. Students of *RM2* will propose strong research with the aim of receiving funding; design strong research; conduct valid research; analyse research findings in optimal ways; and communicate research clearly. Particular emphasis is placed on the preparation of effective business research proposals, scale construction and survey methods, successful data analysis and presentation, and the potential uses of advanced multivariate statistical techniques.

Study Materials *RM2* is delivered online. Additional study materials include:

Donald Cooper and Pamela Schindler, *Business Research Methods*, Tenth Edition (Toronto: McGraw-Hill Irwin, 2008)

SPSS II Student Version (included with textbook)

1. INTRODUCTION TO RESEARCH

- 1.1 Why study research
- 1.2 The researcher's job
- 1.3 Actions that guarantee good research
- 1.4 Problems with using research in business (the bad news)
- 1.5 The scientific method
- 1.6 Arriving at ideas: Induction and deduction
- 1.7 The role of concepts and constructs in theory
- 1.8 Types of variables encountered in research
- 1.9 Developing research hypotheses
- 1.10 Theories and models

2. RESEARCH PLAN AND PROCESS

- 2.1 An overview of the research process
- 2.2 From management dilemma to management question
- 2.3 From research question to research design
- 2.4 Design aspects and types of evaluation
- 2.5 Framing the research proposal
- 2.6 The purpose of the research proposal
- 2.7 Types of research proposals
- 2.8 Research proposal — Background
- 2.9 Research proposal — Design
- 2.10 Research proposal — Supplements
- 2.11 Evaluating research proposals

3. DESIGNING RESEARCH

- 3.1 Ethical obligations
- 3.2 Ethical rights of the sponsor and researcher
- 3.3 Types of exploratory studies
- 3.4 Descriptive and causal studies
- 3.5 Employing controls
- 3.6 Introduction to sampling procedures
- 3.7 Random samples
- 3.8 Complex probability samples

- 3.9 Non-probability samples
- 3.10 Comparison of sample selection techniques

- 4. MEASUREMENT**
 - 4.1 Introduction to measurement
 - 4.2 Types of data and scales of measurement
 - 4.3 Poor measurement and sources of error
 - 4.4 Good measurement and sources of strength
 - 4.5 Reliability of measurement
 - 4.6 Practicality of measurement
 - 4.7 Introduction to measurement scales
 - 4.8 Rating scales
 - 4.9 Ranking scales
 - 4.10 Scale construction

- 5. SURVEY METHODS**
 - 5.1 The communication approach
 - 5.2 Introduction to the personal interview
 - 5.3 Improving the personal interview
 - 5.4 Problems with the personal interview
 - 5.5 The telephone interview
 - 5.6 The self-administered survey
 - 5.7 Instrument construction — Phase 1
 - 5.8 Instrument construction — Phase 2
 - 5.9 Instrument construction — Phase 3

- 6. SECONDARY DATA AND OBSERVATIONAL DATA**
 - 6.1 Exploring secondary data sources
 - 6.2 Evaluating information obtained from secondary data sources
 - 6.3 Searching bibliographic databases and the Internet
 - 6.4 Internal data warehouses
 - 6.5 The process of data mining
 - 6.6 Introduction to observational techniques of data gathering
 - 6.7 The relationship between observer and participant
 - 6.8 Types of observational studies
 - 6.9 Hidden or unobtrusive observational measurements
 - 6.10 The difference between qualitative and quantitative research
 - 6.11 Interviews
 - 6.12 Combining methodologies

7. EXPERIMENTAL DESIGNS

- 7.1 What is an experiment?
- 7.2 Advantages and disadvantages of experimental designs
- 7.3 Steps in conducting an experiment
- 7.4 Threats to the validity of an experiment
- 7.5 Characteristics of experimental designs
- 7.6 Pre-experimental designs
- 7.7 True experimental designs
- 7.8 Complex features of experimental design
- 7.9 Quasi-experimental designs
- 7.10 An overview of experimental designs

8. DATA PRESENTATION

- 8.1 Data editing
- 8.2 Data coding
- 8.3 Open-ended questions
- 8.4 Data entry
- 8.5 Frequency distributions and distribution shape
- 8.6 Mean, standard deviation, skewness, and kurtosis of a distribution
- 8.7 Pie charts, bar charts, histograms, and pareto diagrams
- 8.8 Boxplots
- 8.9 Cross-tabulations

9. HYPOTHESIS TESTING

- 9.1 Practical significance, statistical significance, and sampling
- 9.2 Null and alternative hypotheses for one- and two-tailed tests
- 9.3 Type I (alpha) and Type II (beta) error and power
- 9.4 Rejecting or not rejecting (accepting) the null hypothesis
- 9.5 Steps in the conduct of statistical tests
- 9.6 The influence of scale of measurement on choice of statistical test
- 9.7 Statistical tests for scores in a single group
- 9.8 Statistical tests for two independent (unrelated) samples
- 9.9 Statistical tests for two dependent (related or repeated) samples
- 9.10 Statistical tests for two or more unrelated (independent) samples
- 9.11 Statistical tests for two or more repeated (dependent) samples

10. RELATIONSHIPS

- 10.1 An introduction to measures of relationship
- 10.2 Plotting and interpreting scatterplots
- 10.3 The Pearson correlation (r) for interval and ratio data
- 10.4 The Spearman correlation (ρ) for ranked or ordinal data
- 10.5 The coefficients that accompany a crosstabulation
- 10.6 Linear regression and the formula for the best-fit line
- 10.7 Assumptions of a linear regression and diagnostics to evaluate their status
- 10.8 Evaluating the results of a linear regression
- 10.9 SPSS and linear regression (optional)
- 10.10 Relationship does not guarantee causation

11. MULTIVARIATE STATISTICS

- 11.1 Multiple regression
- 11.2 Discriminant function analysis
- 11.3 Multivariate analysis of variance
- 11.4 LISREL — Structural equation modeling
- 11.5 Conjoint analysis
- 11.6 Factor analysis
- 11.7 Cluster analysis
- 11.8 Multidimensional scaling

12. COURSE SUMMARY

Humanist Issues in Commercial Practice [HC1/COMM 4405]

Prerequisites None

Calendar Description This course offers valuable insight into the cultural, social, political, and ethical influences on commercial practices and value-exchange from classical times to the present. The aim of the course is to build essential critical thinking skills and a historical perspective on commercial exchange and economic thought.

Study Materials *HC1* is delivered online. Additional study materials include:

HC1 Readings Book, First Edition, CGA-Canada, 2009

1. EARLY CULTURES AND THEIR ETHICS OF EXCHANGE

- 1.1 A land transaction in biblical times
- 1.2 Economics and entrepreneurs in Wisdom literature
- 1.3 Early laws and attitudes about the use of money and interest
- 1.4 Origins of taxation and coinage
- 1.5 The New Testament on wealth and the perversions of money
- 1.6 Women's work and household economics

2. WEALTH, INTEREST, AND SOCIAL EQUITY IN MEDIEVAL COMMERCE

- 2.1 Reflections and projections in time
- 2.2 Thomas Aquinas
- 2.3 Changing attitudes toward interest and usury
- 2.4 Utopias and dystopias
- 2.5 Meanwhile, in Cathay ...
- 2.6 Pre-industrial women's work

3. FROM SERVICE AND SHARING TO CASH AND SELF-INTEREST

- 3.1 Montaigne judges a fatal impact
- 3.2 Francis Bacon on the price of money
- 3.3 Merchant-venturing and marriage-venturing
- 3.4 Human issues around a loan contract
- 3.5 The measure and restraint of self-interest

4. PROPERTY, BANKING, COINAGE, AND TRADE

- 4.1 John Locke and the theory of labour as value
- 4.2 Goldsmiths and the origins of modern banking
- 4.3 The rise of national banking
- 4.4 Coinage and re-coinage
- 4.5 The image of trading

5. SPECULATION, GOLD, AND HUMAN VALUES

- 5.1 Investment fever
- 5.2 John Law on currency and credit
- 5.3 Economic colonialism and the Irish
- 5.4 Isaac Newton and the philosopher's stone
- 5.5 Two entrepreneurial women

6. INDUSTRIAL REVOLUTION AND INVISIBLE HANDS

- 6.1 David Hume and economic refinement
- 6.2 Adam Smith and the moral sentiments of economics
- 6.3 The problem of poverty
- 6.4 Meanwhile, in North America ...
- 6.5 Wollstonecraft and the rights of woman

7. ECONOMIC THEORIES: HUMAN REALITIES

- 7.1 The Haves and the Have-Nots
- 7.2 Popular and polemical economics
- 7.3 Rethinking *laissez faire*
- 7.4 At home and at work with the labouring classes
- 7.5 Women and children as labour in the factories

8. ONE COUNTRY — TWO NATIONS

- 8.1 Debtors' prisons and railway mania
- 8.2 Industrial and utilitarian dystopias
- 8.3 An age of "isms" and manifest change
- 8.4 Karl Marx and the humanist tradition
- 8.5 John Ruskin and the human spirit

**9. OWNERSHIP, CONSUMPTION, AND INEQUALITIES
IN THE GILDED AGE**

- 9.1 The ethics of land ownership
- 9.2 Conspicuous consumption and pecuniary emulation
- 9.3 A captain of industry and a major of charity
- 9.4 The spirit of accumulation in the gilded age
- 9.5 The New Woman and male corporatism

10. GLOBAL ISSUES FOR HUMANITY

- 10.1 Paying for war and depression
- 10.2 Statism, bureaucracies, and liberalism
- 10.3 Inhumane and humane strategies for war and peace
- 10.4 Checks and balances in Nature's household
- 10.5 What's past is prologue: A review

Information Systems Strategy [MS2/COMM 4186]

Prerequisites

Managing Information Systems [MS1]

Calendar Description

MS2 is an advanced course in analysis, design, and implementation of computer-based information systems that is presented from a strategic management perspective. It is intended for students looking to enhance skills in the role of IS/IT in strategic planning, competitive advantage, and business transformation; identifying systems requirements; the systems development life cycle and systems analysis; systems and process design; systems implementation, testing and support; Internet technologies, extranet and intranet; e-commerce and EDI; managing telecommunications and networks; IT operational and security issues; and the human side of IS change management.

Study Materials

MS2 is delivered online. Additional study materials include:

Laudon, Laudon, and Brabston, *Management Information Systems: Managing the Digital Firm*, Fourth Canadian Edition (Toronto: Prentice Hall, 2008)

Ivey and Pearson, *MS2 Cases*, 2010

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)

1. STRATEGIC IMPORTANCE OF IS

- 1.1 IS as an integral part of strategic planning
- 1.2 IS for competitive advantage
- 1.3 IS to achieve business transformation
- 1.4 IS and globalization
- 1.5 Managing IS human resources
- 1.6 IS's rapid pace of change

2. INFORMATION TECHNOLOGY GOVERNANCE — ORGANIZATION AND PLANNING FOR IS

- 2.1 IT governance
- 2.2 Short- and long-range technology planning
- 2.3 Data and information management issues
- 2.4 IS economics
- 2.5 Developing an IS strategic plan

3. SYSTEMS DEVELOPMENT OVERVIEW AND ISSUES

- 3.1 Systems development
- 3.2 Systems development methods and techniques
- 3.3 Make or buy decisions
- 3.4 Acquisition of software and hardware
- 3.5 Vendor selection and contractual issues
- 3.6 Project management
- 3.7 Feasibility and cost-benefit analyses

- 4. SYSTEMS AND ANALYSIS DESIGN**
 - 4.1 Analysis and design overview
 - 4.2 Systems analysis — requirements gathering
 - 4.3 Process modeling
 - 4.4 Data modeling
 - 4.5 Logic modeling
 - 4.6 Use case analysis
 - 4.7 Systems design
 - 4.8 Systems analysis and design in smaller organizations
 - 4.9 Ethical issues in systems development

- 5. SYSTEMS IMPLEMENTATION, TESTING, AND SUPPORT**
 - 5.1 Systems installation and conversion
 - 5.2 Testing in systems implementation
 - 5.3 Quality assurance in system development
 - 5.4 Systems maintenance
 - 5.5 System enhancement and reengineering
 - 5.6 Legacy systems issues
 - 5.7 Measuring system benefits

- 6. NETWORKS OF NETWORKS: INTERNET, EXTRANET, INTRANET, AND WEB 2.0**
 - 6.1 The Internet as a business tool
 - 6.2 Use of the Internet to streamline operations
 - 6.3 Technologies to support groups and group work
 - 6.4 Intranet and extranet
 - 6.5 Strategic uses of Internet technologies
 - 6.6 Web 2.0

- 7. ELECTRONIC COMMERCE AND EDI**
 - 7.1 E-business, e-commerce, and e-service
 - 7.2 E-business opportunities and challenges
 - 7.3 Planning e-commerce operations
 - 7.4 Funding issues
 - 7.5 Security, privacy, taxation, and jurisdictional issues
 - 7.6 Electronic data interchange and XML
 - 7.7 Web-based reporting and XBRL

- 8. MANAGING TELECOMMUNICATIONS AND NETWORKS**
 - 8.1 Overview of telecommunications
 - 8.2 Strategic uses of telecommunications
 - 8.3 Network basics
 - 8.4 Trends in network management
 - 8.5 Network security issues
 - 8.6 Planning and managing wireless networks
 - 8.7 Remote computing management issues

- 9. IS OPERATIONAL AND SECURITY ISSUES**
 - 9.1 Outsourcing and outsourcing models
 - 9.2 IS security: Threats and vulnerability
 - 9.3 Dealing with security threats
 - 9.4 Role of auditing in IS security
 - 9.5 Ethical issues

- 10. HUMAN SIDE OF IS MANAGEMENT**
- 10.1 Managing internal and external resources
- 10.2 Change management
- 10.3 End-user computing and training issues
- 10.4 Managing expectations
- 10.5 Social responsibility

Advanced Corporate Finance [FN2/COMM 4216]

Prerequisites	<i>Corporate Finance Fundamentals [FN1]</i>
Calendar Description	This advanced finance course provides an in-depth study of issues and tools that financial managers use in making decisions. Students learn to examine issues and make sound corporate financing decisions. Topics include financial markets and portfolio risk; capital budgeting under uncertainty; long-term sources of funds; capital structure and dividend policy; special financing and investment decisions; an introduction to the valuation of corporations; treasury risk management; futures, forwards, options, and swaps; financial planning; and long-term planning and strategic issues in finance.
Study Materials	<p><i>FN2</i> is delivered online. Additional study materials include:</p> <p>Wajeeh Elali and Therese Trainor, <i>Advanced Corporate Finance: A Practical Approach</i>, First Edition (Pearson Addison Wesley, Toronto, 2008)</p> <p><i>Ethics Readings Handbook [ERH]</i>, Third Edition, CGA-Canada, 2010 (provided electronically with the course modules)</p>

FOUNDATION REVIEW

- FR.1 Time value of money (with calculator)
- FR.2 Term structure of interest rates
- FR.3 Valuation of bonds, preferred shares, and common shares
- FR.4 Weighted average cost of capital
- FR.5 Statistical concepts
- FR.6 Cash management concepts
- FR.7 Financial analysis

1. FINANCIAL MARKETS AND PORTFOLIO RISK

- 1.1 Transferring wealth
- 1.2 Investing in real assets
- 1.3 Investment and consumption decisions
- 1.4 Market efficiency
- 1.5 Estimating portfolio return and risk
- 1.6 Efficient portfolios and the capital market line
- 1.7 Risk and return of a single security — CAPM
- 1.8 Agency issues

2. CAPITAL BUDGETING UNDER UNCERTAINTY

- 2.1 Net present value and internal rate of return
- 2.2 Estimating cash flows
- 2.3 Calculating net present value
- 2.4 Other valuation methods
- 2.5 Economically dependent projects
- 2.6 Adjusting for inflation
- 2.7 Capital budgeting and systematic risk
- 2.8 Capital budgeting and total risk
- 2.9 Capital rationing
- 2.10 The capital budgeting process
- 2.11 Capital budgeting plans and control

- 3. LONG-TERM SOURCES OF FUNDS**
 - 3.1 Bank financing
 - 3.2 Lending ethics
 - 3.3 Bonds
 - 3.4 Bond refinancing
 - 3.5 Preferred shares
 - 3.6 Preferred share refinancing
 - 3.7 Common shares
 - 3.8 Warrants and convertibles
 - 3.9 Issuing securities
 - 3.10 Rights offerings

- 4. CAPITAL STRUCTURE AND DIVIDEND POLICY**
 - 4.1 Unlevered versus levered firms
 - 4.2 Capital structure theory in perfect markets
 - 4.3 Taxes and other influences on capital structure
 - 4.4 Bankruptcy costs
 - 4.5 Setting the optimal capital structure
 - 4.6 Dividend policies — Theory and practice
 - 4.7 Making dividend payments
 - 4.8 Cash dividend alternatives

- 5. SPECIAL FINANCING AND INVESTMENT DECISIONS**
 - 5.1 Adjusted present value method
 - 5.2 Weighted average cost of capital method
 - 5.3 Equity residual method
 - 5.4 Comparison of APV, WACC, and ERM methods
 - 5.5 Types of leases
 - 5.6 Making the lease-versus-buy financing decision

- 6. INTRODUCTION TO VALUATION OF CORPORATIONS**
 - 6.1 Project financing
 - 6.2 Raising venture capital and stages of financing
 - 6.3 Introduction to mergers and acquisitions
 - 6.4 Leveraged buyouts
 - 6.5 Valuation using discounted cash flow methods
 - 6.6 Valuation using operating cash flows
 - 6.7 Valuation using free cash flows to the firm
 - 6.8 Valuation using free cash flows to equity

- 7. TREASURY RISK MANAGEMENT**
 - 7.1 Interest-rate risk
 - 7.2 Foreign-exchange risk
 - 7.3 Commodity-price risk
 - 7.4 Measuring a security's interest rate risk using duration
 - 7.5 Measuring portfolio risk using duration
 - 7.6 Measurement of interest-rate risk using gap analysis
 - 7.7 Measuring risk exposure using sensitivity and scenario analyses
 - 7.8 Approaches to risk management
 - 7.9 Measuring risk using value at risk
 - 7.10 International trade financing

8. FUTURES, FORWARDS, AND SWAPS

- 8.1 Characteristics of futures and forwards
- 8.2 Pricing futures
- 8.3 Hedging with futures and forwards
- 8.4 Swaps
- 8.5 Ethics in the derivatives market
- 8.6 Treasury risk management case

9. OPTIONS

- 9.1 The options market
- 9.2 Pricing options
- 9.3 Corporate securities with options
- 9.4 Hedging with options
- 9.5 Costs of hedging
- 9.6 Ethical considerations in the options market
- 9.7 Integrated case

10. FINANCIAL PLANNING

- 10.1 The financial planning process
- 10.2 Forecasting
- 10.3 Pro-forma financial statements
- 10.4 Short-term financial planning
- 10.5 Short-term versus long-term financial planning
- 10.6 Financial ratio analysis
- 10.7 Long-term financial planning model
- 10.8 Strategic decisions and ethical considerations

Internal Auditing & Controls [MU1/COMM 4126]

Prerequisites *External Auditing [AU1]*

Calendar Description This course covers the objectives, concepts, principles, and techniques of internal auditing. Students who take *MU1* will be well prepared to play a lead role on the internal auditing team of a private or public organization. Topics covered in the course include the role of the internal auditor; types of audits; enterprise risk management; planning the internal audit; the examination phase of internal auditing; reporting audit observations and monitoring; the impact of information technology on internal auditing; internal audit of purchasing, human resources management, marketing, and financial management; and internal auditing in the public sector and non-profit organizations. Computer software is used to illustrate concepts and offer practical, hands-on experience.

Study Materials *MU1* is delivered online. Additional study materials include:

MU1 Selected Readings, CGA-Canada, 2010

Ethics Readings Handbook [ERH], Third Edition, CGA-Canada, 2010
(provided electronically with the course modules)

Audit Command Language (ACL) for Windows v9.1 CGA

Audit Command Language (ACL) for Windows Software Guide, Fourth Edition, CGA-Canada, 2009

1. INTRODUCTION TO INTERNAL AUDITING

- 1.1 Definition of internal auditing
- 1.2 Scope of internal auditing
- 1.3 Functions of management
- 1.4 Enterprise risk
- 1.5 Role of the internal auditor
- 1.6 Types of internal audit assignments
- 1.7 Performance measurement
- 1.8 The ethical climate
- 1.9 Ethical considerations
- 1.10 Introduction to case analysis

2. INTERNAL AUDITING STANDARDS

- 2.1 Overview of internal auditing standards
- 2.2 Purpose, authority, and responsibility
- 2.3 Independence and objectivity
- 2.4 Independence considerations in internal audit consulting engagements
- 2.5 Proficiency and due professional care
- 2.6 The outsourcing alternative
- 2.7 Managing the internal audit department

- 3. RISK MANAGEMENT, CONTROL FRAMEWORKS, AND GOVERNANCE**
 - 3.1 Risk management
 - 3.2 Role of the internal auditor
 - 3.3 Risk assessment process
 - 3.4 Control frameworks
 - 3.5 Auditing using control frameworks
 - 3.6 Control self-assessment
 - 3.7 Governance
 - 3.8 Role of the audit committee
 - 3.9 Corporate governance

- 4. PLANNING THE INTERNAL AUDIT**
 - 4.1 The internal auditing process
 - 4.2 The internal audit planning process
 - 4.3 Long-term planning — Overview
 - 4.4 Long-term planning — Risk assessment matrix
 - 4.5 Long-term planning — Case study
 - 4.6 Short-term audit planning
 - 4.7 Engagement planning
 - 4.8 Engagement planning — Case study

- 5. EXAMINATION PHASE OF THE INTERNAL AUDIT**
 - 5.1 Overview of the examination phase
 - 5.2 Planning the audit work program
 - 5.3 Testing and evidence
 - 5.4 Developing audit criteria and preparing an audit program — Case study
 - 5.5 Computer-assisted audit techniques
 - 5.6 Generalized audit software
 - 5.7 Evaluating audit results
 - 5.8 Completing and reviewing audit files
 - 5.9 Internal audit and fraud s
 - 5.10 Conducting a fraud investigation
 - 5.11 Fraud in a technological environment

- 6. INTERNAL AUDIT COMMUNICATIONS**
 - 6.1 Interviewing skills
 - 6.2 Purpose and functions of internal audit reporting
 - 6.3 Internal audit reporting standards
 - 6.4 Contents of the internal audit report
 - 6.5 Presentation of the internal audit report
 - 6.6 Monitoring recommendations
 - 6.7 Internal audit reporting — Case study

- 7. IMPACT OF IT ON INTERNAL AUDITING**
 - 7.1 How IT affects the internal audit process
 - 7.2 IT auditing
 - 7.3 Risk in an IT environment
 - 7.4 IT control frameworks
 - 7.5 General controls
 - 7.6 Application controls
 - 7.7 Communications network controls
 - 7.8 Controls for end-user computing
 - 7.9 Emerging technologies and the auditor
 - 7.10 Impact of e-commerce

- 8. MARKETING, PURCHASING, AND PRODUCTION**
 - 8.1 Marketing
 - 8.2 Marketing audit — Case study
 - 8.3 Marketing audit — Data analysis
 - 8.4 Purchasing
 - 8.5 Purchasing audit — Case study
 - 8.6 Production
 - 8.7 Production audit — Case study

- 9. HUMAN RESOURCES MANAGEMENT, TREASURY, AND STRATEGIC PLANNING**
 - 9.1 Human resources management
 - 9.2 Human resources planning audit — Case study
 - 9.3 Human resources planning audit — Data analysis
 - 9.4 Treasury
 - 9.5 Treasury audit — Case study
 - 9.6 Auditing the financial reporting process
 - 9.7 Strategic planning
 - 9.8 Strategic planning auditing — Case study

- 10. MANAGEMENT AUDITING IN THE PUBLIC AND NOT-FOR-PROFIT SECTORS**
 - 10.1 Roles, activities, and risks in the public sector
 - 10.2 Governance in the public sector
 - 10.3 Legislative auditing — Role of the Auditor General
 - 10.4 Internal auditing in the public sector
 - 10.5 Comprehensive auditing and performance auditing
 - 10.6 Roles, activities, risks, and governance in the not-for-profit sector
 - 10.7 Internal audit considerations for NFPs

Project Management [PT2/ COMM 4506]

Prerequisites None

Calendar Description This course is an introduction to project management. The project life cycle from needs assessment through team building, planning, scheduling, budgeting, resource allocation, communication, and control are covered. Students learn how to write a request for proposal, a proposal, and an implementation plan that includes a control system.

Study Materials *PT2* is delivered online. Additional study materials include:

Gido and Clements, *Successful Project Management*. Fourth Edition (South-Western Cengage Learning, 2009)

1. THE LIFE OF A PROJECT

- 1.1 Project management concepts
- 1.2 Needs identification
- 1.3 The proposal
- 1.4 The project

2. PROJECT PLANNING

- 2.1 Planning
- 2.2 Scheduling
- 2.3 Probability consideration
- 2.4 Microsoft Project

3. PROJECT CONTROL

- 3.1 Schedule control
- 3.2 Resource consideration
- 3.3 Cost planning and control

4. PEOPLE INVOLVED IN A PROJECT

- 4.1 The project manager
- 4.2 The project team

5. PROJECT DOCUMENTATION AND ORGANIZATIONAL STRUCTURE

- 5.1 Project communication and documentation
- 5.2 Types of project organizations

6. CONCLUSION

Risk Management [RK2/COMM 4736]

Prerequisites None

Calendar Description This course introduces the concept of risk management and how it applies to corporations. The course examines the steps of the risk management process, including identification, evaluation, and management of risk. Modern risk management techniques, including well-planned corporate financial policy and strategy and derivatives contracts are covered. Students will gain a broad perspective of risk management concepts that can be used as a general framework for dealing with all kinds of risk.

Study Materials RK2 is delivered online. Additional study materials include:
Harrington & Niehous, adapted by Kleffner & Nielson, *Risk Management*, Second Canadian Revised Edition (Toronto: McGraw-Hill Ryerson, 2010)

1. RISK AND ITS MANAGEMENT

- 1.1 Risk and its management
- 1.2 Objectives of risk management

2. RISK IDENTIFICATION AND MEASUREMENT

- 2.1 Risk identification
- 2.2 Basic concepts from probability and statistics
- 2.3 Evaluating the frequency and severity of losses

3. POOLING ARRANGEMENTS AND DIVERSIFICATION OF RISK

- 3.1 Risk reduction through pooling independent losses
- 3.2 Pooling arrangements with correlated losses
- 3.3 Insurers as managers of risk pooling arrangements
- 3.4 Stock markets: Another method of diversification
- 3.5 Risk measurement and risk reduction

4. RISK AVERSION, RISK MANAGEMENT, AND SHAREHOLDER WEALTH

- 4.1 Risk aversion
- 4.2 Risk management and shareholder wealth

5. RISK RETENTION, REDUCTION, AND HEDGING

- 5.1 The risk retention/reduction decision
- 5.2 Hedging with derivative contracts

6. CORPORATE RISK MANAGEMENT ANALYSIS

- 6.1 Analysis tools used in corporate risk management
- 6.2 Enterprise risk management case study

CGA COURSE AUTHORS/CONTENT EXPERTS 2010-2011

Level	Course	Author/Content Expert
1	Financial Accounting Fundamentals	Tilly Jensen <i>Athabasca University</i>
	Micro & Macro Economics	Rick Hird <i>University of Ontario Institute of Technology</i> Paul M. Hurley <i>Durham College</i>
	Business Law	Henri Pallard <i>Laurentian University</i> Barbara Cox <i>Consultant</i>
	Computer Tutorials	John W. Yu <i>Consultant</i>
2	Financial Accounting: Assets	George Fisher <i>Douglas College</i>
	Business Quantitative Analysis	Rick Hird <i>University of Ontario Institute of Technology</i>
	Management Accounting Fundamentals	G. Richard Chesley <i>St. Mary's University</i> Tilly Jensen <i>Athabasca University</i> Paul Jeyakumar <i>Assignments</i> Shirley Mauger <i>Consultant</i>
	Business Communication	Catherine Nelson-McDermott <i>University of British Columbia</i>
3	Financial Accounting: Liabilities & Equities	Joan Conrod <i>Dalhousie University</i>
	Corporate Finance Fundamentals	George Fisher <i>Douglas College</i> W. Sean Cleary <i>Saint Mary's University</i>
	Managing Information Systems	John W. Yu <i>Systems Consultant</i> Jamison Aldcorn <i>Seneca College</i>
4	Advanced Management Accounting	Hilary Becker <i>Concordia University</i>
	External Auditing	Chuck Campbell Stephen Spector Shirley Lamarre <i>Consultants</i>

Level	Course	Author/Content Expert
	Accounting Theory & Contemporary Issues	William Scott <i>University of Waterloo</i> Sati Bandyopadhyay <i>University of Waterloo, Consultant</i>
	Personal & Corporate Taxation	Lisa Feil <i>Consultant</i> Shirley Lamarre <i>Consultant</i>
	Financial Accounting: Consolidations & Advanced Issues	Margaret Forbes <i>University of Saskatchewan</i> George Fisher <i>Douglas College</i> <i>Consultant</i>
PACE	Advanced Corporate Finance	Charles Mossman <i>University of Manitoba</i>
	Advanced External Auditing	Malcolm Tidmarsh and Keith Margetts Greg Caers <i>Ryerson University</i> <i>Consultant</i>
	Internal Auditing & Controls	Chuck Campbell <i>Consultant</i>
	Advanced Personal & Corporate Taxation	Johanne Leduc Francine St-Onge <i>Public Practitioners</i>
	Information Systems Strategy	Deborah R. Compeau <i>University of Western Ontario</i> V. Joseph Compeau <i>University of Western Ontario</i>
	Public Sector Financial Management	Ellen Schraa <i>York University</i> Lynda Gagné <i>University of Victoria</i>
	Issues in Professional Practice	Stella Penner <i>Consultant</i> Ruth Ann Strickland <i>Assignments</i>
	Strategic Financial Management	Deborah Mortimer <i>University of Manitoba</i> Wendy Ross <i>Assignments</i>

SAIT COURSE AUTHORS 2010-2011

Course	Author(s)
Business Process Integration	Terry Pegler <i>Seneca College</i>
Database Management for Financial Managers	Rose Minton Tracey Anderson <i>SAIT Polytechnic</i>
E-Business	Roger Duckworth <i>Consultant</i> Rose Minton <i>SAIT Polytechnic</i>
Internet Applications	Rose Minton <i>SAIT Polytechnic</i> Ken Dafoe <i>Consultant</i>
Marketing Fundamentals	Mridula (Merge) Gupta-Sunderji <i>SAIT Polytechnic</i> Brian Broadway <i>Seneca College</i>
Network Management for Financial Managers	Brian Friedrich <i>Consultant</i> Laura Friedrich <i>Consultant</i>
Organizational Behaviour Fundamentals	Mridula (Merge) Gupta-Sunderji <i>Consultant</i> Jane Deighan <i>Consultant</i>
Project Management for Financial Managers	Terry Pegler <i>Seneca College</i>

LAURENTIAN UNIVERSITY AUTHORS 2009-2010

Course	Author(s)
Organizational Behaviour	Lucien Cortis Maurice Grzeda Rana Haq Rolland LeBrasseur <i>Laurentian University</i>
Marketing Management	Ron Mulholland Barry Cotton Jean-Charles Cachon <i>Laurentian University</i> Brian Vendramin <i>Consultant</i>
Operations Management	Carlos Landolt Ozhand Ganjavi <i>Laurentian University</i>
Strategic Management & Policy	John Dodge <i>Laurentian University</i>
Strategy Formulation and Implementation	Sylvie Albert <i>Laurentian University</i>
Humanist Issues in Commercial Practice	Jim Black <i>University of Calgary</i>
Leading by Design	Maurice Grzeda Rolland LeBrasseur <i>Laurentian University</i>
Global Marketing Strategy	Barry Cotton Brian Vendramin Jean-Charles Cachon Rolland LeBrasseur <i>Laurentian University</i>
Research Methods in Management	Cynthia Whissell <i>Laurentian University</i>
Information Systems Strategy	Deborah R. Compeau <i>University of Western Ontario</i> V. Joseph Compeau <i>Consultant</i>
Advanced Corporate Finance	Charles Mossman <i>University of Manitoba</i>
Internal Auditing & Controls	Chuck Campbell Timothy J. Higgins <i>Consultants</i>
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