

Learning Outcomes

LO	Description
LO 1a	LO 1a Describe the diverse understandings of markets, organizations, stakeholders and the role of business in society, locally and globally.
LO 1b	LO 1b Explain how key management functions and processes address the opportunities and challenges of the global business environment.
LO 1c	LO 1c Integrate and apply the functional areas of business into the strategic management process to support principal organizational objectives.
LO 2a	LO 2a Explain and apply finance concepts and tools in order to solve financial problems.
LO 2b	LO 2b Analyze and evaluate financial and management accounting information that is relevant for business decision-making.
LO 2c	LO 2c Assess economic conditions and trends in the global environment by applying microeconomic and macroeconomic concepts and frameworks to business situations.
LO 2d	LO 2d Identify and apply the theories and processes of human resources management to support organizational strategies and effectiveness.
LO 2e	LO 2e Define and apply rules and principles of the Canadian legal and regulatory system related to the sound operation of business.
LO 2f	LO 2f Apply marketing theory and analytics in the context of a dynamic business environment to create customer value and contribute to organizational success.
LO 2g	LO 2g Explain key concepts and theories of innovation and entrepreneurship and the stages in launching and growing a business.
LO 3a	LO 3a Reason mathematically by analyzing numerical data in business situations.
LO 3b	LO 3b Model, analyze and solve business problems quantitatively.
LO 4a	LO 4a Critically evaluate multi-dimensional business problems by applying appropriate decision-making techniques.
LO 5a	LO 5a Demonstrate proficiency in the use of written English and designated citation styles by producing audience-appropriate business documents in a variety of formats.

LO 5b	LO 5b Deliver oral presentations to diverse audiences using relevant support technology.
LO 5c	LO 5c Use interpersonal communication skills and strategies to provide constructive feedback, demonstrate active listening, and resolve conflicts.
LO 6a	LO 6a Contribute, collaborate and work effectively with team members to accomplish goals.
LO 6b	LO 6b Apply leadership concepts to personal leadership potential through awareness of one's strengths, limitations and values.
LO 7a	LO 7a Utilize IT skills, knowledge, and tools to support business strategies, and enable business processes.
LO 8a	LO 8a Make and justify decisions by engaging in ethical reasoning to assess complex business issues.
LO 8b	LO 8b Identify ideas and solutions to sustainability challenges in a global business and societal context, according to the Brundtland UN report (1987).
LO 9a	LO 9a Demonstrate an entrepreneurial orientation by working proactively and independently to promote innovation within an organization and/or across sectors.
HR1	HR1- Interpret and apply the primary legislative frameworks governing Canadian workplaces in order to design, create, and implement HR policies and procedures to be compliant.
HR2i	HR2i- Describe the dimensions of diversity and identify the issues, concerns, values and benefits of diversity in organizations to develop plans/policies promoting inclusivity within organizations.
HR2ii	HR2ii- Develop plans/policies promoting inclusivity within organizations by incorporating the issues, concerns, values, and benefits of diversity in organizations.
HR3	HR3- Describe and critique a variety of strategies to analyze jobs, recruit and select and screen potential employees.
HR4i	HR4i- Describe effective performance management tools and processes and explain the strategic importance of employee training and describe the key processes involved in identifying training needs designing appropriate training programs and evaluating training success.
HR4ii	HR4ii- Describe the strategic importance of effective performance management tools and processes including, identifying, designing, and evaluating appropriate training programs and outcomes.
HR5	HR5- Evaluate jobs to ensure appropriate compensation that maintains internal and external equity in order to improve motivation and retention of employees (e.g., evaluate and recommend salary, pay-for-performance systems and benefit programs).
	HR6- Describe the laws governing occupational health and safety in Canada, common OHS issues and the

HR6	responsibility of HR to maintain and promote safe workplaces.
HR7	HR7- Describe the key differences between unionized and non-unionized workplaces and how the presence of a union affects various HR functions.
HR8	HR8- Identify work and employment as components of a social system, utilizing concepts such as the industrial relations system, and describe and apply industrial relations concepts dealing with efficiency, equity, voice, representation, balance and conflict.
HR9i	HR9i- Identify personal and structural sources of power at different levels of the organization; augment and convert them into influence strategies, and describe strategies for neutralizing influence attempts; describe the psychology of decision-making, systematic fallacies in human cognition and emotions.
HR9ii	HR9ii- Analyze personal and structural sources of power at different levels of the organization in order to devise strategies to influence, augment, or neutralize influence (e.g., by applying psychology of decision-making or systematic fallacies in human cognition and emotion)
HR10	HR10- Analyze the complex internal and external drivers in order to formulate strategies to effectively manage organizational change and recommend appropriate organization development interventions (i.e. survey feedback, process consultation, facilitation and large group interventions) to improve individual, team or organizational effectiveness.
HR11	HR11- Analyze the effects of external pressures, technology, and organizational size on employee motivation and engagement in order to recommend strategies to improve job design and organizations