# Levene GSB Handbook

**For Students Enrolled in Levene MAdmin, MHRM, MBA, MSc, Post-Graduate Diploma & Certificate Programs**

## 2018

Kenneth Levene Graduate School of Business

July, 2017

# Levene GSB Handbook

## Table of Contents


1. Introduction .....2
2. Contacting You .....3
3. Academic Expectations .....3
4. Registration .....3
5. Program Fee & Incidental Fees .....5
6. Instructions for Health and Dental Opt Out .....6
7. What Tuition Fees Cover.....9
8. Academic Integrity Tutorial (GRST 800AA).....9
9. Textbooks and Access to Case Studies .....9
10. UR Courses.....10
11. Graduate Lounge – Study & Meeting Space .....10
12. Photo ID Cards .....10
13. Levene Graduate Student Association (LGSA) .....10
14. Parking .....11
15. Program/Course Requirements .....11
16. Co-operative Education Program.....18
17. Advanced Standing.....19
18. Transfer Credit Policy.....20
19. MBA International Study Course .....20
20. Research Project Requirements, Options & Guidance .....21

# Levene GSB Handbook (for all programs except EMBA)

## 1. Introduction

Welcome to the Levene Graduate School of Business! This handbook is intended to answer questions students may have about their program.

Further questions may be addressed to:

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Academic Advisor
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Other Faces of Levene :

**Adrian Pitariu**
Associate Dean, Research & Graduate Programs
Levene GSB

**Marci Elliott**
Assistant Dean
Levene GSB

## 2. Contacting You

Your UofR email addresses is the *only* email address the university will use to contact you. Please be sure to check those accounts frequently or have your UofR email forwarded to an account you use more regularly. See here for assistance in how to set up email forwarding https://www.uregina.ca/emergency/preparedness/students/webmail.html

## 3. Academic Expectations

Levene GSB students are expected to be fully engaged in the program:

- Participants must arrive at class having done the required reading ahead of time.
- Cell phones and pagers should be turned off before entering the classroom.
- Participants should be prepared to ask questions about material that they have read but don't fully understand.
- Participants should participate fully in classroom discussions and case discussions.
- The passing grade in each course is 70%. Any grade below 70% constitutes a failure for that course.
- Extensions or requests for changes by students to **final** exams and assignments due dates will require the student to complete a request for deferral. The student completes the request, consults with the instructor who must sign the form, and the student then submits the form to Faculty of Graduate Studies and Research (FGSR). The decision (approved or denied deferral) is made by FGSR and is usually only approved if there are extenuating circumstances (e.g., illness, death, etc). The decision is sent by mail to the student and it is the student's responsibility to ensure the deferred requirements are met within the outlined time frame. It is also the student's responsibility to follow-up with FGSR if they do not receive a response from FGSR on their submitted request. The deferral form can be found on the FGSR website at: https://www.uregina.ca/gradstudies/forms.html

## 4. Registration

**How to Log in**

1) Go to www.uregina.ca
2) Click on **"UR Self-Service"** below the top address bar
3) Enter your User ID & PIN number (If you don't know your user ID or PIN, contact the IT Support Centre)
4) Click on **Login**
5) If you are successful logging in, you will see "UR Self-Service" at the top of the page
6) If you are unable to login, contact the IT Support Centre at 585-4685, or by email: IT.support@uregina.ca

**How to Search Class Schedule**
After you have logged into UR Self-Service:
1) Click on **Student Services**
2) Click on **Registration**
3) Click on **Search for Classes**
4) Choose the **Term**
5) Search for courses by subject, and narrow down your search by course number, title, instructor, day or time
6) Click on **Class Search**
7) Click on the **Course Reference Number (CRN)** to find more information
   Click on the **Course Title** for
   - Availability in the class
   - Restrictions on the class

   Click on **View Catalog Entry** for
   - Course Description
   - Prerequisites

You will need the CRN to register in a class.

**How to Add or Drop Courses**
1) Click on **Registration** at the main Student Services menu
2) Click on **Check Your Registration Status** You can view your Time-Ticket, Holds, Academic Standing... and more! If you are ready to register and know your CRN's, then…
3) Go **back** to the Registration menu and click on **Add/Drop/Search for Classes**
4) Select a Term

**To Add or Waitlist a Course**
1) Scroll down to **Add Class Worksheet**
2) Enter your CRN's in the boxes, starting from the left
3) Click on **Submit Changes**
4) If class is full and there is room on the waitlist, select **"Waitlist**" from the **Action** drop-down list.
5) Click on **Submit Changes**
6) Continue to register for classes until all of your selected courses appear in the **Current Schedule** section
7) If a seat becomes available, you will receive a notification to your uregina email address. To act on a waitlist notification, select **"Registered in Self-Service"** from the Action drop-down list within the notification deadline.
8) Click on **Submit Changes**

**To Drop a Course**
1) Scroll down to **Current Schedule**
2) Click on the drop down arrow and choose the available option to drop
3) Click on **Submit Changes**

**To View Your Updated Schedule**
1) Scroll to the top and click on the **Student** tab

2) Click on **Registration**
3) Click on **Detailed Class Schedule**

Please be aware that your U of R financial account needs to have a balance of $500 or lower for registration activity to occur. It is important to monitor your UR Self- Service account here: https://banner.uregina.ca/prod/sct/twbkwbis.P_WWWLogin

Student should also review the academic schedule for important dates. It can be found here: https://www.uregina.ca/student/registrar/assets/docs/pdf/academic-schedule/2017-18.pdf

## 5. Program Fees & Incidental Fees (subject to change)

Students will pay the program fee in effect when they entered the program as well as full-time mandatory student fees (subject to annual change) each semester.

If you are sponsored by a business, organization, or employer and require a Student Sponsorship Form, please see this link.
http://www.uregina.ca/fs/assets/docs/pdf/student_sponsorship_form.pdf

Please note that this form is to be sent directly to Financial Services as indicated on the form.

If you have questions regarding the sponsorship form, please contact financial services here:
Matthew Murray
Phone: 306-585-5137
e-mail: Matthew.Murray@uregina.ca

**The program fee and incidental fees (subject to change) for Levene Programs:**

| | Credit Hours | Program Fee (per 3 credit course) | Student Union Fees **^ | Health & Dental ** | Rec & Athletic Fees *** |
|---|---|---|---|---|---|
| **Levene MBA** | 33 | $ 3, 409.50 | $ 38.10 plus<br>$ 4.85 per CH | $215.25 | $ 95.30 |
| **MHRM** | 30 | $ 2, 670.75 | $ 38.10 plus<br>$ 4.85 per CH | $215.25 | $ 95.30 |
| **M. Admin Leadership** | 30 | $ 2, 670.75 | $ 38.10 plus<br>$ 4.85 per CH | $215.25 | $ 95.30 |
| **Master Certificates** | 9 | $ 2, 670.75 | $ 38.10 plus<br>$ 4.85 per CH | $215.25 | $ 95.30 |
| **Post-Grad Diploma** | 15 | $ 1,660.50 | $ 38.10 plus<br>$ 4.85 per CH | $215.25 | $ 95.30 |
| **MSc. Org Studies** | 33 | $ 2, 670.75 | $ 38.10 plus<br>$ 4.85 per CH | $215.25 | $ 95.30 |

GBUS/MBA 801, 802 and 803 are for Business students in work placement courses. Tuition will be assessed at $1,717.00 plus Mandatory Student Fees and the International Surcharge if applicable.

****** Effective the 201830 semester, University of Regina Student's Union (URSU) fees are assessed at $38.10 per student and $4.85 per credit hour plus a mandatory bus pass for $87.60. All students are required to pay the URSU Fees and all students registered in on campus courses the bus pass. Student's Union Fees will not be assessed on off-campus contract classes.

****** Student Health and Dental Plan - For the 201830 semester, all full-time graduate students (excluding credit hours from off-campus contract classes) are assessed an additional $215.25 URSU fee. The fee is collected by the University on behalf of URSU and remitted to URSU for the purpose of paying the Health and Dental Plan premiums ($92.45 for health coverage and $122.80 for dental coverage). The fee is assessed in the fall semester for health and dental coverage for 12 months beginning September 1. The Plan and the $215.25 fee are mandatory, but **students can opt-out of the health and/or dental coverage by October 2, 2018**, if they provide proof that they already have health and/or dental coverage. Students first beginning classes in the winter semester can opt-in to the Plan by directly contacting studentcare.net/works. After the opt-out date, the premiums for the plan are non-refundable even if a student drops out of University. The student will continue to be eligible for benefits until the new plan year. Full Plan details are available on URSU's web site at http://www.ursu.ca/ or http://www.ihaveaplan.ca/

Beginning in the 201630 semester, all full-time and part-time students enrolled in at least one on-campus course will be assessed an additional $87.60 URSU fee. The fee is collected by the University on behalf of URSU and remitted to URSU for the purpose of providing subsidized transit services as per the terms of the U-Pass Agreement established between URSU and the City of Regina. U-Pass and the $87.60 fee are mandatory.

Students meeting certain criteria, i.e. live within the opt-out zone, live outside of Regina city limits, are on exchange, or have a medical disability can opt-out. To opt out, you have three options see (http://ursu.ca/upass/u-pass-opt-outs/):

1. Submit the electronic opt-out request form from September 5th to October 2nd.
2. Visit the URSU Boardroom in the Riddell Center (RC221.1) from September 5th to September 14th.
3. Visit the URSU Member Services Desk (RC 221) from September 14th until October 2nd.

******* Recreation and Athletic Fee: EMBA students pay full-time mandatory fees for each semester they are registered. **This fee entitles students to use all U of R Athletic Facilities including the pool, and the Fitness and Lifestyle Centre.**

**Late fees will apply if they are not paid by the University's due date for fees and tuition. Normally there is a 30 day grace period after the start of semester classes.**

To view your account and outstanding required payments, you should access **UR Self Service:** https://banner.uregina.ca/prod/sct/twbkwbis.P_WWWLogin

## 6. Instructions for Health & Dental Opt out

Student Health and Dental Plan - All full-time graduate students are assessed an additional $215.25 URSU fee. The fee is collected by the University on behalf of UR Student Union and remitted to URSU for the purpose of paying the Health and Dental Plan premiums ($92.45 for health coverage and $122.80 for dental coverage).

The fee is only assessed in the Fall semester for health and dental coverage for 12 months beginning September 1, and in the Winter semester only for students starting in the Winter. The Plan and the $215.25 fee are mandatory, but students can opt-out of the health and/or dental coverage **between Sept. 5 - Oct. 2, 2018 for the Fall semester** and for from **Jan. 8 - Feb. 4, 2019 for the winter semester**, if they provide proof that they already have health and/or dental coverage.

More information on how to opt out can be found here:
http://studentcare.ca/View.aspx?locale=en&uid=UniversityofReginaFirstNationsUniversityURSU_ChangeofCoverage_OptOuts&

**Two Types of Opt Outs:**

**1) Permanent Opt Out**
If you complete a permanent opt out, you won't have to opt out again from the Health & Dental Plan for the duration of your studies at the University (undergraduate or graduate). Should you wish to re-enrol, certain restrictions and a penalty would apply. Please carefully consider your choice and contact studentcare.net/works if you have any questions.

**2) Annual Opt Out**
If you request an annual opt out, your opt out is in effect from Sept. 1, 2018 to Aug. 31, 2019. If you return as an eligible student in September 2018, you'll be automatically re-enrolled in the Health & Dental Plan. Should you wish to opt out again next year, you must renew the opt out directly online, but you won't have to re-submit your proof of other coverage.

**How to Opt Out**
There are two steps to the opt-out process:

**1) Initiate your opt out online**
To initiate your opt out, select 'Opt Out Now' from the menu to the left during the Change-of-Coverage Period. Follow the on-screen instructions for opting out. You will need your student ID number and your date of birth. Opting out online ensures quick processing and allows you to receive an instant confirmation of your opt out.

**Please note:** The Opt Out Online section will only be active during the Change-of-Coverage Period, from **Sept. 5 - Oct. 2, 2018**.

**2) Submit your proof of coverage**
To complete your opt out (for the first time you opt out, or if you didn't opt out last year), you'll need to provide proof that you are covered by an equivalent extended health and/or dental plan.

If you have proof available in electronic format, you can upload it directly to your profile to expedite your opt-out process. If you don't have your proof of coverage on hand, you can return and upload your proof of coverage at a later time *as long as you do so before the end of the Change-of-Coverage Period*.

Sask Health doesn't provide coverage equivalent to the URSU Health & Dental Plan. Students can't opt out if they're covered only by Sask Health.

Acceptable proof must consist of:

• A screenshot of a summary of benefits from an insurance company's website that clearly indicates you are covered for extended health and/or dental care, OR
• A copy of a certificate or card clearly indicating your coverage for extended health and/or dental care, the insurance company name and the policy number, OR
• A letter from the plan sponsor (often the employer) or the insurance company attesting that you're covered for supplemental health and/or dental care.

• Aboriginal students who receive health and/or dental benefits from Health Canada may use their status card as proof of other coverage.

Uploading documentation:

• If your proof is from an insurance company's website, you can either:

- press your Print Screen key to copy a screenshot of your summary of benefits, paste it into a word processing (e.g. Microsoft Word) or image editing program, save it as one of the supported file types (.pdf, .doc, .jpg, .png, .gif or .tiff), and upload it (for PC users only) OR

- press your Command, Shift, and Number 3 keys at the same time to capture a screenshot of your summary of benefits, and upload the correct screenshot file that will automatically appear on your desktop (for Mac users only).

• You can also scan your document or take a picture of it with your Smartphone or digital camera.

• Accepted file formats: you can upload a PDF, a Word file (.doc), or an image (tiff, gif, jpg, png).

**Please note**: When taking a screenshot of your summary of benefits, make sure to hide or close all other browser windows and programs that may display personal information on your screen.

If these steps aren't completed by **Oct. 2, 2018**, your opt out will not be processed.

studentcare.net/works cannot accept any opt-out requests by mail, e-mail, fax or telephone.

Students who opt out absolve the insurance company, the URSU, studentcare.net/works and any other involved party of all liability whatsoever for any loss suffered by the student. Students are responsible for familiarizing themselves with the contents of this website before they opt out.

After the opt-out date, the premiums for the plan are non-refundable even if a student drops out of University. The student will continue to be eligible for benefits until the new plan year.

Full Plan details are available on URSU's web site at http://www.ursu.ca/ or http://www.ihaveaplan.ca – choose "University of Regina and FNUC" from the drop down menu.

## 7. What Tuition Fees Cover

The following items are covered within the tuition fees for the Levene programs:

- Classes
- FOR MBA Students *only*: International Study Course (air, some meals, hotel & tours)

## 8. GRST 800AA – Academic Integrity Tutorial

**About the Course:** As an investment in your success in your graduate program, the University is providing a no-cost, online introductory course on academic integrity that you *must* complete.

This course, which can be completed in less than an hour, is expected to be completed at your own pace before the end of your first semester. Please ensure that you have been registered for GRST 800AA along with your regular courses during your first registration period.

**Course Description: GRST 800AA Academic Integrity: Tutorial I (0)** The Academic Integrity online tutorial will inform graduate students to what academic integrity is, proper referencing/citing, what is acceptable use of others' ideas/words and what is plagiarism. The University's policies and the Faculty's regulations will be discussed. This tutorial is compulsory for new graduate students and is to be completed within the first semester of enrolment.

**Registration:** Students are able to register via UR Self-Service by: selecting the subject of Graduate Studies from the drop down box for 'Subject'

- in the 'Course Number' field, enter 800AA
- clicking on the 'Class Search' button
- clicking on the CRN for the course
- adding to your course registration list

NOTE: This GRST 800AA course can be added up until the last day to register for courses penalty free online. To register after this date, please contact the Faculty of Graduate Studies & Research.

## 9. Textbooks and Access to Case Studies

Course outlines along with any textbook, cases or articles that you may need to read will be listed on your UR Courses and are at the discretion of the Instructor. Textbooks can be purchased at the University of Regina Bookstore. Fees for any cases used will be charged to your student account.

## 10. UR Courses

Go to this link to learn more about UR Courses, what it is used for, and how it is used. http://www.uregina.ca/urcourses Your user ID is your student ID number. The Pin is your six digits birthday. If you are not able to log into UR Couses, please email IT.Support@uregina.ca with your full name and student ID.

## 11. Graduate Lounge – Study & Meeting Space

The Graduate Lounge is located on the 6th floor (ED 614.9) and available for all Levene students. For access to the grad lounge / meeting area, access to printer, please see Rania Magdalwya in ED 614. You may use any of the computers in this room as they are not assigned to anyone. The room code is currently 1717, but may be subject to change.

## 12. Photo ID Cards

All Levene students require a University of Regina photo ID card. The cards are used for:

- Library access
- Fitness & Lifestyle Centre access
- Examination purposes
- Security purposes

Having a University of Regina photo ID card is mandatory. ID cards can not be issued unless student is registered in and currently attending classes. There is no charge to University of Regina students for their first photo ID card. If your photo ID card is lost, replacement cards are $10.00.

Photos for Photo ID cards can be taken anytime between 8:30 and 4:30 Mon – Fri at **Administration-Humanities Building 210**

When photo ID is taken, you must provide alternate identification, such as a valid Saskatchewan Driver's Licence or birth certificate.

## 13. Levene Graduate Student Association (LGSA)

The Levene Graduate Students Association (LGSA) serves all students in the Kenneth Levene Graduate School of Business by providing increased opportunities for students to:

- Network with other students, business professionals and leaders in our community;
- Attend professional development opportunities, such as conferences and MBA case competitions; and,
- Have fun at social events and faculty-student gatherings.

The 2018-19 LGSA Executive is comprised of five members within varying graduate degree programs. The LGSA Executive looks forward to continuing to build programming that is beneficial to our membership.

**President**: Michelle Dubem-Nwachukwu
**Vice President:** Open
**Treasurer:** Open
**GBUS Representative:** Nonye Ajator
**Indigenous Representative:** Jada Yee
**MBA Representative:** Open
As a student member, your input is valuable. If there are ways you would like to get involved, or if you would like to share ideas for networking or social events – Email the LGSA executive at Levene.Grad.BSS@uregina.ca.

## 14. Parking

If you plan to park on campus on a regular basis, you can purchase a parking permit.

Parking permits are sold based on availability. If your preferred parking permit is SOLD OUT, you can place your name on a waitlist and you will be notified by Parking & Transportation Services when there is availability. If you are waiting for plug-in (Z) parking in lots 15 (formerly Lot 1), Lot 17 (formerly Lot 9) or Lot 16 (formerly Lot 10), the wait is greater than four years. Lots 4 (formerly Lot 6) and 1 (formerly Lot 15) have the shortest waitlists of less than one year. Lot 13 (formerly Lot 3) has no waitlist.

To purchase a parking permit, go to: https://www.uregina.ca/fm/parking/parking-permits/buy-permit/index.html

## 15. Program / Course Requirements (as of 2018 Fall)

**MAdmin Program Requirements**

| | |
|---|---|
| Required: (9 cr. hrs.) | GBUS 817<br>GBUS 870<br>GBUS 874 |
| Choose 4 of: (12 cr. hrs.) | GBUS 815<br>GBUS 860<br>GBUS 865<br>GBUS 871 |

| | |
|---|---|
| | GBUS 873<br>GBUS 875 |
| Choose 3 of GBUS 8xx Electives: (9 cr. hrs)<br><br>OR<br><br>1 GBUS 8xx Elective (3 cr.hrs) AND GBUS 902*** (6 cr.hrs) | |
| **Total** | **30 credit hours** |

Note: Students may request permission to replace one GBUS elective with a relevant graduate course from another faculty.

*** The GBUS 902 Research Project on Leadership is worth 6 credit hours. Students following the project option must prepare and present a paper on a suitable topic. The project will be supervised by a faculty member of the Faculty of Business Administration. The paper will be publicly presented before a committee of 3 faculty members within the Faculty of Business Administration who are accredited by the Faculty of Graduate Studies and Research and appointed by the Graduate Program Committee Chair. A bound copy of the report will be filed with the office of the Dean of Business Administration.

**MHRM Program Requirements – effective 201830**

| | |
|---|---|
| Required: (12 credit hours) | GBUS 817<br>GBUS 838<br>GBUS 843<br>GBUS 862 |
| Choose 3 of: (9 credit hours) | GBUS 844<br>GBUS 863<br>GBUS 864<br>GBUS 868<br>GBUS 872<br>GBUS 873<br>EAHR 811<br>EAHR 850 |
| Choose 3 of GBUS 8xx Electives: (9 credit hours)<br><br>OR<br><br>1 GBUS 8xx Elective (3 cr.hrs) AND GBUS 900*** (6 cr.hrs) | |
| **Total** | **30 credit hours** |

*** The GBUS 900 Project is worth 6 credit hours. Students following the project option must prepare and present a paper on a suitable topic. The project will be supervised by a committee chaired by a member of the Faculty of Business Administration. The paper will be presented at a

seminar chaired by the Director of the Kenneth Levene Graduate School of Business. A bound copy of the report will be filed with the office of the Dean of Business Administration.

Note: Students may request permission to replace one GBUS elective with a relevant graduate course from another faculty or a relevant senior undergraduate course.

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**MBA Program / Course Requirements**

**General Management Program Requirements (33 credit hours)**

| | |
|---|---|
| Required Core Courses: (12 credit hours) | MBA 815 Business Policy & Strategy<br>MBA 830 Social Issues in Business<br>MBA 860 Managing Change<br>MBA 880 Managing Information, Analytics and Decision-making |
| Required Study Tour (3 credit hours) | MBA 848AA-ZZ International Study Tour |
| Required Practicum (6 credit hours) | MBA 899 Integrative Practicum |
| General Management Specialization Courses (12 credit hours) | Any 4 GBUS/MBA electives |

**Engineering Management Program Requirements (33 credit hours)**

| | |
|---|---|
| Required Core Courses: (12 credit hours) | MBA 815 Business Policy & Strategy<br>MBA 830 Social Issues in Business<br>MBA 860 Managing Change<br>MBA 880 Managing Information, Analytics and Decision-making |
| Required Study Tour (3 credit hours) | MBA 848AA-ZZ International Study Tour |
| Required Practicum (6 credit hours) | MBA 899 - Integrative Practicum |
| Engineering Management Specialization Courses (12 credit hours). Choose 4 of: | MBA 816 Production and Operations Management<br>MBA 865 Project Management OR ENGG 819<br>ENGG 820 Economics for Practicing Engineers*<br>ENGG 821 Business Law for Practicing Engineers*<br>ENGG 822 Risk Assessment and Management* |

*Course descriptions can be found at: http://www.uregina.ca/gradstudies/programs/engineering.html

Disclaimer: This program is designed to meet the specific needs of managers, whether or not they have earned an undergraduate engineering degree. As such, this specialization does not contribute to fulfill the academic requirements for registration as a Professional Engineer.

**International Business Program Requirements (33 credit hours)**

| | |
|---|---|
| Required Core Courses: (12 credit hours) | MBA 815 Business Policy & Strategy<br>MBA 830 Social Issues in Business<br>MBA 860 Managing Change<br>MBA 880 Managing Information, Analytics and Decision-making |
| Required Study Tour (3 credit hours) | MBA 848AA-ZZ International Study Tour |
| Required Practicum (6 credit hours) | MBA 899 Integrative Practicum |
| International Business Specialization Courses (12 credit hours) | MBA 816 Production and Operations Management<br>MBA 835 International Business<br>MBA 841 International Marketing<br>MBA 891 International Financial Management |

**Public Safety Management (33 credit hours)**

| | |
|---|---|
| Required Core Courses: (12 credit hours) | MBA 815 Business Policy & Strategy<br>MBA 830 Social Issues in Business<br>MBA 860 Managing Change<br>MBA 880 Managing Information, Analytics and Decision-making |
| Required Study Tour (3 credit hours) | MBA 848AA-ZZ International Study Tour |
| Required Practicum (6 credit hours) | MBA 899 Integrative Practicum |
| Public Safety Management Specialization Required Courses (6 credit hours) | JS 802 Interprofessional Collaboration for Public Safety, Health, and Learning<br>ECON 835 Economics of Public Safety |
| Public Safety Management Specialization Elective Courses (6 credit hours)<br><br>Choose two of*: | JS 803 Public Safety and Community Policing<br>JS 804 Public Safety in a Democratic Society<br>ENGG 822 Risk Assessment and Management |

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**Post Graduate Diploma**

**Post-Graduate Diploma in Business Foundations (15 credit hours)**

| | |
|---|---|
| Required Courses: (15 credit hours) | MBA 710 Foundations of Strategic Marketing<br>MBA 750 Foundations of Strategic Human Resource Management<br>MBA 760 Foundations of Organizational Behaviour<br>MBA 780 Foundations of Accounting for Managers<br>MBA 790 Foundations of Financial Management |

**Master's Certificate in Human Resource Management**

| | | |
|---|---|---|
| Required: | GBUS 843 | Strategic Human Resource Management |
| Choose 2 of: | GBUS 817 | Human Behaviour in Organizations |
| | GBUS 844 | Labour Relations & Collective Bargaining |
| | GBUS 861 | Organization Theory |
| | GBUS 862 | Human Resources Systems Analysis |
| | GBUS 863 | Staffing Organizations |
| | GBUS 864 | Compensation |
| | GBUS 867 | Management Consulting |

**Master's Certificate in Organizational Leadership**

| | | |
|---|---|---|
| Choose 1 (2) of: | GBUS 870 | Leadership: Theory & Practice |
| | GBUS 874 | Cases in Leadership |
| Choose 2 (1) of: | GBUS 817 | Human Behaviour in Organizations |
| | GBUS 843 | Strategic Human Resource Management |
| | GBUS 844 | Labour Relations & Collective Bargaining |
| | GBUS 860 | Managing Change |
| | GBUS 865 | Project Management |
| | GBUS 867 | Management Consulting |
| | GBUS 871 | Group Dynamics in Organizations |
| | GBUS 872 | Managing Activist Employees |
| | GBUS 873 | Negotiation and Conflict Resolution |
| | GBUS 876 | Managing Diversity |

**Note:** Students have the option to take both GBUS 870 and GBUS 874 from above "required" list. If they choose to take both, then one will serve as an elective, as such they will only need to take one additional elective from the GBUS 817 - GBUS 876 list. OR if a student chooses to only take one of GBUS 870 and GBUS 874 from the above "required" list, they will need to take two electives from the GBUS 817 - GBUS 876 list.

**Master's Certificate in Project Management**

| | | |
|---|---|---|
| Required: | GBUS 865 | Project Management |
| Choose 2 of: | GBUS 817 | Human Behaviour in Organizations |
| | GBUS 833 | Financial Management |
| | GBUS 836 | Innovation & Entrepreneurship |
| | GBUS 860 | Managing Change |
| | GBUS 867 | Management Consulting |
| | GBUS 870 | Leadership: Theory and Practice |
| | GBUS 874 | Cases in Leadership |

Students who complete one of the above Master’s Certificate programs may apply their courses to the MHRM, MAdmin (Leadership), or MBA programs. The Master’s Certificate in Human Resource Management ladders into the MHRM program and the Master's Certificate in Organizational Leadership ladders into the MAdmin (major in Leadership) program. The Master's Certificate in Business ladders into the MBA program. Students will be allowed to concurrently hold a Master’s Certificate and a Master’s degree, using the same courses for both

credentials. This means that a student could earn a Master's Certificate, apply for entry and be accepted into the MBA, MHRM, or MAdmin (Leadership) program, and then take an additional 7 GBUS courses to earn the MBA, MHRM, or MAdmin (Leadership) degree.

**MSc in Organizational Studies Program Requirements – effective 201830**

| | |
|---|---|
| Required: (9 credit hours) | GBUS 817<br>GBUS 838<br>GBUS 802 |
| Choose 3 of: (9 credit hours) | GBUS 844<br>GBUS 845AK<br>GBUS 845<br>GBUS 868<br>GBUS 870<br>GBUS 871<br>GBUS 873<br>PSYC 820<br>SOC 804<br>SOC 805<br><br>Or any other APPROVED* electives |
| Thesis (15 credit hours) | |
| **Total** | **33 credit hours** |

* In addition to the three core courses, choose three 3 credit hour electives from the following (or any relevant graduate level course recommended by the faculty advisor and approved by the Faculty of Business Associate Dean Research and Graduate Programs. Note: This could include directed readings courses with the faculty advisor relevant to the student's area of research.

## 16. Co-operative Education Program

For students who are entering a Levene Master program in their early career with limited professional experience, Co-op work placements offer an opportunity to apply principles learned in class in a working environment. Co-op students also gain valuable workplace experience proven to add value to the classroom experience for themselves and other students. The Co-op route also provides an opportunity for early career MBA students to secure management level jobs that they might not otherwise have access to.

**Entry Requirements**

A student must be initially admitted to the course based route and be a current student, registered in the Levene MBA, MHRM, or M.Admin Leadership program. Students who have completed a

minimum of 12 credit hours, with a minimum of 75% in each course may request a route transfer to complete the Co-operative Education program.

To successfully complete a Co-op work term and receive a grade of "P" (Pass) for each of MBA 801, 802, 803*, students must successfully complete the required work placement, including an evaluation of feedback from the employer, and attain a passing grade on their associated work term report.

Although the student's actual schedule may vary, the first Co-op work placement must normally be taken during a Fall semester.

Students will not normally be permitted to register for more than one course during a Co-op work term. A student's program must end on an academic term, not on a Co-op work term.

*Students may complete third optional Co-op work term, MBA 803

Students can refer to the FGSR calendar academic calendar here https://www.uregina.ca/gradstudies/future-students/programs/administration.html for program details and can also consult with the Levene Office for more information.

## 17. Advanced Standing

Advanced Standing is awarded to a student upon demonstration of acquired knowledge of a course's content through university or professional courses. The student is given advanced standing but this does not reduce the number of credit hours or fees required by the existing program. The student simply substitutes another course or adds additional research hours in lieu. Advanced standing has to be requested at the time of Admission or Reinstatement.

Up to 9 credit hours of advanced standing will be offered to holders of the following designations:

- CPA (Chartered Professional Accountant)

  Formerly:
  CA (Chartered Accountant)
  CGA (Certififed General Accountant), or
  CMA (Certified Management Accountant)

- CFA (Chartered Financial Analyst)
- Direxion Leadership Development Program (The Canada School of Public Service)

NOTES:

- Students who receive Advanced Standing for the Direxion designation may not receive credit for GBUS/MBA 817 or MBA 760.

- Students who receive Advanced Standing for the CPA, CA, CGA, CMA, or CFA designation may not receive credit for GBUS/MBA 832 or MBA 780.
- Students who receive Advanced Standing for the CFA designation may not receive credit for GBUS/MBA 833 or 891 or MBA 790.
- Up to nine credit hours of advanced standing may be offered to those who hold a master's degree in a related area (e.g., Master of Public Administration; Master of Human Resource Management), or those who hold a Master of Business Administration from another university.
- Up to three credit hours of advanced standing can be provided for completion of a relevant Master's Certificate at another university.

## 18. Transfer Credit Policy

The transfer credit policy enables up to three courses (9 credit hours) to be transferred into the Levene Master Programs from other institutions. The courses to be transferred must be approved in advance by the Faculty of Business Administration and the Faculty of Graduate Studies and Research at the University of Regina

## 19. MBA International Study Course

All MBA students are required to complete MBA 848: International Study Course. This is typically completed toward the end of a student's program. Students must register for the course and pay tuition fees for this course. Other program costs associated with travel and accommodations are covered as part of your overall tuition fees (*Note: this does not include costs such as VISA-related costs and meals while travelling*). Students will have to pay a deposit in advance of the semester in which they are taking the course to secure their place. Information sessions are held annually to provide students with information about upcoming study course plans.

# 20. Research Project Requirements, Options & Guidance

MBA students are *required* to complete MBA 899: Integrative Practicum as a component of their degree, and MAdmin (Leadership) and MHRM students can *choose* to enroll in the project option for their program which requires the completion of a six credit research project (GBUS 900: Research Project in Business Administration or GBUS 902: Research Project on Leadership). Guidelines for each are outlined here.

**RESEARCH ETHICS:** For MBA 899, GBUS 900 and GBUS 902, if the student intends to collect any primary data (e.g., conduct interviews, focus groups, surveys or experiments) they *must* receive ethics approval from the UofR Ethics Board (REB) *before* any data is collected from research participants. It is the student's responsibility to ensure that research ethics approval is obtained and this can be a complex process for those students who are new to preparing ethics applications. The Research Ethics Board will typically turn around applications within a two to three week period. However, preparing the application can take considerable time and often the REB will require revisions before they approve the application. A student should be building 4 – 6 weeks into their planned schedule to complete this full process. Your advisor can *assist* you with this process but you are recommended to review the information and forms found here:

https://www.uregina.ca/research/for-faculty-staff/ethics-compliance/human/index.html

https://www.uregina.ca/policy/browse-policy/policy-RCH-020-010.html

**COURSE DESCRIPTIONS.**

**MBA 899 - Integrative Practicum.** Under the guidance of a supervisor, a student builds on existing academic research and investigates and analyzes a significant organizational problem with a view to recommending a feasible solution. Problems may be either specific or general, requiring either a particular disciplinary background or a multidisciplinary approach. Students are required to register in a minimum of 6 credit hours of project research. The course will be graded on a credit/no credit (C/N) basis.

**GBUS 900 - Research Project in Business Administration.** Under the guidance of a supervisor, a student builds on existing academic research and investigates and analyzes a significant organizational problem with a view to recommending a feasible solution. Problems may be either specific or general, requiring either a particular disciplinary background or a multidisciplinary approach. Students are required to register in a minimum of 6 credit hours of project research. The course will be graded on a credit/no credit (C/N) basis.

**GBUS 902 - Research Project in Leadership.** Under the guidance of a supervisor, the student builds on existing academic research and investigates and analyzes a significant leadership problem with a view to recommending a feasible solution. Problems may be either specific or general, requiring either a particular disciplinary background or a multidisciplinary approach. The course will be graded on a credit/no credit (C/N) basis.

## WHAT IS THE DIFFERENCE BETWEEN THE MBA 899 PRACTICUM AND GBUS 900 / 902 RESEARCH PROJECT?

All of these options are generally six credit courses and therefore a significant undertaking that requires considerable commitment from the student.

All require grounding in the academic literature to inform a better understanding of a problem that has practical significance. All are informed by a research question / objectives. However, **generally speaking the applied (e.g., practice-based) element is more heavily weighted in the MBA 899 Practicum, while the research significant aspect (e.g., contribution to research that results from the project; more sophisticated understanding of research methods) is more heavily weighted in the GBUS 900/902.**

All options require delivering a final presentation of the work. **However, for MBA 899 this presentation is not a formal part of the pass / fail grade. It is required, however, it does not inform the final mark. For GBUS 900 and GBUS 902, students must present to the supervisor and second reader and must satisfy both in order to pass the course. For both options it is the student's responsibility to request a date for the presentation.**

It is recommended that students review one or more successfully completed projects to develop a better understanding of the scope and nature of the specific course undertaken. Your advisor / supervisor and the Program Lead Research will be able to assist you in identifying possible completed projects to review. Please consult the Hill and Levene Research website for resources to help guide you in this process (e.g., sample presentations). You can find those resources at this link: http://www2.uregina.ca/business/research/students/

## GENERAL GUIDELINES.

The research project **(for the MBA, MAdmin, MHRM)** is a capstone experience completed in the latter half of a student's academic program. It should build on academic research and use and incorporate the knowledge and skills acquired during the course of study leading to the Master's degree.

The very broad guideline for the project is that it is to be more than a term paper, but less than an official thesis. The usual length is 40-80 double spaced pages of text, 12" font size, but this may vary depending on a variety of factors. The project length should be determined in consultation with the Supervisor.

**Typically, it should incorporate a minimum of 30 peer-reviewed sources** (e.g., articles published in academic journals including the *Journal of Management*, the *Journal of Marketing*, the *Journal of Consumer Behavior* or the *Journal of Finance*). You can find tips that help you identify peer-reviewed (refereed) sources here:
http://www.angelo.edu/services/library/handouts/peerrev.php

***Please note*: The final mark is pass / fail and a pass is 70%. So there can be a lot of variability in 'quality' across projects. It is recommended that early in the process the student identify what they want to achieve as learning outcomes from this project, communicate that to their advisor and then garner a clear understanding of their expectations regarding what is needed to be done to pass.**

**Identifying your ultimate personal goals regarding the learning outcomes of your research project will be important for you and your advisor. For example, whether you have the time and motivation to conduct extensive research with the aim of implementing recommendations in your company, plan to pursue a Ph.D. and aim to publish your project, or are just trying to get a pass because your life is too full to push yourself intellectually for the personal development of it, it is strongly recommended you have this conversation with your advisor early (in a constructive way) - it may affect whether or not they (or you) think they are the best fit for you as an advisor. It also helps them to understand the extent to which they should be 'pushing' you to stretch yourself in the process.**

**Remember for the GBUS 900 and 902 you must also satisfy a second reader (decided by the advisor in consultation with you) so you will have to meet the expectations of your supervisor and the second reader. Students should be prepared to complete significant revisions after the second reader has reviewed their submission. This revision time should be built into your overall schedule for completion.**

The research project may take a multitude of forms, including secondary data and primary data. All projects should start with a thorough literature of the existing academic research (secondary data). In addition, the research should include some form of primary research and/or data analysis such as:

- ethnographies
- historical studies
- policy analyses
- comparative cross-cultural analyses
- integrative meta-analyses of primary research
- thematic analysis
- in-depth interviews
- focus groups
- surveys
- experiments
- quasi-experiments
- case study methodology.

All of these research methods are forms of disciplined inquiry aimed at understanding and improving business phenomena. Each is a rational activity involving systematic analysis and interpretation of evidence as a means of clarifying or resolving some unsettled issue or problem. In each case, the validity of the researcher's conclusions are dependent upon the adequacy of the conceptualization of the problem, the clarity of the definitions, the adequacy of the evidence used, and the degree to which other plausible interpretations can be reasonably discounted.

Before choosing a research methodology, students should choose and consult with a research project Supervisor. Students should consult the document summarizing all of our research advisors and their areas of expertise posted on our research website

http://www2.uregina.ca/business/research/students/graduate/research-advisors/. Alternatively, students can contact the Program Lead Research and / or Graduate Advisor in the Faculty of Business Administration to obtain a list of currently available Supervisors. In addition, students should read and be familiar with the Faculty of Graduate Studies and Research *Academic Calendar*.

**The Role of the Supervisor**

The Supervisor is a faculty member who is appropriately accredited by the Faculty of Graduate Studies and Research. The Supervisor has several responsibilities:

1. To provide technical guidance on the research project.
2. To guide the student's project in the right direction and double-check the student's reasoning on the problem at hand.
3. To ensure that the student is on the path to producing an academically sound research project, upholding the standards of the Faculty of Business Administration and the Faculty of Graduate Studies and Research.
4. To provide feedback to the student within 3 weeks on any written work that has been submitted.
5. For GBUS 900 and 902 (but not MBA 899) to choose a Second Reader for the research project (i.e., a second faculty member who will also read and comment on the completed research project - *draft final version*- of the student's research project).
6. To ensure the student has completed all ethical requirements associated with informed consent of participants. The student must submit all consent forms to the advisor before the advisor can recommend a final grade. The advisor will submit all consent forms to the Levene Office for storage for five years after which time they will be shredded / destroyed.
7. To advise the student whether the submitted completed research project is of a sufficiently high level of quality and completeness and, in consultation with the Second Reader (for GBUS900 and 902), to approve the completed research project when it reaches this point.
8. For GBUS 900 and 902 in consultation with the Program Lead Research to schedule a research project presentation date once the submitted completed research project has been approved.
9. To ensure the student does not exceed the 20-minute limit for presentation of the research project.
10. To lead the questions and discussion after the research project presentation.
11. For GBUS 900 and 902 (but not MBA 899) to provide the student with detailed feedback after the research project presentation regarding whether the student needs to make any further changes to the completed research project before submitting the final version.
12. To approve the final, formatted version of the research project before submitting to the office of the Associate Dean of the Faculty of Business Administration.
13. To submit a final grade (credit/no credit; pass/fail).

There will normally be a single Supervisor. In exceptional situations where there are co-Supervisors, if both Supervisors are appropriately accredited by the Faculty of Graduate Studies and Research, then there is no need for a Second Reader (for GBUS 900 / 902).

**The Role of the Second Reader (only for GBUS 900 and 902, NOT MBA 899)**
The Second Reader is a faculty member who is appropriately accredited by the Faculty of Graduate Studies and Research, and who is chosen by the Supervisor, in consultation with the student, based on expertise in the topic area of the research project. The Second Reader's responsibilities are:

1. To read the completed research project.
2. To provide comments and feedback to the student on the completed research project, with a copy of this feedback provided to the Supervisor. (This reading and feedback must occur *prior* to the student's public presentation of the research project.)
3. To attend the student's research project presentation.

**The Role of the Student**
This is intended to be a distinctive experience for students in the Faculty of Business Administration's graduate programs, as it allows a student to conduct a specialized study in an area of interest. Students are expected to undertake the project as an independent study, in consultation with their Supervisor. It features individual design and initiative on the student's part, as well as considerable freedom during the time of the project.

**Students are expected to:**

1. Prepare an initial project proposal (see guidance later in this section) and submit to the Program Lead Research to begin the supervisor matching process. Contact the Levene Office for contact details for the Program Lead Research.
2. Students must have a supervisor before they can be enrolled in the course.
3. Once a supervisor has been confirmed, contact the Program Advisor in the Levene Office to request registration in the course.
4. Prepare a research proposal that is 5-10 double-spaced pages in length, and obtain the Supervisor's approval of the proposal.
5. Consult with the Supervisor on issues or questions regarding objectives, literature review, methodology or analysis.
6. Prepare an ethics application to submit for approval to the UofR Ethics Board if primary data are used in your research project. Ensure all ethical requirements associated with data collection and use are adhered and submit all consent forms to the advisor. Note: the advisor must have all related consent forms before they can recommend a final grade.
7. Propose to the advisor a tentative schedule for completion of various components for discussion and agreement. Provide the Supervisor with a progress update at least once a month (minimum).
8. Complete the research project in a timely manner (typically one to two terms).
9. Ensure the completed research project meets the suggested length requirements of 40-80 double-spaced pages of text (or whatever length has been recommended by the Supervisor) and incorporates a minimum of 30 peer-reviewed sources.
10. Provide the Supervisor with a completed version of the research project at least 4-6 weeks prior to the proposed tentative presentation date. For GBUS 900 / 902 students, a copy must also be provided to the Second Reader.

11. Obtain the Supervisor's approval of the completed research project, as well as the Second Reader's approval (for GBUS 900 / 902) of the completed research project. This approval is essential before the Supervisor can confirm the presentation date.
12. Request a final presentation date and prepare and deliver a 20-minute presentation on the assigned presentation date, explaining the results of the research project. The presentation will be attended by faculty members and graduate students. Other persons whom the presenter has invited may also attend.
13. Be prepared to answer questions from the Supervisor, the Second Reader (for GBUS 900 / 902), and other faculty members at the conclusion of the 20-minute presentation.
14. Make any necessary corrections to the completed research project as directed by the supervisor, given the feedback received at the presentation (for GBUS 900 / 902).
15. Format the completed and final version of research project according to the guidelines.
16. Submit the corrected and final version of the research project to the Supervisor for final approval.

The Supervisor will submit this final version to the Associate Dean, Research & Graduate Programs of the Faculty of Business Administration.

## GUIDANCE ON WRITING AN INITIAL PROPOSAL (TO FIND AN ADVISOR)

(Note: this will be used to help match you with an appropriate advisor)

(Single-spaced with the headings provided. ¾ page to 2 pages)

**1) Title of Research Proposal**

**2) The Main Issue or Problem / Significance of Issue**:
Introduce the issue or problem that your research paper will focus on and attempt to resolve. Elaborate on the relevance of the issue and its complexity.

Include references (e.g., 3 – 8) to scholarly literature (e.g., peer reviewed journal articles) that relate to this issue. For example, what does the current research say about this topic and what do we need to know more about as it relates to this issue? Identifying why this issue is relevant to practice and research is important.

Reading and incorporating scholarly material will help your potential advisor determine if they have the expertise needed to advise you.

Example:

> Women continue to be under-represented in elite leader positions despite growing North American, UK and EU governmental interventions to increase numbers appointed to company boards and senior public posts (Grandy, 2016; Mavin & Grandy, 2016). Further, beyond senior level positions, women at work continue to face numerous challenges due to the pervasiveness of gender role stereotypes (Ely et al., 2011; Grandy & Ingols, 2016; Hurst et al., 2016). This proposed project will contribute significantly to understanding the nuances of gender and identity for women at work and offer practical (e.g., policy implications) recommendations for improving inclusiveness and dismantling barriers for women at work.

**3) The Central Question (or Questions)**:
Present your research issue or problem in the form of a question or set of questions that you hope to answer.

Example:
This project sets out to extend our understanding of women and leadership in the technology sector. The research will investigate the following question: how do women leaders overcome barriers they face in the technology sector? Three objectives will guide this project:

- To develop a framework based on existing literature which outlines the barriers that women leaders face in organizations and the strategies they employ to overcome such barriers
- To empirically explore through semi structured interviews, the experiences of women leaders in technology companies to identify barriers and strategies of success
- To determine the implications for leadership and practice.

**4) Why the Issue Is Compelling to You**:
Elaborate on why your research issue is compelling you. E.g., What is the source of your interest in it? What is your personal experience with the issue, or connection to it (if any)? Is it relevant to your career interests?

**5) What do you Already Know about the Issue and Need to Know**:
Describe briefly what you already know about the issue. Explain what more you need to learn.

**6) Overview of Expected Sources**: Give a preliminary list of primary and secondary sources you intend to use. Secondary sources include books, peer reviewed academic articles, professional journals, newspapers and magazines, etc. Primary sources include various forms of "empirical" data or "field research" – interviews, surveys, focus groups, discussion boards.

**7**) **Tentative schedule** (when do you intend to finish your literature review, when do you intend to have your survey ready to be submitted for ethical approval, when do you intend to collect your data and analyze it, when do you plan to have your first draft of the report submitted to your advisor, when do you expect to incorporate the feedback and so on, including a tentative date for your presentation if relevant). The tentative schedule can be discussed with the advisor and modified as needed.

**8) Reference List:** Include the full references for the material cited in the proposal.

## Research Project Phases:

### Pre-Project

This may be done any time during the student's program. It is up to the student to start the process of selecting a supervisor (complete the initial proposal and submit to the Project Lead Research).

This is done in preparation for subsequent registration in **MBA 899** / **GBUS 900 / GBUS 902**. **The process of matching a student to an advisor can take 2 – 4 weeks so students should consider this in their timeline of completion.**

### Research Term 1.

**Research Proposal:** Once an initial project proposal has been developed, students should begin working on a research proposal that is 5-10 double-spaced pages in length. Ideally, this should be provided to the Supervisor prior to registering for the course. This research proposal would include the following:

1. A clear statement of the problem the study is intended to resolve, accompanied by:
- An explanation of the practical or theoretical significance of this problem.
- A list of the research questions and objectives (purposes) on which the study will focus.
- Definitions of the main concepts or variable to be analyzed or investigated.
2. A brief summary of previously published research that is closely related, or a description of the research literature to be reviewed. Hypotheses (based on secondary data) can also be included.

3. A detailed description of the research methods to be used.

For analytical studies, this section should include:

- The primary and/or secondary sources to be analyzed
- The analytical procedures to be employed
- Criteria and procedures to be employed.

For qualitative studies, this section should include:

- The type of role the investigator plans to assume
- The specific contexts or settings to be investigated and the data collection procedures to be used
- The data analysis and cross-validation procedures to be used
- A schedule for conducting the study which indicates the steps to be taken, the sequence in which they will occur, and the estimated length of time required for each step.

For quantitative-empirical studies, this should include:

- A description of the population about which inferences will be made
- The research design to be used
- The various kinds of data that will be gathered and the methods and instruments to be used in collecting this data
- The analysis procedure or test-statistic that will be used for each hypothesis or question.
- A schedule for conducting the study which indicates the steps to be taken, the sequence in which they will occur, and the estimated length of time required for each step.

**Research Term 1 & 2.**
**Content of the Research Project:**
The text of the completed research projects should be approximately 40-80 double-spaced pages in length (or a length recommended by the Supervisor) and incorporate a minimum of 30 peer-reviewed sources. It should normally include all of the following elements (where applicable):
**Executive Summary**. Write this at the end, after you finish your research. Make a summary of your research in simple words, so readers can understand what the research is about without having to read it all. This should not be more than 1 page of single spaced text.
**Introduction/Problem Definition**. This section should clearly state the purpose of the research and explain why it is important. It should have a clearly stated research question and objectives. In setting up the rationale for your study, contextualizing the situation will be important (e.g., what has already been done in this area; what requires further investigation and you are attempting to answer).
**Literature Review**. This section describes and analyzes previous research on the topic. A table summarizing studies pertaining the topic is a good start. However, in addition to describing what others have done, you should discuss and analyze the body of knowledge with the ultimate goal of determining what is known and is not known about the topic and how it relates to your specific research questions. Based on your analysis, you may spell out/refine the original research questions and/or hypotheses that were generated when you started this project.
**Methodology**. This section describes and justifies the data gathering method used and the data analysis process (e.g., why a qualitative approach is fitting for your research question; what data

was collected and through what method; what was the sample; how did you analyze the raw data; what ethical implications were considered; what were the limitations of the research approach).
**Findings / Results**. This section discusses the results from your data analysis only. Typically it does not include discussing other research literature or the implications of your findings –unless you decide to combine the section Results and Discussion.
**Discussion**. This section discusses what your findings mean in relation to the existing body of knowledge on the topic and your profession. You may need to introduce new literature (particularly with qualitative research) to help explain your findings. You may also outline the limitations of your research as well as areas for future research.
**Conclusions**. This section provides a review of the research question and objectives, as well as a summary of the key findings. It should also cover the key implications of your research for future research and practice. Including personal reflections on the research process is also often included in this section (e.g., what do you take away from this process; what is next for you regarding this research; what would you do differently if you were to start over given what you now know).

Please consult the document below for additional information about content that can be included in each section
https://www.jou.ufl.edu/grad/forms/Guidelines-for-writing-thesis-or-dissertation.pdf

Much of what is written in the approved research proposal (i.e., problem definition; literature review; description of procedures) will be useful for preparing the initial sections of the research project. ***Significant revision is typically required between the proposal and the final draft of the submission***.

**Research Term 2.**
**Research Project Presentation:** ***Please note MBA 899, GBUS 900 and GBUS 902 all require a final presentation. However, only GBUS 900 and GBUS 902 involve a second reader at this presentation and only for GBUS 900 and GBUS 902 does the final presentation inform the final mark.***

Before the research project presentation may be scheduled, it is necessary for the completed research project to have been submitted to the Supervisor and the Second Reader (for GBUS 900 / 902), and to have been approved by both. Therefore, if the student has a tentative presentation date in mind, the completed research project must be submitted to the Supervisor and Second Reader at least 4-6 weeks prior to this date.

Once the Supervisor and Second Reader have approved the project, the Supervisor will set the date for the research project presentation, in consultation with the student and the Faculty of Business Administration Graduate Advisor. Students should keep in mind that they must complete the completed research project to the satisfaction of the Supervisor and Second Reader (for GBUS 900 / 902) prior to having a firm presentation date set.

The research project presentation may be no longer than 20 minutes in length. At the conclusion of the presentation, the Supervisor will lead a question period, where the Supervisor, Second

Reader (for GBUS 900 / 902), and faculty members may ask questions of the student about the research project.

For GBUS 900 / 902, once the question period has concluded, the student and guests will be asked to leave the room. The Supervisor will consult with the Second Reader and determine whether the student has successfully completed the research project requirements, and whether or not any further corrections are required on the student's completed research report. The student will be called back into the room, and advised whether the completed research report is acceptable 'as is,' or whether the completed research report must be revised. The student is expected to incorporate feedback and make revisions to the completed research report prior to the end of the semester in which the presentation has taken place.

The final version of completed research report must be handed in to the Supervisor. After approving it, the Supervisor will submit the final version of the research report to the Associate Dean of the Faculty of Business Administration.

## Research Paper Style Guide [1]

### Page Limit

The research paper should be 40 – 80 pages, double-spaced, including all author information, the title of the paper, the abstract (executive summary), method, results and discussion, footnotes and endnotes, tables and figures, but excluding references and appendices.

### Academic Writing Expectations.

**The research paper should be written using academic writing (formal, objective, and impersonal) and should be free of misspellings and grammar errors. Please visit the following resource to learn more about academic writing. https://www.monash.edu/rlo/research-writing-assignments/writing**

University of Regina Student Success Services provide free writing help for students, including graduate students. Students are also allowed to use a professional editor service (but have to pay from their own pocket) but the intent is to assist with editing and not content. The content *must* be the student's original work and referenced appropriately.

### Expectations on Scholarly Sources.

The research paper should incorporate a minimum of 30 peer-reviewed sources.

### Research Paper Format

Use Times New Roman 12 for the text of your manuscript. Use Arial for figure tables.
Double-space the entire manuscript. Indent the first line of every paragraph one-half inch.
Align the text to the left-hand margin leaving a "ragged right" margin.

[1] **(adapted from http://flash1r.apa.org/apastyle/basics/index.htm?_ga=2.200954729.657905300.1499292035-835211748.1499292035). For further information please also refer to http://www.apastyle.org**

Number the pages consecutively starting with page 1. Put the pages in the following order: Page 1, Title page, Page 2, Abstract (Executive Summary), Page 3, Beginning of text. References begin on a new page after the last page of text. Each table begins on a new page after the References. Each figure begins on a new page after the tables. Each appendix begins on a new page.

**Headings**

Use five levels of headings

Level 1 – **Centered, Boldface, Uppercase and Lowercase Heading**

Level 2 – **Flush Left, Boldface, Uppercase and Lowercase Heading**

Level 3 – **Indented, boldface, lowercase paragraph heading ending with a period**

Level 4 – ***Indented, boldface, italicized, lowercase paragraph heading ending with a period.***

Level 5 – Indented, italicized, lowercase paragraph heading ending with a period.

**Citing References in Text**

Use the author-date citation system. This system allows readers to find the sources cited in text in the reference list, where each source is cited alphabetically.

To insert a citation in text, include the author's surname and year of publication. For a direct quotation, include the page number or specific location of the phrase or sentences in the original work.

Examples

One author

Kessler (2003) found that among epidemiological samples…..

Early onset results in a more persistent and severe course (Kessler, 2003).

In 2003, Kessler's study of epidemiological samples showed that ….

Two authors

Walker and Allen (2004)

(Walker & Allan, 2004)

Three or more authors

First citation in the text - Bradley, Ramirez, and Soho (1999)

(Bradley, Ramirez, & Soho, 1999)

Subsequent citations in the text – Bradley et al. (1999)

(Bradley et al., 1999)

Groups (readily identified through abbreviation) as authors

First citation in text - National Institute of Mental Health (NIMH, 2003)

(National Institute of Mental Health [NIMH], 2003)

Subsequent citations in the text – NIMH (2003)

(NIMH, 2003)

When you need to cite two or more works together, arrange the in-text citations alphabetically in the same order in which they appear in the reference list.
Training materials are available (Department of Veteran Affairs, 2001, 2003)
Several studies (Rothbart, 2003a, 2003b)
Several studies (Miller, 1999; Shafranske & Mahoney, 1998)

**The Reference List**

The purpose of the reference list is to help readers find the sources you used. Therefore, the reference list should be as accurate and complete as possible. All citations should be listed in the reference list. List references in order by the author's surname, or first author's surname if there is more than one author. Use the hanging indent paragraph style. Double-space the entire reference list.

References contain the following components:

- author name or names
- publication date
- title of the work and
- publication data
- DOI (digital object identifier) (if available).

Journal articles
Dahl, S., Eagle, L., & Ebrahimjee, M. (2013). Golden moves: Developing a transtheoretical model-based social marketing intervention in an elderly population. *Social Marketing Quarterly, 19*, 230–241. doi:10.1177/1524500413505569

Prochaska, J. O., & Velicer, W. F. (1997). The transtheoretical model of health behavior change. *American Journal of Health Promotion*, *12*, 38–48. Retrieved from http://luci.ics.uci.edu/websiteContent/weAreLuci/biographies/faculty/djp3/LocalCopy/prochaska.pdf

Chapter in a book
King, N. (2004). Using templates in the thematic analysis of text. In C. Cassell & G. Symon (Eds.), *Essential guide to qualitative methods in organizational research* (pp. 256–270). London, England: Sage. doi:http://dx.doi.org/10.4135/9781446280119.n21

Book
Prochaska, J. O., Norcross, J. C., & DiClemente, C. C. (1994). *Changing for good*. New York, NY: HarperCollins Publishers.

Conference proceedings
Collins, C.E., Wong, P, & Lent, R. (2008). The basic nonformity of the cerebral cortex. *Proceedings of the National Academy of Sciences 105*, 12593-12598. Doi:10.1073/pnas.0805417105

Website

World Health Organization. (2015). *Depression*. Retrieved April 16, 2015, from http://www.who.int/mediacentre/factsheets/fs369/en/

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# EXAMPLE: Title page

Robert P. Smith
MBA Candidate

## Northwell, INC.: PUTTING A JOINT VENTURE BACK ON TRACK[2]

A project submitted in partial fulfillment of the requirements for the
[insert program]

Submitted by

[insert student name]
[insert student number]

Submitted to
Magdalena Cismaru, PhD
Advisor

Adrian Pitariu, PhD
Associate Dean, Research & Graduate Programs

[2] Acknowledgements

# EXAMPLE: EXECUTIVE SUMMARY

Workplace Diversity and Retention: A Case Study Analysis of Company XYZ

As our workplace diversity increases, organizations face the complex challenge of identifying ways to engage and retain qualified employees with diverse needs and interests (NOTE: introduction of problem and need for answers). This research paper sets out to answer the research question (*NOTE: introduction of research question and objectives*)

To address these questions, the literature on workplace motivation, engagement, and diversity were consulted to propose a framework of 15 factors expected to influence employee retention (*NOTE: identification of relevant literature used*).

A survey was administered to 175 employees working in the case study organization, XYZ company *(NOTE: overview of methodology*). Key findings reveal… (*NOTE: summary of key findings*).

The research paper concludes with three key recommendations for company XYZ and two areas of future research (*NOTE: overview of key recommendations and areas for future research*).